



NORWESCAP
Head Start & Early Head Start
Creating Opportunities.
Changing Lives.



ANNUAL REPORT

2018/2019



SERVING
CHILDREN AND
FAMILIES OF
HUNTERDON,
MORRIS, SUSSEX
AND WARREN
COUNTIES

**Across 1,764
Square Miles**

ABOUT NORWESCAP

Norwescap is a private, nonprofit corporation, established in 1965, serving the low-income population in Northwest NJ. We offer a comprehensive array of strategies, programs, and services to create opportunities and change lives.

At Norwescap we believe everyone should have access to high-quality educational opportunities which is why we provide educational services to young children, support youth and emerging adults in pursuing educational opportunities and help adults get an education that can fuel their careers. Norwescap is committed to supporting educational endeavors from birth through adulthood and beyond.

NORWESCAP HEAD START & EARLY HEAD START

Norwescap has provided high quality Head Start programs since 1965. Our programs promote the school readiness of young children from low-income families through the delivery of free education, health, nutrition, mental health, and social services.

HEAD START & EARLY HEAD START MISSION

Enhance the development of low-income pregnant mothers and children 0-5 in supportive partnership with their families and in collaboration with the community through the delivery of education, health, nutrition, mental health and social services.



COMMUNITY ASSESSMENT SUMMARY

Norwescap Head Start and Early Head Start provide services to 562 children and families in four counties of New Jersey. Hunterdon, Morris, Sussex, and Warren Counties are located in the northwest region of the state. The geographic location and rural environment allows for an innovative approach to the delivery of services.

The counties served by Norwescap Head Start and Early Head Start are recognized as some of the wealthiest and healthiest counties of New Jersey. Advocates for Children of New Jersey (ACNJ) rank each county on a set of indicators of child well-being. In 2018, ACNJ organized and ranked counties according to four different domains: child and family economics, child health, safety and well-being, and education. Following National KIDS COUNT project of Annie E. Casey Foundation's lead, domain includes four indicators. The overall domain ranks for each county served by Norwescap Head Start and Early Head Start is listed below.

Domain	Hunterdon	Morris	Sussex	Warren
Child & Family Economics	3	1	7	9
Child Health	2	3	3	21
Safety & Well-Being	10	2	6	6
Education	1	3	6	7

The referenced indicators reveal a relatively high ranking for the four counties within the state of New Jersey. However, within these counties, there is a wealth gap for a portion of the population resulting in "pockets of poverty". Meeting the needs of this vulnerable population is challenging for many different reasons. The Norwescap Head Start and Early Head Start Community Assessment Update provided the opportunity to analyze the assets, needs and trends in each community. The Community Assessment Update also provided the opportunity to collectively discuss ideas on the group's ability to leverage resources in order to close gaps.





HEAD START & EARLY HEAD START POPULATION

High concentrated areas of poverty often lack basic resources to allow individuals to obtain and maintain sustainability. Norwescap Head Start and Early Head Start (HS/EHS) has identified those catchment areas within each county. The percentages listed below indicate the HS/EHS services provided to the estimated eligible population within each catchment area of the county.

Hunterdon		Morris	Sussex		Warren	
HS	EHS	EHS	HS	EHS	HS	EHS
40%	22%	12%	29%	4%	24%	10%

CONCERNS, GAPS, TRENDS

During the 2018-2019 Community Assessment Update, assets, gaps and trends within each of the four counties were identified. The areas of concern and key trends remain relatively constant within the four counties and are similar to the concerns raised during the 2017-2018 Community Assessment.

HOUSING

A lack of affordable housing within each county exists. In addition, some families are sharing housing to defer costs. During the community assessment, a home visitor explained that families are "stacking"- multiple families living in one dwelling in which housing costs and childcare is shared among dwellers. In extreme circumstances, leaseholders will rent out the use of a couch or bathroom. "Stacking" presents various health and safety concerns including established primary caregivers for infants and toddlers, disruptive routines for children and families, exposure to transient individuals with unidentified health concerns and basic building safety concerns. Thirty-one percent (31%) of the Norwescap Head Start and Early Head Start families have either shared housing because of economic hardship or considered themselves homeless.





The families located in Morris County experienced the highest rate of homelessness at 58%, a 4% jump since last year. Although the counties served by Norwescap Head Start and Early Head Start are considered to be among the wealthiest in the nation, housing for the population we serve is a major issue. Households paying more than 30% of their income on rent are as follows: Hunterdon County 48%, Morris County 42%, Sussex County 47% and Warren County 45%. Unstable housing contributes to family stress impacting family engagement, school readiness, and the health and safety of the occupants.

AFFORDABLE, QUALITY CHILDCARE

The cost and availability of childcare in general, and infant-toddler care specifically, is a major challenge for low income families. Many counties experienced a decrease in the capacity of their licensed childcare centers, indicating that the remaining centers serve even fewer children than before. Within Hunterdon County, Morris County, Sussex County and Warren County, the number of licensed childcare centers and the capacity of those centers have experienced a steady decline for the past five years. The number of slots available for infants and toddlers likely to need childcare does not meet the demand.



TRANSPORTATION

(As reported in the Community Assessments from 2015-2019) The rural nature of the four counties makes transportation a challenge. The cost of gas, insurance and related automobile expenses put a heavy burden on families. The lack of public transportation and the remote location of each county hinder families from obtaining the necessary services, including childcare.



Employees work diligently to connect families to services. However, services can be delayed while appropriate transportation arrangements are coordinated. As an organization, Norwescap has faced significant challenges in hiring and retaining qualified bus drivers. Further, research has revealed a national driver shortage. The National School Transportation Association reported "...the pool for traditional driver applicants is shrinking." This means contractors and school districts are forced to be more resourceful in attracting new driver candidates with additional programs, such as recruitment and sign-on bonuses, which in turn increase costs. Added challenges include the rise in healthcare premiums, workman's compensation and vehicle insurance. In addition, the cost to replace school buses that cost \$55,000 to \$65,000 with new buses that cost \$85,000 to \$100,000 is straining budgets. The 2017-2018 Norwescap Head Start and Early Head Start Wage Comparability Study indicated an inequity in bus aide pay and can be linked to our inability to hire and retain transportation staff.

MENTAL HEALTH SERVICES

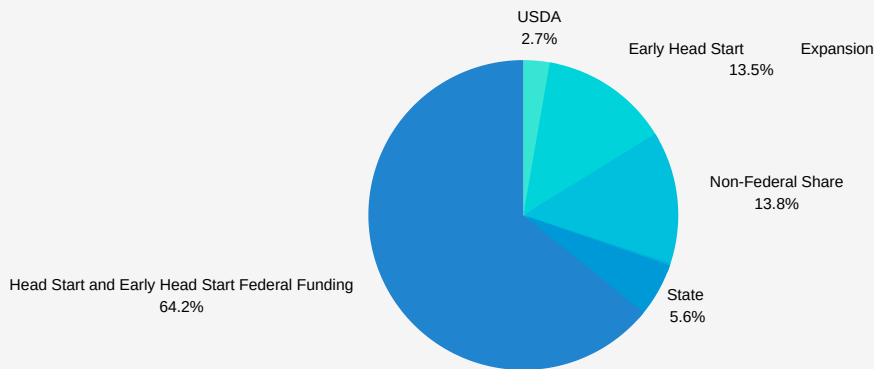
Community mental health services have been reduced in all four counties. In addition, families have reported a reluctance to seek out mental health services because of a perceived stigma. Three percent (3%) of Norwescap Head Start and Early Head Start parents/caregivers report having mental health concerns. In addition to parental health concerns, there is a rise in the number of preschool children presenting with severe challenging behaviors 3.6% of the HS enrollment.





HEAD START AND EARLY HEAD START BUDGET, REVENUE AND EXPENDITURES

2018-2019 Revenue



Head Start and Early Head Start Federal Funding	\$6,222,676
Early Head Start Expansion	\$1,307,465
Non-Federal Share	\$1,342,593
United Way	\$22,100
State	\$539,942
USDA	\$265,090
TOTAL:	\$9,699,866

2018-2019 Revenue

Budget and Expenditures

<u>Budget Category</u>	<u>Budget</u>	<u>Expenditures</u>
Personnel	\$ 3,702,795	\$ 3,567,409
Fringe	\$ 1,371,624	\$ 1,428,446
Travel	\$ 10,200	\$ 8,013
Supplies	\$ 68,985	\$ 71,532
Contractual	\$ 367,824	\$ 389,970
Other	\$ 701,248	\$ 757,306
Direct Costs	\$ 6,222,676	\$ 6,222,676

2018-2019 Early Head Start Expansion Budget and Expenditures

<u>Budget Category</u>	<u>Budget</u>	<u>Expenditures</u>
Personnel	\$ 753,855	\$ 703,478
Fringe	\$ 231,947	\$ 238,459
Travel	\$ 4,484	\$ (1,299)
Supplies	\$ 43,810	\$ 61,742
Contractual	\$ 46,759	\$ 75,942
Other	\$ 226,610	\$ 229,143
Direct Costs	\$ 1,307,465	\$ 1,307,465



Program Services

Program	Head Start	Early Head Start	Early Head Start Expansion
Funded Enrollment	305	193	64
Cumulative Enrollment	343	247	74
Categorically Eligible	91%	94%	92%
Families Served	329	203	72

Monthly Enrollment

Month	Head Start		Early Head Start		Early Head Start Expansion	
	Enrolled	% of Funded Enrollment	Enrolled	% of Funded Enrollment	Enrolled	% of Funded Enrollment
September 2018	305	100%	193	100%	64	100%
October 2018	302	99%	193	100%	64	100%
November 2018	301	98.6%	193	100%	64	100%
December 2018	299	98%	193	100%	64	100%
January 2019	299	98%	193	100%	64	100%
February 2019	296	97%	193	100%	64	100%
March 2019	296	97%	193	100%	64	100%
April 2019	298	97.7%	193	100%	64	100%
May 2019	297	97.3%	193	100%	64	100%
June 2019	297	97.3%	193	100%	64	100%
July 2019	Closed*	-	193	100%	64	100%
August 2019	Closed*	-	193	100%	64	100%

**Head Start does not provide services in July or August*

PROGRAM MONITORING

Norwescap Head Start and Early Head Start monitor and manage multiple sites encompassing a combined total of 1,764 miles within Hunterdon, Morris, Sussex and Warren Counties. Systems have been designed to consistently reach Head Start goals, milestones, and deadlines.



Continuous, ongoing monitoring and quality program improvement is embedded through the delivery of services. Norwescap Head Start and Early Head Start have the organizational capacity and ability to successfully oversee program operations that comply with applicable federal, state and local regulations. During the 2018-2019 program year, the Administration for Children and Families (ACF) conducted the Focus Area 1 Review. It was noted that Norwescap Head Start and Early Head Start was in compliance with all aspects of the review including Program Design and Management, Quality Education and Child Development Program Services, Quality Health Program Services, Quality Family Engagement Program Services and Developing Effective Eligibility, Recruitment, Selection, Enrollment and Attendance Strategies and Fiscal Infrastructure. Program Highlights included this program's involvement in UCLA and the National Center on Early Childhood and Wellness Health Care Institute. Based on programmatic data, this initiative strengthened the well-being of families and will continue to promote a culture of health and wellness as the health staff attends additional training from the Health Care Institute in oral health, childhood obesity and child and family wellness.

Child Health Services

Program Information Report Indicators	Head Start		Early Head Start		Early Head Start Expansion	
	Enrolled	%	Enrolled	%	Enrolled	%
Children up to date on schedule of EPSDT at end of year	342	99%	228	92%	73	98.6%
Of the above, children with chronic health condition needing treatment	19	5.5%	4	1.7%	2	2.7%
Of the above children, number who received treatment	19	100%	4	100%	2	100%
Preschool children who completed a professional dental exam	314	92%	N/A	N/A	N/A	N/A
Of the above children, number who needed treatment	78	25%	N/A	N/A	N/A	N/A
Of the children needing treatment, number who received it	50	64%	N/A	N/A	N/A	N/A
Children with health insurance (end of program year)	325	95%	228	92%	72	97%
Children with a medical home (end of program year)	343	100%	228	92%	74	100%
Children up to date on immunizations (end of program year)	342	99%	201	81%	73	98.6%
Children with a dental home (end of year)	342	99%	228	92%	74	100%



Child Disability Services

Performance Indicator	Head Start	Early Head Start	Early Head Start Expansion
Cumulative Child Enrollment	343	247	74
Number of Children with IEP/IFSP	27	39	16
Of these, the number who were determined to receive special education and related services (HS) or early intervention services (EHS):			
Prior to enrollment	13	29	10
During this program year	14	10	6
Percentage of Enrollment	7.8%	15.7%	21.6%

PARENT, FAMILY AND COMMUNITY ENGAGEMENT

Families play a critical role in Head Start and Early Head Start. Norwescap Head Start and Early Head Start have an established Policy Council through which parents participate in making decisions about their Head Start program. The Policy Council assists in developing program policies, making decisions with regard to the hiring and terminating of staff, developing the budget and determining program priorities. A Parent Association Committee (PAC) is established at each center and is comprised of the parents of currently enrolled children. Parents are surveyed for the types of activities or workshops in which they would like to participate in during PAC meetings. Parents develop leadership skills and experiences as they take on the planning and development of these activities and services. Norwescap Head Start and Early Head Start is a community-based, parent program, which requires parent participation. Donations of goods or services reflect 20% of the Head Start and Early Head Start budget. Family workers and education staff encourage and invite parents to volunteer in the classroom, kitchen, and office. Parents are encouraged to work on special activities engaging parents with the program and each other.

- Families volunteered 41,191 hours during the 2018-2019 program year.
- Norwescap Head Start and Early Head Start reported \$1,656,206.00 in non-federal/in-kind match.



Father Engagement and Volunteerism

Father Engagement Performance Indicator	Head Start	Early Head Start	EHS Expansion
Number of fathers/father figures who were engaged in the following activities this program year:			
Family assessment	98	100	15
Family goal setting	93	106	17
Involvement in child's developmental experiences	157	119	34
Program governance - Policy Council, PAC	3	0	3
Parenting education workshops	32	35	7
Volunteerism Performance Indicator	Head Start	Early Head Start	EHS Expansion
Number of persons providing any volunteer services to the program since last year	468	208	117
Of these, the number who are current or former Head Start or Early Head Start parents	347	184	78

EDUCATION AND SCHOOL READINESS

The education curriculum is reviewed with families on a regular basis to ensure that parents are involved in assessing the curriculum's effectiveness in meeting the needs and development of each child enrolled in the program. It is the philosophy of Norwescap Head Start and Early Head Start that parents are the primary educators of their children. Administrative and center staff recruit parents to become active members of the program and the community.

The curriculum process prepares children for kindergarten. After an initial screening using the Early Screening Inventory, preschool teachers and home visitors individualize their lesson plans by setting goals to meet the needs of each child. For children transitioning to kindergarten this includes skills in the areas of physical health and development, social and emotional development, approaches to learning, logic and reasoning, language development, literacy mathematics, science, creative arts expression, social studies and English language development for dual language learners.

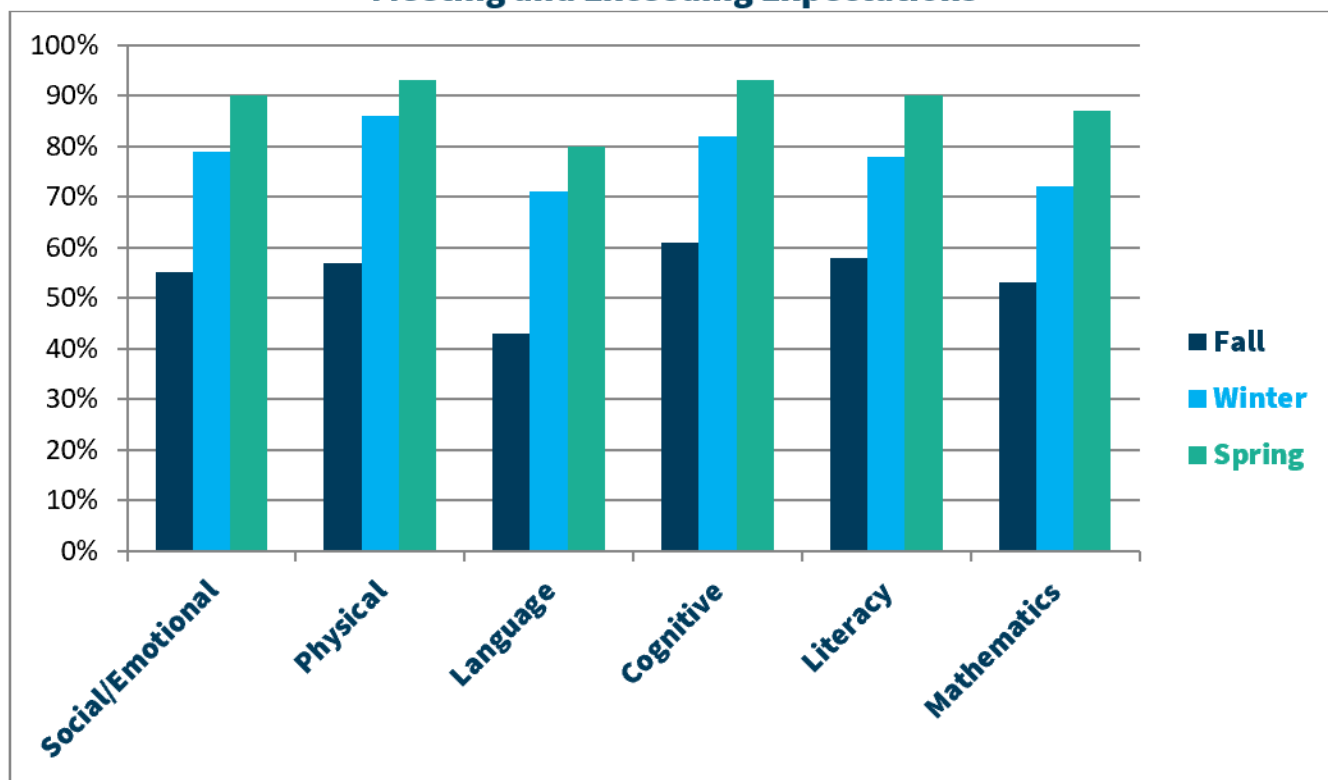




Throughout the year, the goals and accomplishments are updated and reviewed with each child’s parents. Additional assessments through the year, using Teaching Strategies GOLD, provide the necessary data to determine outcomes and to develop continuous improvement plans. Individual development plans for infants and toddlers are based on the results of the Ages and Stages Questionnaire screening and the Teaching Strategies GOLD assessment. Infants and toddlers are being prepared for success in school by thoughtfully planned activities that develop social-emotional, physical, cognitive and language skills while promoting confidence, curiosity, intentionality, self-control, relatedness, capacity to communicate and cooperativeness.

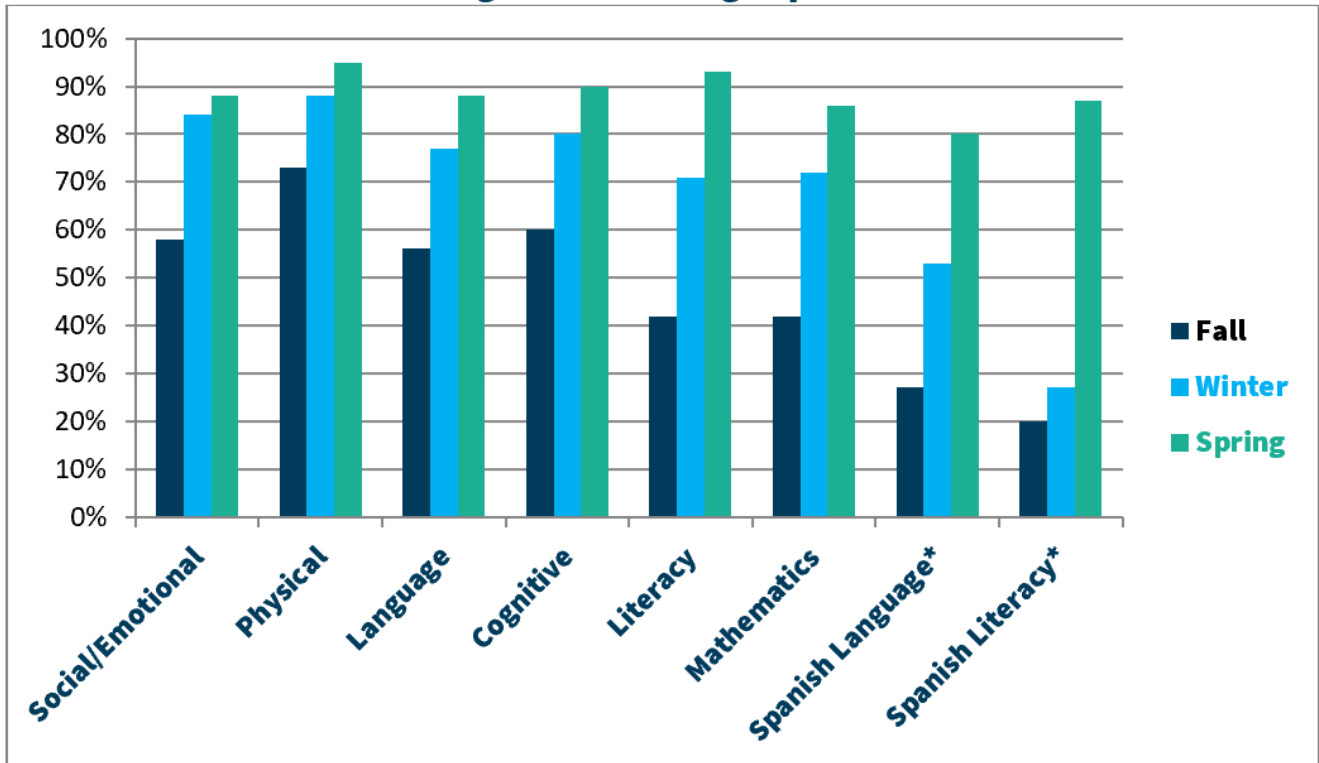
**Norwescap Early Head Start
2018-2019 Teaching Strategies GOLD
School Readiness- Areas of Development**

**Early Head Start
Meeting and Exceeding Expectations**





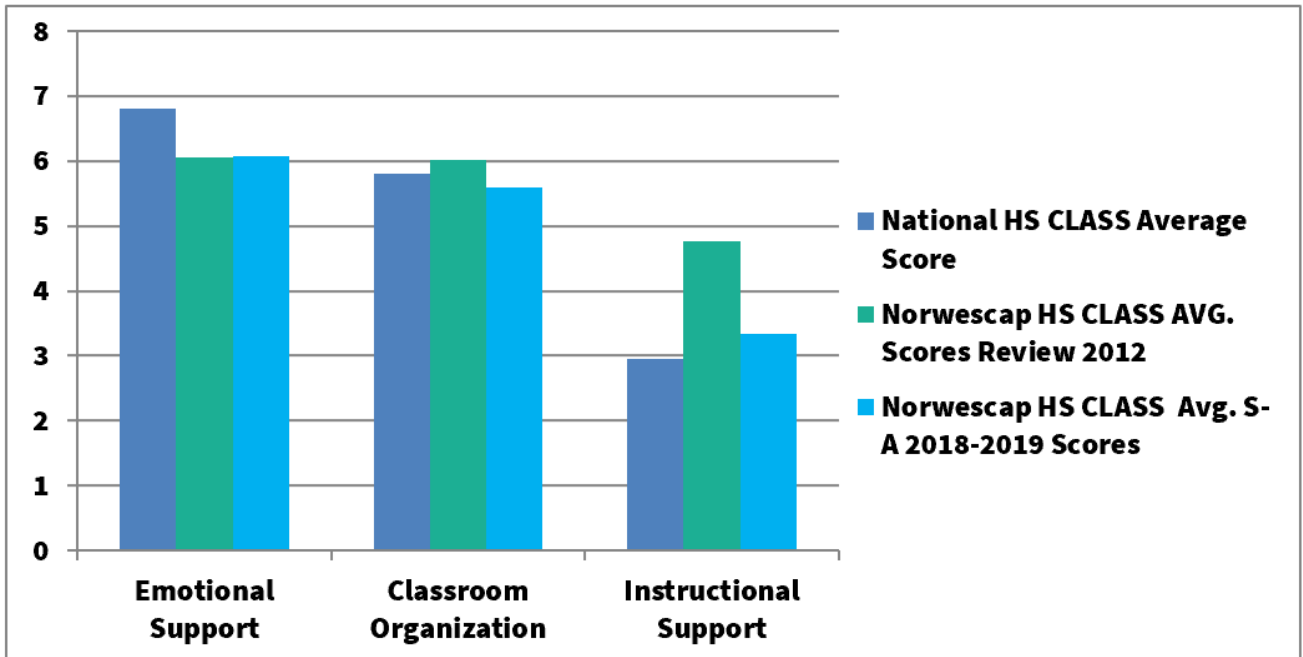
Head Start Meeting and Exceeding Expectations



CLASSROOM ASSESSMENT SCORING SYSTEM (CLASS)

The Classroom Assessment Scoring System™ (CLASS™) is an observational instrument developed to assess classroom quality in PK-12 classrooms. It describes multiple dimensions of teaching that are linked to student achievement and development and has been validated in over 2,000 classrooms. The CLASS™ can be used to reliably assess classroom quality for research and program evaluation and also provide a tool to help new and experienced teachers become more effective.

The National Head Start CLASS average in each of the three domains, shown on the chart on the next page, is depicted in navy blue. In January of 2012, the Office of Head Start conducted an on-site CLASS review. The average scores are shown in green. During the 2018-2019 program self-assessment (SA) process, Head Start and Early Head Start conducted CLASS observations in 17 of the 19 Norwescap Head Start classrooms. The Norwescap average score for 2018-2019 is depicted in sky blue.



EMOTIONAL SUPPORT:

Assesses the degree to which teachers establish and promote positive climate in their classroom through their everyday interactions. (National Average 6.08, Norwescap Review Average 6.05, Norwescap 2018-19 SA 6.07)

CLASSROOM ORGANIZATION:

Assesses classroom routines and procedures related to the organization and management of children's behavior, time, and attention in the classroom. (National Average 5.8, Norwescap Review Average 6.01, Norwescap 2018-2019 SA 5.59)

INSTRUCTIONAL SUPPORT:

Instructional Support Assesses the way in which teachers implement the curriculum to effectively promote cognitive and language development. (National Average 2.96, Norwescap Review Average 4.77, Norwescap 2018-2019 SA 3.34)





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