

GLCAC, Inc.

Head Start & Early Head Start

[www.headstart.glcac.org](http://www.headstart.glcac.org)



# Annual Report | 2018



Greater  
Lawrence  
Community  
Action  
Council, Inc.

**GLCAC**

Creating Opportunities: Ending Poverty

**Rony Adams**

*Early Learning Division Director*

**Evelyn Friedman**

*GLCAC, Inc. Executive Director*

**Thomas Hartwell**

*GLCAC, Inc. Board of Directors Chair*



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# Our Children, Our Future

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## Message from Our Director

Looking back on this past year, I am amazed at the growth that we have experienced in our Head Start and Early Head Start programs through the dynamic backdrop of our changing community and steadfast adherence to our core mission principles.

Our children can tell you that transitions are a natural part of life; new opportunities lead to new leadership and the implementation of novel ideas. This past year we saw the birth of new collaborations and partnerships emerge which will undoubtedly lead to richer stories of achievement from our children, families, and staff in this changing environment.

The success of our program is reliant on a strong base of caring and persistent educators and support staff: key individuals who keep our program strong.

We will continue to work to ensure children and families in our community receive the highest quality service necessary to reach their goals.

Sincerely,

*Rony Adams*

Division Director of Early Learning



## Mission Statement

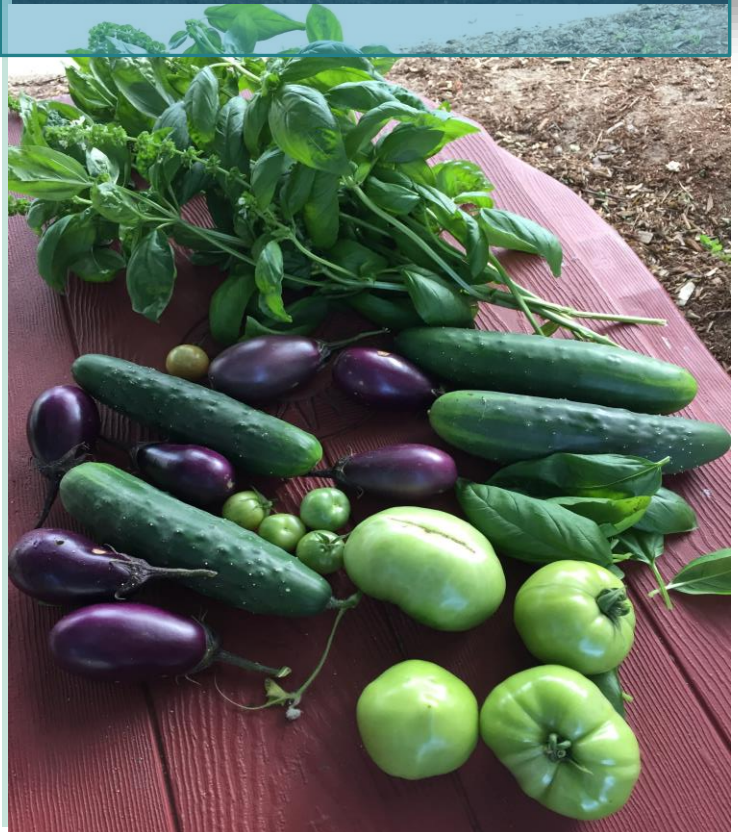
To serve low income, high need, high risk children and families in Greater Lawrence through high quality services. Using a case management approach, the program provides individualized services to strengthen families by fostering self-sufficiency, problem-solving skills, and a spirit of life-long learning.

## Results from the HSKI-C Federal Review

"This letter serves as formal notice that from 11/18/2015 to 11/20/2015, Greater Lawrence Community Action Council, Inc. successfully passed the Head Start Key Indicators-Compliant (HSKI-C) Review Event and thus qualified for differential monitoring based on the results of the monitoring review."



Planting a vegetable garden at Casa Roja (top).  
Below, harvest from our gardens.



# Head Start/Early Head Start Funded Enrollment

## Fiscal Year 2017-2018

### Funded Enrollment 2017-2018

GLCAC, Inc. Head Start and Early Head Start program receives funding to provide **center-based services** to **459 preschool children** and **48 toddlers**.

**459**  
Preschool  
Children

**48**  
Toddler Full-  
day/Full-year

**507** Children Served

- 116 HS Full-Day/Full-Year
- 303 Part-Day/Part-Year
- 48 EHS Full-Day/Full-Year
- 40 Extended Duration

### Total Number of Children and Families Served

Head Start: **680**

Early Head Start: **125**

**Average Monthly Enrollment (as a percentage of funded enrollment):**

**100.5%**

During June, July, and August, not all options are in session. Early Head Start operates Full-Day/Full-Year; Head Start serves limited Full-Day/Full-Year slots through State funded vouchers and extension of 1,020 hours for 2 classrooms through the Duration Grant.

**Department of Health and Human Services /  
Administration for Children & Families  
2017-2018**

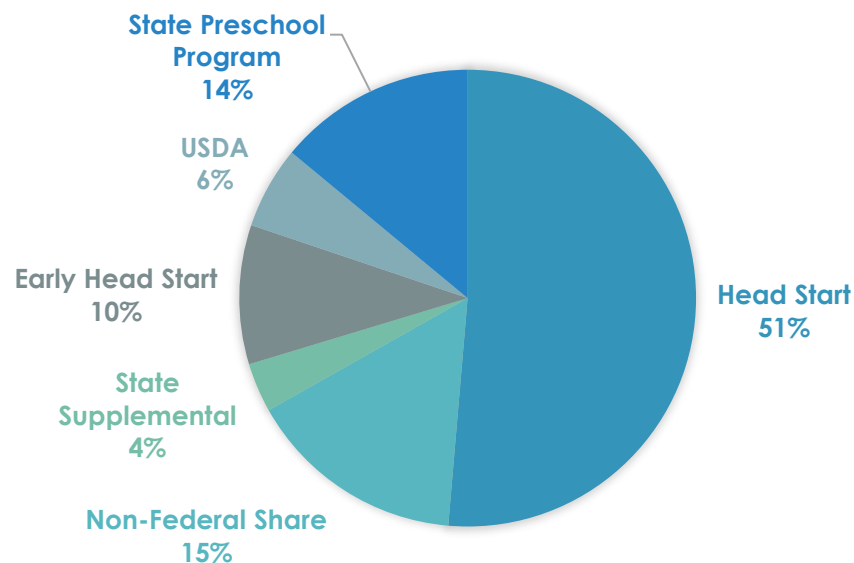
Head Start Funds	\$4,128,286.00
Training and Technical Assistance	\$42,370.00
COLA (1%)	\$41,283.00
Duration Grant (40 Slots)	\$146,498.00
Early Head Start Funds	\$791,988.00
T/TA	\$ 14,135.00
COLA (1%)	\$7,920.00
<b>Total Federal Funding 2017-2018</b>	<b>\$5,172,480.00</b>
Head Start Non-Federal Resources	\$1,052,986.00
Early Head Start Non-Federal Resources	\$203,511.00
USDA (May 2017-April 2018)	\$468,506.00

**Funding Sources for Fiscal Year July 2017 – June 2018**

**Massachusetts Department of Early Education & Care 7/2017 – 6/2018**

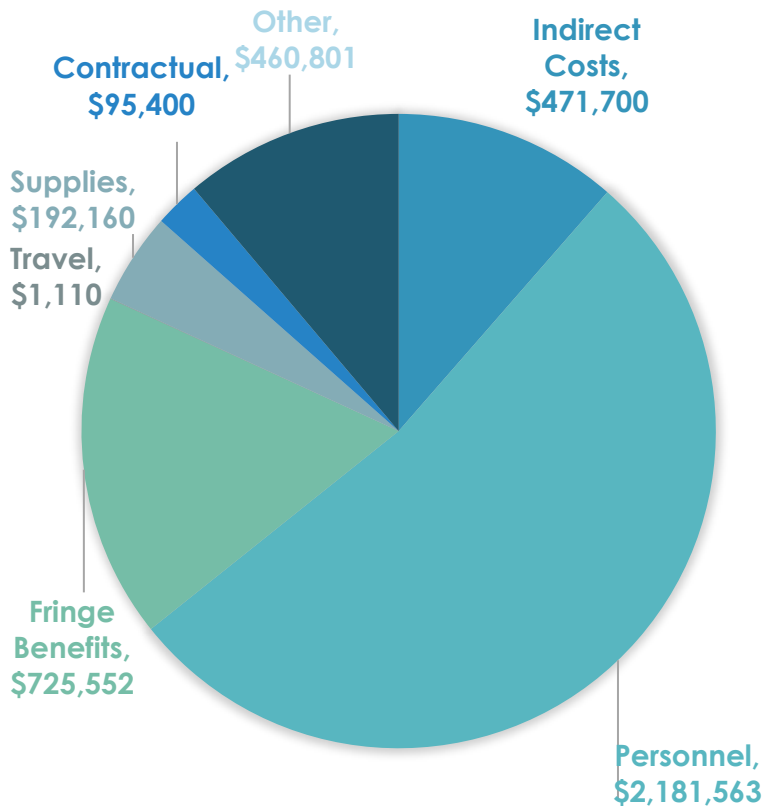
State Supplemental	\$280,800.00
State Preschool Program	\$1,125,123.00
<b>Total State Funding</b>	<b>\$1,405,923.00</b>

**SOURCES OF FUNDING**



## Head Start Budgetary Expenses

Cost for Program Operation:	\$4,316,067
Cost for Training & Technical Assistance:	\$42,370
Non-Federal Share (Cash & In-Kind):	\$1,089,609
<b>Total Budget</b>	<b>\$5,448,046</b>



### HS Program Operation Costs

**Supplies** category includes office supplies, child/family services supplies, computers and monitors, and medical supplies.

**Contractual** category includes disability services/American Sign Language interpreter; curriculum specialist, data management, and equipment rental.

*Disability Service:* comprehensive services needs a Licensed Mental Health Consultant for the increased number of priority at-risk children and families for early detection and referrals; and a Special Needs consultant to support children with disabilities.

*Data management:* Contract with CLEVEREX for data management system.

**Other** category includes:

- Usage allowance for 305 Essex Street
- Depreciation
- Rent for 136 Water Street
- Mortgage payments
- Utilities & telephone
- Insurance
- Building maintenance & repair
- Mileage reimbursement (local)
- Volunteer
- Parent services
- Publications & advertising
- \*Child transportation

## Early Head Start Budgetary Expenses

Cost for Program Operation:	\$799,908
Cost for Training & Technical Assistance:	\$14,135
Non-Federal Share (Cash & In-Kind):	\$203,511
<b>Total Budget</b>	<b>\$1,017,554</b>

### EHS Program Operation Costs

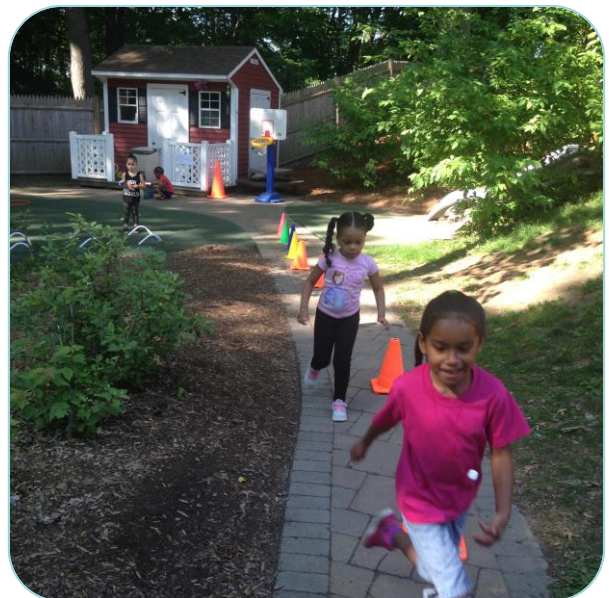
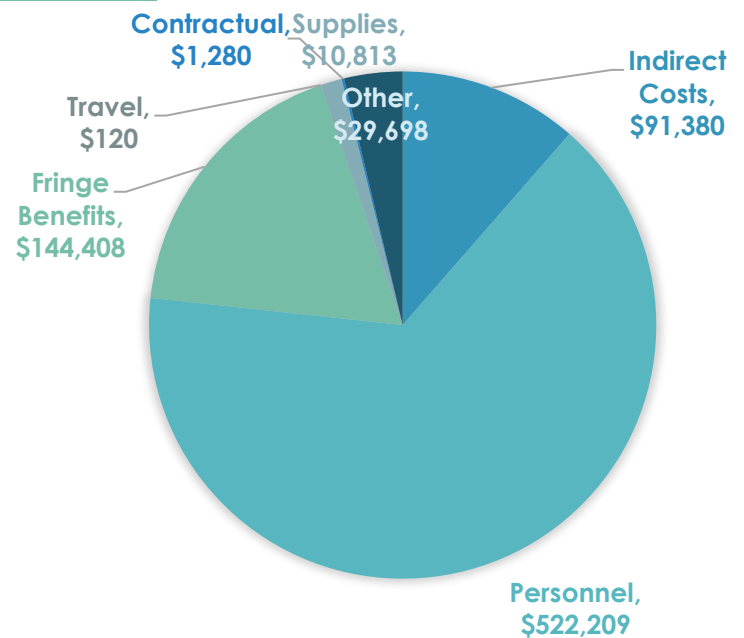
In addition to office supplies, child/family services supplies, computers and monitors, and medical supplies, **Supplies** category also includes the cost of replacing materials for all EHS classrooms.

**Contractual** category includes data management and copier equipment.

**Data management:** Contract with CLEVEREX for the data management system.

**Other** category includes:

- Usage allowance for 305 Essex Street
- Rent for 136 Water Street
- Utilities
- Insurance
- Child transportation, which involves the leasing of a bus (1), and vehicle maintenance, insurance, gas and oil, fees and parking for all other buses (3).





## Fiscal Year 2018-2019

### Program Goals



Children will achieve school readiness goals based on continuous development



The program will implement an outcomes-based family engagement model



The program will partner with parents to implement practices that respond to children's challenging behaviors



The program will engage staff and families in activities that support healthy lifestyles

### Approved Budget for Fiscal Year 2018-2019

	HEAD START	EARLY HEAD START
Personnel	\$ 2,355,378	\$ 459,589
Fringe Benefits	\$ 807,469	\$ 154,527
Travel	\$ 1,110	\$ 120
Supplies	\$ 137,670	\$ 14,040
Contractual	\$ 54,960	\$ 9,320
Other	\$ 447,854	\$ 66,859
Indirect Costs	\$ 511,626	\$ 95,453
<b>Total Federal Funding</b>	<b>\$ 4,316,067</b>	<b>\$ 799,908</b>
<b>Training and Technical Assistance</b>	<b>\$ 42,370</b>	<b>\$ 14,135</b>
<b>2.6% COLA</b>	<b>\$ 112,218</b>	<b>\$ 20,798</b>
<b>T/TA Increase</b>	<b>\$ 10,628</b>	<b>\$ 4,760</b>
<b>Total Federal Funding</b>	<b>\$ 4,481,283</b>	<b>\$ 839,601</b>
<b>Total Non-Federal Share</b>	<b>\$ 1,122,865</b>	<b>\$ 207,358</b>

Please note that all personnel costs except for the teacher category are co-shared between the Head Start and Early Head Start programs.

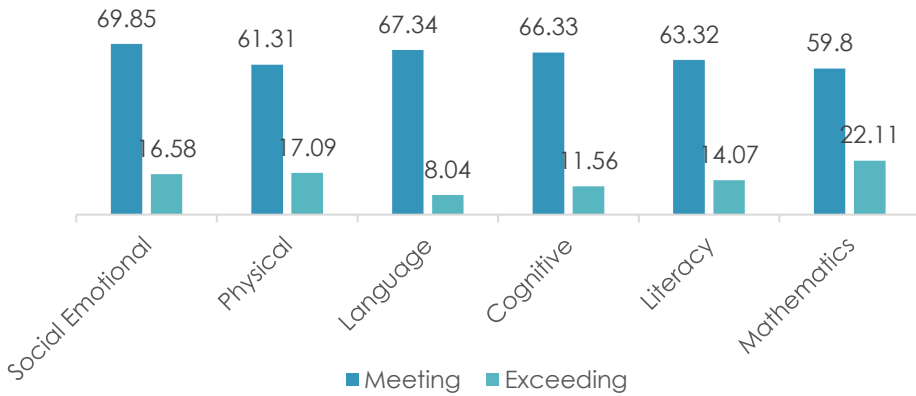
## School Readiness Goals

The school readiness goals, developed to prepare our children for academic achievement when they enter Kindergarten, are linked to our overarching program goals. Our school readiness goals are:

<i>Social Emotional</i>	Children will regulate own emotions and behaviors, establish and sustain positive relationships, participate cooperatively and constructively in group situations.
<i>Cognitive</i>	Children will demonstrate positive approaches to learning, remember and connect experiences, use classification skills, use symbols and images to represent something not present.
<i>Language</i>	Listens to and understands increasingly complex language, uses language to express thoughts and needs, uses appropriate conversational and other communication skills.
<i>Physical Development</i>	Demonstrates traveling skills, balancing skills, gross motor and fine motor strength and coordination.
<i>Literacy</i>	Demonstrates phonological awareness, knowledge of the alphabet, knowledge of print and its uses, comprehends and responds to books and other texts, demonstrates emergent writing skills.
<i>Mathematics</i>	Uses number concepts and operations, explores and describes spatial relationships and shapes, compares and measures, demonstrates knowledge of patterns.

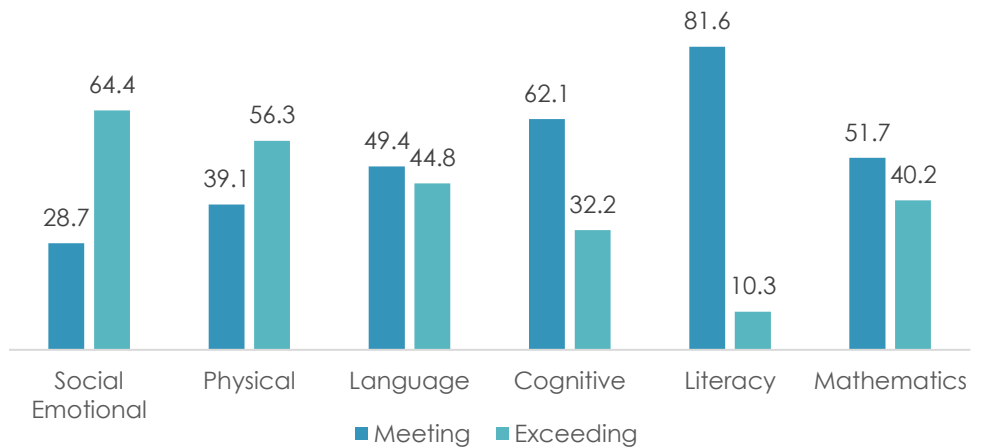


**Three-Year Olds - All Sites - Spring 2018  
(percentage)**

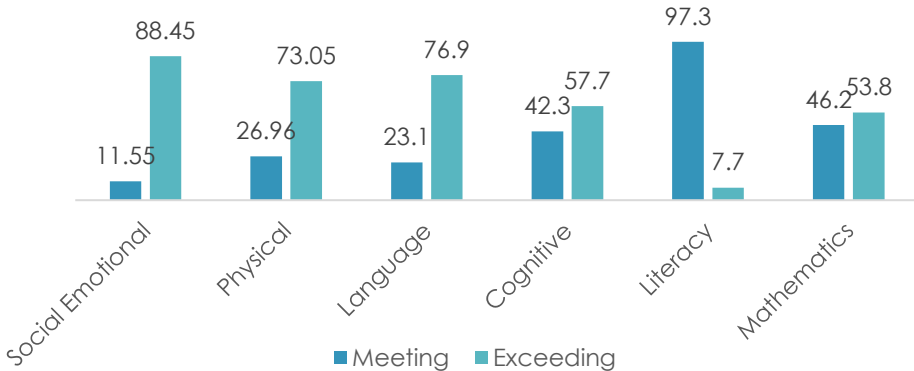


**In partnership with parents and teachers, our children demonstrated accomplishment meeting and exceeding age-appropriate expectations**

**Four-Year Olds - All Sites - Spring 2018  
(percentage)**



**Duration Classrooms  
(percentage)**



**We experienced large gains in our increased duration classrooms, an option designed to address summer learning loss to assure school readiness.**

## **STEM: Hands-On Science Education**

Curiosity is integral to childhood. We aim to introduce our children to aspects of the natural world that promote interest and bring out their inner scientist. Below is only one of the many highlights that we have had the pleasure to enjoy this year.



Children learn about turtles, rabbits, and other interesting animals as part of a guided, in-classroom Curious Creatures exhibit

## **Practice Based Coaching**



Allison Savary, Education Coach (right), smiles next to Tara Fitzgibbons, Education Manager (center) and Rosa Martinez, Education Supervisor (left).

Our program utilizes a professional development model known as Practice Based Coaching. In this model, a teacher and a coach engage in planning, observation, and reflection to maximize child outcomes based on changes in the educator's teaching practice.

## A Head Start Success Story

### HEAD START GRAD EXCELS


At first, Bryan cried in Head Start, but his teachers coaxed the shy boy into smiling, making friends and learning.

"He's happy now," says his mom, Katherine.


Today, Bryan excels in public school kindergarten. "They need to put in extra math so he doesn't get bored. Other students are learning to read, and he's reading full books," says Katherine.

With her daughter in Head Start, Katherine drives for ride-sharing services, providing a second family income with a flexible schedule to care for her children after school.

"I talk to everybody as much as I can to tell them how good and helpful Head Start was for us, for our kids and for our family," says Katherine, a leader on the Head Start Policy Council.



**All Head Start teachers meet or exceed federal credentialing requirements**

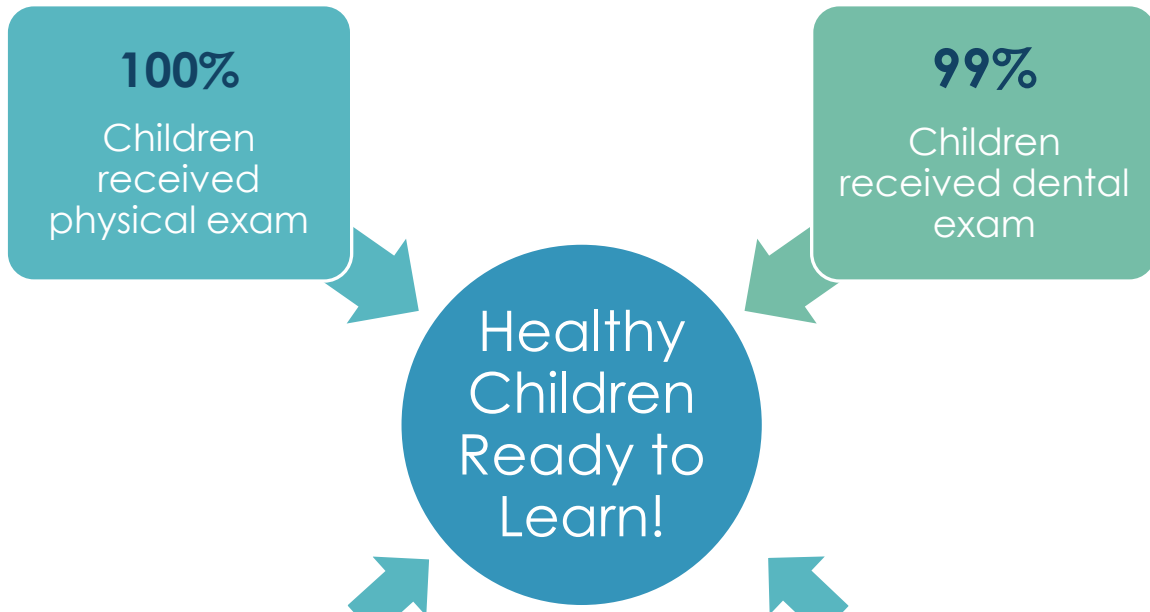


**Out of 24 teachers, two have Associate's and 22 have Master's or Bachelor's level education**

**Parents as Leaders in their child's education**

# Comprehensive Services

Our program continues to promote wellness and health education for our families.



## Healthy Foods, Healthy Families

This initiative, in collaboration with the WIC program, aims to engage families in discussions and activities around healthy eating.



Cooking healthy meals

## GLCAC, Inc. Farm to Table Initiative

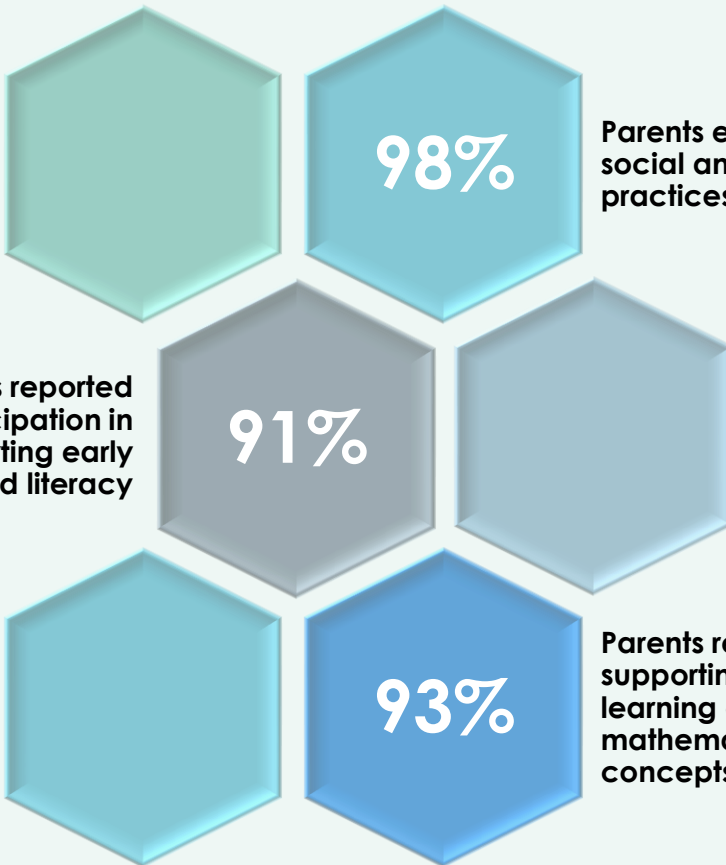
Our children eat delicious fresh produce from the farm!



Tyrone Mitchell, Senior Cook

# Family Engagement Outcomes

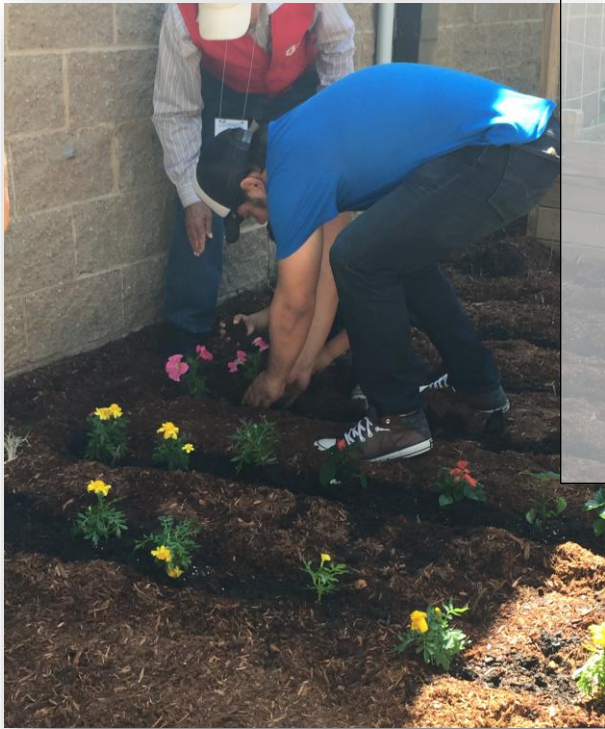
Our family engagement model is designed as a series of curriculum-linked activities that support the establishment of the home-school connection.



## Family & Community Engagement at GLCAC, Inc. Head Start



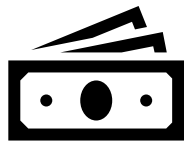
Whether it is participating in Policy Council, beautifying our schools, face painting at an outreach event, or leading a center committee meeting, our Head Start parents contribute to the success of our program.



**\$1,293,120**  
in In-Kind  
Donations







● 30% of our employees are current or past Head Start parents



● This year we have the highest number of volunteers who were employed by the agency.



## ADDRESSING SUMMER FOOD DROUGHT

Summer is a break from classes, but also an end to free, healthy meals and snacks in school. For children from low-income families, summer recess can create a food drought.

GLCAC's WIC Program partnered with Head Start to offer free summer lunches in Methuen, which had only three existing sites compared to 20 in Lawrence. Methuen's recreation department built the program into the schedule of its daily summer camp, and WIC promoted it in the community. Head Start's kitchens, already feeding preschoolers in the year-round program, served an additional 605 meals over 44 summer days.

### *Health Services Advisory Committee Collaboration*

The GLCAC, Inc. Head Start and Early Head Start program and The Community Group Early Head Start program are holding joint Health Advisory meetings to increase community collaboration efficiency through consolidation.



### *Greater Lawrence Family Health Center Collaboration*

The Greater Lawrence Family Health Center has representation in the Health Advisory Committee. GLCAC, Inc. Head Start and GLFHC are exploring ways to work jointly to address issues around families affected by the opioid crisis.



<b>COLA</b>	<b>Cost of Living Adjustment</b>
<b>EHS</b>	<b>Early Head Start</b>
<b>GLCAC</b>	<b>Greater Lawrence Community Action Council</b>
<b>HS</b>	<b>Head Start</b>
<b>HSKI-C</b>	<b>Head Start Key Indicator-Compliance</b>
<b>STEM</b>	<b>Science, Technology, Engineering, and Math</b>
<b>T/TA</b>	<b>Training and Technical Assistance</b>
<b>USDA</b>	<b>United States Department of Agriculture</b>



Early childhood education is the key to the betterment of society.



~Maria Montessori

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