

2018

Head Start Annual Report



NYC ACS CFWB Annual Report
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New York City Administration for Children's Services
Division of Child & Family Well-Being

NYC
Administration for
Children's Services


EarlyLearn
Growing Minds. Shaping Lives

TABLE OF CONTENT



Table of Content

Message from David A. Hansell, Commissioner and Lorelei A. Vargas, Deputy Commissioner	p. 5
Message from the City-wide Policy Council	p. 6
1. Introduction <ul style="list-style-type: none">• Roles and Responsibilities of Grantee and Delegate agencies• Overview of Strategic Planning and Goals	p. 7
2. Changing the Lives of Head Start Families	p. 8-12
3. Head Start Services and Child Outcomes <ul style="list-style-type: none">• Education and Early Childhood Development: <i>Preparing Children for Kindergarten</i>• Child Health and Development: <i>Health Service Data</i>• Family and Community Partnerships: <i>Parent Involvement Activities</i>	p. 13 - 15
4. Programmatic Reports <ul style="list-style-type: none">• Enrollment Information• Federal Review Findings	p. 16 - 22
5. Financial Reports (Program Year 3) <ul style="list-style-type: none">• Total amount of public and private funding received• Explanation of budgetary expenditures• Proposed budget for Program Year 4• Financial audit findings	p. 23 - 25
6. Governance & Delegates <ul style="list-style-type: none">• List of Board Members and Policy Council Members• List of Delegate agencies	p. 26 p. 27

ACS and Head Start A Legacy of Service



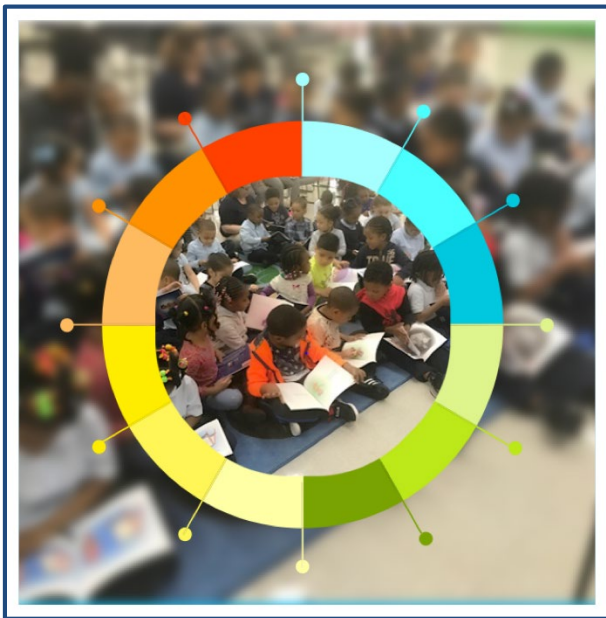
The City of New York has been a Head Start grantee since 1965 and has, for more than 50 years, contracted with community based organizations to serve as delegate agencies.

The ACS Head Start Governing Board oversees our grant alongside the City-Wide Policy Council. The Governing Board consists of representatives from across ACS Divisions (Administration, Department of Financial Services, and the Office of the General Counsel), other City agencies (Department of Health and Mental Hygiene and Department of Education) and community organizations, as well as Head Start parent representatives.

The Governing Board and Policy Council share the responsibility of overseeing the delivery of high quality services in accordance with Head Start legislation, regulations, and policies, and participate in shared policy- and decision-making. The City-wide Policy Council consists of elected representatives from Head Start programs in nineteen geographic areas of the City, and eight elected community representatives from across the City.

At the delegate agency level, each program has a similarly constituted Governing Board and a Delegate Agency Policy Committee (DAPC). Each DAPC has elected parent representatives whose children are enrolled in the program. Community representatives to the DAPC are chosen from former parents and representatives of local community organizations.

ACS and the delegate agencies participate in ongoing planning that leads to the development of long-range program goals and short-term program and financial objectives, which address community needs and reflect the program's overall philosophy, as well as the program's own needs.



A Message to Our Community

David A. Hansell, Commissioner

Lorelei A. Vargas, MPP, MA, Deputy Commissioner



2017 was another wonderful year for Head Start in New York City. Our Policy Council continues their good work to represent parents and families that have children attending EarlyLearn Head Start programs; we are in the second cohort of our Trauma Smart training initiative and continuing to work toward our goal of creating the largest trauma-informed early education system in the country; and, our children continue to thrive every day.

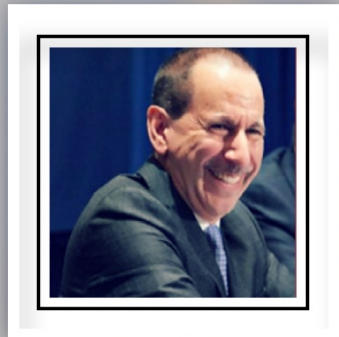
Further, the ACS Division of Early Care and Education has been transformed to become the Division of Child and Family Well-Being, as announced in September 2017. The Division of Child and Family Well-Being (CFWB) works to ensure critical supports to families and children, and is rooted in the belief that all New Yorkers should have health resources, and educational, cultural and social opportunities that support their capacity to thrive. Using a two-generation framework and equity lens, CFWB focuses on leveraging resources, eliminating disparities and barriers, and creating critical connections to valuable information and services that will enhance whole family social capital, health and well-being, education and economic supports.

Our work is built on the framework of our exemplary and quality early care and education services. The new Division continues to showcase the EarlyLearn system as well as our child care vouchers, and has broadened to include public education campaigns, an equity-focused framework, and a place-based approach via the Community Partnership Programs and brand new Family Enrichment Centers.

The Program Development and Management teams continue to work closely with our EarlyLearn programs, providing key supports, training opportunities and monitoring to ensure compliance with the Head Start Performance Standards.

This school year, ACS participated in the launch of New York City's Universal 3K initiative in two districts. Through this mayoral initiative, Head Start played a critical role in providing high quality care for three year olds in these school districts. We look forward to the expansion of this work in years to come. Finally, we are especially proud of the successful launch of the Early Head Start program at NYC ACS, with eight Early Head Start center-based programs opening in July 2017, 7 Early Head Start-Child Care Partnership classrooms opening in September 2017, and the creation of the NYC ACS Early Head Start home-based program in September 2017. Being able to serve children under three years of age in the Early Head Start program has been a wonderful opportunity and we thank our partners at the Federal Office of Head Start for allowing us to move this conversion forward.

We look forward to continued collaboration with all of our trusted partners in 2018.



David A. Hansell
Commissioner



Lorelei A. Vargas
Deputy Commissioner



A Message from the City-Wide Head Start Policy Council

Jacinta Nelson, Chairperson

Chairperson

Head Start Executive Director

The City-Wide Head Start Policy Council Annual Report

The City-Wide Head Start Policy Council is an integral part of program governance and participates in the shared policy and decision making process with the ACS Governing Board.

The Policy Council consists of nineteen elected representatives from Delegate Agencies (Head Start programs), four alumni parent and four elected community representatives from across New York City.

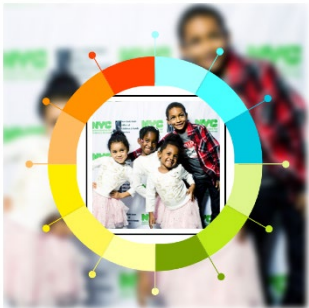
The City-Wide Head Start Policy Council Members have maintained an effective and functioning body throughout the year and have participated in a varied number of activities.

The Policy Council Events and Activities

- ✚ Orientations, Intensive Training Retreats, City-Wide Head Start Policy Council meetings.
- ✚ City-Wide Head Start Policy Council Installation and Award Ceremony: newly elected Policy Council members are recognized and sworn in, and Policy Council members who have served diligently and enthusiastically for the past year are honored for their service
- ✚ Parent Appreciation Award Ceremony: parents from each of the 69 delegate agencies were recognized and acknowledged for their commitment to volunteerism.
- ✚ Mentoring Project: Policy Council members partnered with and mentor DAPC members to expand their knowledge of advocacy, rules, procedures, regulations and functions of their roles as parents, families and Head Start leaders
- ✚ Partnered with the Governing Board to develop and review the annual grant application
- ✚ Partnered with staff and the Governing Board to review policies and procedures and to offer input on strengthening the system.
- ✚ Partnered with ACS in interviews for candidates for key positions, which led to new hires within the agency

Policy Council Trainings and Workshops

- ✚ Monthly Head Start Directors' meetings
- ✚ Bi-monthly City-Wide EarlyLearn meetings
- ✚ Participated in the School Readiness planning team, workgroup and meetings
- ✚ Participated in the Dual-Language planning team and meetings
- ✚ Attended the Region II Head Start Association Professional Development Conference, the National Head Start Association Parent Conference, the National Head Start Association Fall Leadership institute and the National Head Start Association Winter Leadership institute
- ✚ Lead parenting workshops
- ✚ Participated in leadership training
- ✚ Participated in a Governance training series for parent, programs and governing board



Introduction

Roles and Responsibilities

Through *EarlyLearn NYC*, the NYC Administration for Children's Services (ACS) contracts with community based organizations to provide early care and education services to approximately 37,000 children through center-based and home-based care. Of those 37,000 slots, approx. 12,000 are allocated for Head Start children. ACS contracts with 70 delegate agencies to provide Head Start services. Head Start is a free, federally-funded, comprehensive child development program with the overall goal of increasing the social competencies of young children in low-income families.

The core set of values are:

- ✓ Establishing a supportive learning environment;
- ✓ Recognizing and respecting all cultures;
- ✓ Empowering families through shared decision-making;
- ✓ Setting a comprehensive vision of health for children, families and staff;
- ✓ Respecting all aspects of individual development;
- ✓ Building a sense of community within the program;
- ✓ Fostering relationships and partnerships with the larger community; and
- ✓ Developing a continuum of support to families and children during and after their Head Start experience.

Our 70 delegate agencies are community based organizations that are located throughout the five boroughs. Throughout 2017–2018, they served a total of 15,529 Head Start-eligible children three to five years of age and their families.

ACS's Child and Family Well-Being (CFWB) office of programs is responsible for ensuring that Head Start delegate agencies offer the highest levels of quality care and comply with the Head Start performance standards.

Overview of Strategic Planning and Goals

During Program Year 5, ACS identified six long-term priorities and related objectives using the information from the Community Assessment and the annual comprehensive ACS/Grantee self-assessment.

These goals are to:

- ✓ Improve ongoing monitoring and training and technical assistance;
- ✓ Strengthen communication and training on governance, leadership and organization capacity for board members;
- ✓ Sustain partnership and collaboration efforts with all partners to reach school readiness goals; ensure quality comprehensive services to Head Start children and families;
- ✓ Reinforce the importance of parent and community engagement throughout the delegate agency programs;
- ✓ Continue to strengthen the financial operations and systems which safeguard Head Start funds; and,
- ✓ Respond to under enrollment by forming ACS level committee to develop and implement enrollment plans.



CHANGING THE LIVES OF HEAD START FAMILIES

NEW YORK CITY-WIDE HEAD START POLICY COUNCIL



My name is Jacinta Nelson. My Head Start experience in NYC began in 2015 at the Police Athletic League's Schwartz Early Learn Center, which is located at 425 Pennsylvania Avenue, Brooklyn NY. My 5-year daughter Jamaya and 3-year-old son Jameson both attended this program. When Jamaya turned 3 she was eager to attend school and I had no idea where to take her. I became ill and disabled a couple of years before she was born and was unable to afford private child care options and did not qualify for other programs as I did not work.

After doing some research, I was led to Head Start. I decided that this time I would volunteer and take an active role at my daughter's center. Initially, I had no idea that parents played such an important part in the program and could be involved in policy and decision making. I was a little timid at first feeling like I really didn't want to commit to too much too fast. I volunteered when possible and became the Chairperson for my class and participated on the site parent committee.

I began to learn more about Head Start and program governance and my daughter and I learned and grew at the same time in the same building. During Jamaya's second year at the center I became the Area Representative on the New York City-Wide Head Start Policy Council. I knew I had the time but was unsure if my body would cooperate while I participated in much more activity than I had been accustomed to. I was encouraged to give it a try, I did, and I have never looked back.

Being part of the Policy Council ignited a spark inside of me that I thought had been put out when I became ill and was unable to work. Once again, I wanted to learn more, do more and be more. Head Start provided a vehicle for me to use the skill set I already had to support, encourage, and represent other parents while learning and growing both personally and as a parent. I felt as if I had a purpose again and my health did not define who I could be as a mother, wife, and friend.

When my son Jameson started the program, the information I learned through being on the Policy Council helped me navigate through the IEP process and to get him the assistance he needed.

When he first went to Head Start he had very few words and would easily get frustrated with his inability to communicate with others. He has been in the program for almost 2 years now and knows almost all his letter sounds and is working on sight words as well and meeting many other milestones. The information shared with me by other parents and staff was became invaluable as I advocated on his behalf.

Towards the end of my second year on the Policy Council, we had a new addition to our family. A baby boy named Jace. I was a little scared and unsure about the future when I learned that I was expecting again but my Head Start family from the Police Athletic League (PAL), ACS and the City-Wide Head Start Policy Council encouraged and supported me in every way. My son was born early and stayed in the ICU for 24 days. This was one of the most difficult and trying times for my family. I do not have a lot of family in NYC and again I can say that my Head Start family made their presence known.

They were there for me mentally and physically and life would have been so much harder without the support. When I was down and needed cheering up, they were there. When I could not get my son to school or pick him up, they were there. The true meaning of a village and the type of support you do not get from every and any school or program.

I am so grateful for Head Start, the New York City-Wide Head Start Policy Council, and to the staff at PAL Schwartz for motivating me to get up, get out and participate and for helping to keep my family supported through a very difficult time. I have learned so much, not only about myself and my children but about my community and the needs of parents in my area.

My health has been stable, and I whole heartedly believe that being active, using my mind for positive work and giving back to my community has been a major factor.

Thank You Head Start!



CHANGING THE LIVES OF HEAD START FAMILIES

NEW YORK CITY-WIDE HEAD START POLICY COUNCIL



My name is Juanita Epps Bryant. I am a single mother of 5 children. They include Nicole and Nakia (twins, 40 years old), and 3 adopted children, August (34 years old), Denim (7 years old) and Jurnee (5 years old). I first became involved with Head Start in 2015 when Jurnee and Denim came to live with me through the Foster Care Program. At the time, I wondered whether I was able to enroll them because I did not know about Head Start and the services the program offers. I knew it would be a process because they were in foster care.

First, I had to find a school and get permission from my social worker. Once it was approved, forms had to be filled out and submitted. During the short waiting process, I took the time to look for a Head Start program. I was referred to ECDO on 144th street by a lady in my church that worked there. I made an appointment and attended the orientation and fell in love with the school.

My son was accepted after approval from ACS and my agency. My daughter was accepted when she turned 2 through the voucher program where I was charged a fee. After a year or so, they were placed in Early Learn at no-cost to the family. Head Start has been a blessing to me and the children. Head Start helps with social skills, communication skills and gives them a sense of belonging.

The directors, family workers and teachers have helped me and my children. I have become involved on the Delegate Agency Policy Committee and the Delegate Agency Site Policy Committee in different functions. Also, as a parent I am on the Citywide Head Start Policy Council making sure that our kids get the best education. At first, I did not want to get involved. But, I am truly glad I was asked to get

involved.

And, I am grateful to the people who believed that I could be a strong advocate for all the children.

My favorite quote - Be obedient and you will be blessed.



CHANGING THE LIVES OF HEAD START FAMILIES

NEW YORK CITY-WIDE HEAD START POLICY COUNCIL



My name is Carmen McKay and I am a mother of two. My daughter started in the Head Start program at the age of three. I was a stay at home mom with her, so it was very important to me that I find the right school for her. I wanted to have a close relationship with her teachers and the school staff as she is my most precious treasure. I wanted to see how my daughter was learning and how she was with her peers. I started staying more after dropping her off and helping around the school. I would volunteer for different activities. One day they were about to do classroom elections, so I ran for one of the positions. Parents started to notice me a lot at the school.

Some parents wanted me to run for Delegate Agency Policy Committee (DAPC) President. But, because I lacked confidence and was fearful that I did not know enough English, I said no. I said I would be the Vice or Treasurer because the President was a very active and responsible position. Our president became the Area Representative that year and I became an Alternate to support him when he could not go to the Policy Council meetings. I started going to the meetings with my DAPC president not knowing how much it would change my life.

When the elections were held at the Policy Council for Alternates, I did not win for Cluster 2. However, I continued coming to every single meeting and attended each training, and, even though I did not qualify to go to the retreats, I continued coming and learn as much as I could. Because of my perseverance, I was invited to go the retreat to get training in leadership and other important areas such as communication, conflict management and managing different personalities.

In 2017, the Policy Council got the green light for interested parents to attend a Pilot CDA program. This was for parents who volunteered and wanted to start college to study Early Childhood Education. The CDA came with 12 Credits at the end of the program. I was happy but also scared because I wanted to do the class, but I thought my English grammar was not as great as I would have liked be. ACS assured us that they would help us and tutoring would be provided.

then signed up and started the class. Taking the CDA was a challenge for me because I was embarrassed by my writing and the way I pronounced some the words. My first language is Spanish, and I still had a strong accent. Writing my essays and assignment papers was the hardest. It was sometimes very depressing seeing so many errors, however, my tutor and my professor encouraged me not to focus on that and to keep trying without giving up. With the support of my professor, ACS, tutoring and my classmates, I was able to finish and graduate. And now I have transferred to BMCC with my credits and am pursuing my Associates degree in Early Childhood Education. Not in a million years did I ever think that volunteering would have given me a new head start in life to pursue what I always loved.

I started as a mother with very little confidence in herself and scared to come out of my comfort zone and now I believe that it is never too late to do what you love! You may not be perfect in your language or your grammar or knowledge but as long you keep trying, you will never know how far you can go

Head Start Services

Education and Early Childhood Development

ACS *EarlyLearn* NYC Head Start programs are designed to provide all children with safe, nurturing, enjoyable and secure learning environments. The varied experiences provided by each program support the continuum of each child's intellectual, social, and emotional growth and development. All learning experiences are designed to be developmentally appropriate and culturally sensitive. The skilled teaching staff members recognize parents as their children's primary educators, and provide opportunities for families to play an active role in supporting their children's learning both in Head Start and at home.

Preparing Children for Kindergarten

ACS supports the delegate agencies' efforts to promote school readiness and prepare children for kindergarten. This year, these efforts included:



Convening citywide education town hall meetings for Education Directors with regional support from the OHS Regional office.



Coordinating and collaborating with NYC Department of Education on school readiness goals and Instructional support.



Engaging community partners, such as the NYC Early Childhood Development Center and Advocates for Children, to deliver ongoing community based training on working effectively with children with disabilities and properly engaging their families.



Collaborating with the Department of Education to align assessment across the city to facilitate coordinated progress monitoring and targeted support.



Implementation of Practice Based Coaching(PBC) for leadership staff in Head Start/EHS.



Implementing new Director Leadership Training on Various topics including, Record Keeping, ERSEA, Human resources management,.

HEAD START SERVICES

CHILDREN'S OUTCOMES REPORT



ACS delegate agencies use one of two major curriculum approaches: the Creative Curriculum or High Scope. Programs enter outcomes into one of the three authentic assessment systems: Teaching Strategies GOLD, High Scope, or the Work Sampling tool that use different developmental scales and definitions of proficiency within learning domains. When the child outcomes data is expressed in percentages, CFWB set 85% proficiency as the threshold for programs to reach by the end of the school year in all domains.

- ❖ The Teaching Strategies GOLD tool is mainly used by delegate agencies that use the Creative Curriculum; GOLD specifies three levels of performance with regard to research-based widely held expectations: below expectations; meeting expectations; exceeding expectations.
- ❖ The High Scope COR Advantage tool, which is used by programs that implement the High Scope curriculum, specifies eight levels of performance, ranging from Level 0 (scores 0.0 – 0.99) to Level 7 (scores 7.0). The High Scope curriculum defines a School Readiness level of proficiency as measured by an average score of 3.75 in each category and an overall average of 4.0 or higher.
- ❖ The Work Sampling tool specifies three levels of performance: (1) Not Yet; (2) In Process; and (3) Proficient and can be used with any curriculum.

Authentic Assessment Tool	Number of Head Start Children	Percentage
Teaching Strategies GOLD	10,733	92%
High Scope COR Advantage	559	5%
Pearson Work Sampling System	316	3%
Total	11,608	100%



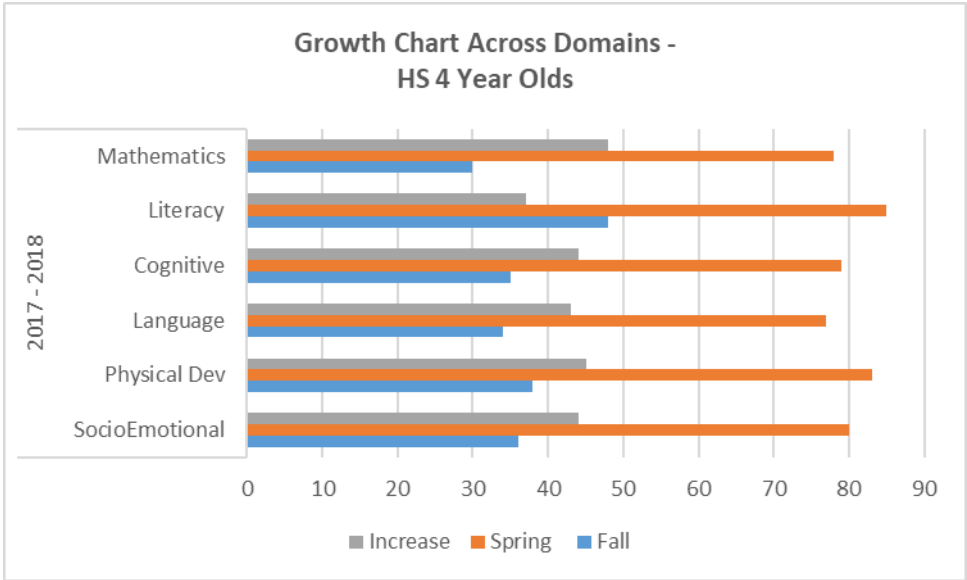
HEAD START SERVICES

CHILDREN'S OUTCOMES REPORT



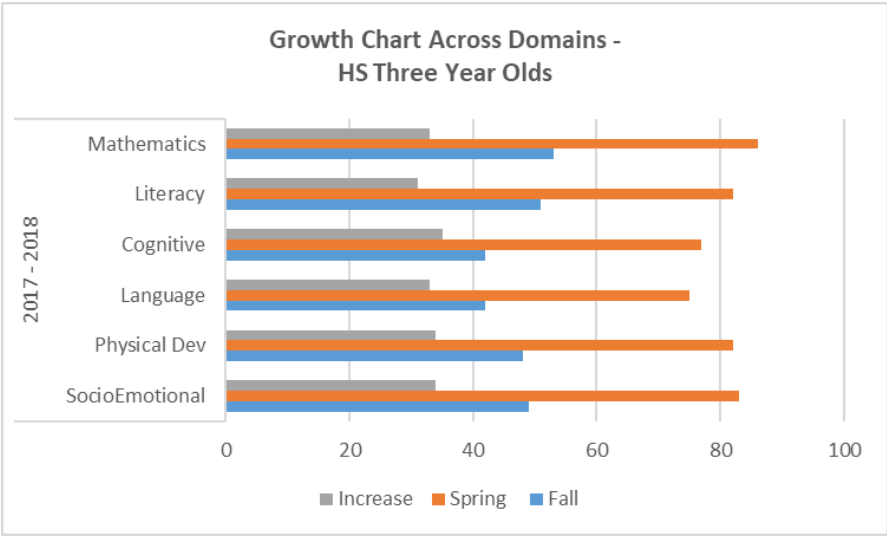
Head Start 4-year-olds

- ✓ In general, all children in this age group and modality made considerable progress in all learning domains (50% to 94% growth).
- ✓ Head Start four year olds reached the highest percentile in the literacy domain (85). Their average growth of percentiles across all domains was 44. They scored their highest increase in mathematics and their lowest in literacy although they are close to the 50th percentile at the first checkpoint.



Head Start 3-year-olds

- ✓ In general, all children in this age group and modality made considerable progress in all learning domains (50% to 86% growth).
- ✓ Head Start three year olds reached the highest percentile in mathematics (86). Their average growth of percentiles across all domains was 33. They scored their highest increase in cognitive development and their lowest in literacy although they were just past the 50th percentile at the first checkpoint.



HEAD START SERVICES

CHILD HEALTH AND DEVELOPMENT

Health Service Data

ACS supports and monitors our delegate agencies to ensure that every child is up to date with their primary and preventative health care (medical, dental, nutrition and mental health services), as well as any follow-up as needed.

Delegate agency staff members are responsible for tracking children's progress once referrals are made as well as ensuring that any necessary follow-up treatment is provided. All child health and development services are conducted in partnership with parents. In addition, parents have opportunities to learn how to support their children's health, nutrition, and mental well-being.

Information from the annual Program Information Report (2017-2018) notes the following health-related data:

- 99.1% of enrolled children have insurance coverage
- 98.9% have an ongoing source of accessible medical care
- 98% of enrolled children completed a well-child exam
- 98.9% of children were at least current with their schedule of immunizations
- Asthma was the most prevalent health condition, followed by vision problems and anemia
- 77.5% of children were of healthy weight
- 19.7% of children were reported as overweight or obese
- 97.2% of children had an on-going source of continuous, accessible dental care
- 90% of enrolled children received a professional dental exam
- 85.4% received preventive dental care

Services for Children with Disabilities

During our 2017-2018 academic year, 2,136 children enrolled in Head Start were determined to have a disability. This number represents 13.8% of the cumulative Head Start enrollment.

- 63.3% of the disabled children were diagnosed with a "non-categorical developmental delay"
- 29.6% had speech/language impairments
- 94.3% of the disabled children were receiving special education or related services

Nutrition Services

Delegate agencies offer a variety of food that meets children's nutrition needs and feeding requirements and complies with the United States Department of Agriculture's (USDA) recommended meal patterns; NYC Department of Health and Mental Hygiene Health Codes (Article 47 and 81); the Mayor's Office NYC Food Standards and Head Start Performance Standards in Child Nutrition. These nutrition services promote a child's development and socialization by having children eat together family-style. Our Head Start programs served over 5,798,330 meals for the program year 2017 – 2018.

Family and Community Partnerships



ACS staff, in partnership with the Citywide Policy Council, is involved in creating and supporting parent engagement activities at the central office and within the delegate agencies so that we can better serve their families.

The main engagement activities sponsored by ACS included:

- Sponsor Parents to get CDA
- Annual Education Fair
- Direct Family Involvement Activities
- Annual Parent Appreciation Celebration
- Fatherhood Initiative Events:
 - ❖ Dads Take Your Child to School Day
 - ❖ Father empowerment groups

Father Engagement Activity	Estimated % (N=6,504)
Family Assessment	32.5%
Family Goal Setting	28.9%
Child Development Experiences	39.2%
Program Governance	4.6%
Parenting Education Workshops	24.9%

Programmatic Reports

Enrollment Information

Effective July 1, 2013, ACS was awarded a grant by the federal Office of Head Start to serve 12,766 children from ages three to five. However, as of February 2017 Head Start slots were reduced to 12,463 due conversion of 303 slots to EHS. As of July 2017, ACS contracted with 70 Head Start delegate agencies to provide services at 189 sites. Roughly 50% of the children (8,367) are served in a Head Start only option, and are provided services for 52 weeks, 8 hours a day, 5 days a week. The other 50% of the slots (8,416), are part of the ACS *EarlyLearn* dual eligible model, which offers 10 hours of service a day for 52 weeks. This model adds Child Care and Development Block Grant and city tax levy funds for subsidy eligible families.

The average enrollment for the period February 2017 – January 2018 was 85.5%

The ACS 2013 Head Start Community Assessment estimated that there are more than 62,000 children from age three to five in New York City living in families with

incomes below the Federal Poverty Level, and therefore are income eligible for Head Start. Based on Head Start capacity, as of January 2017 ACS *EarlyLearn* programs are able to address 20% of this need.

ACS' goal, as always, is to ensure all Head Start seats are filled with children in need of services in communities across the City. ACS monitors agencies for under enrollment during the program year and proactively works with any program that is unable to meet their targeted capacity over an extended period of time. Reasons for under enrollment include: changing demographics within the community, long term issues with getting facilities operational, problems with eligibility processing, inability to recruit and/or retain certified directors and teachers, and lastly the expansion of Universal Pre-K that provides opportunities for parents to access care in a larger number of private and public settings.

Characteristics of Population Served

According to information collected and put forth in the ACS' 2017-2018 Program Information Report (PIR), these are some of the key characteristics of the population we served:

Head Start Enrollment by Program Option

Type of Program	Funded Enrollment	% Of Total
Center Based Full Day	14,533	100.00
Full Working Day (10+ hrs.)	8,416	57.91
Full Working Day, Full Year	8,367	57.57
Total	14,689	100.00

Enrollment by Type of Eligibility

Eligibility Category	Number	% Of Total
Income Eligible	10,633	68.5
Public Assistance	2,216	14.3
Foster Children	215	1.4
Homeless Children	934	6.0
Over Income	879	5.7
Income between 100% and 130% of FPL	652	4.2
Total	15,529	100.0

Programmatic Reports

Enrollment Information

Enrollment by Ethnicity and Race

Racial Category	Number Hispanic	% Hispanic	Number Non-Hispanic	% Non-Hispanic	Total	% of Enrollees by Race
American Indian	581	98.31%	10	1.69%	591	3.81%
Asian	24	1.96%	1,198	98.04%	1,222	7.87%
Black or African American	1,080	16.97%	5,283	83.03%	6,363	40.97%
Pacific Islander	25	27.47%	66	72.53%	91	0.59%
White	1,475	70.98%	603	29.02%	2,078	13.38%
Biracial/Multi-Racial	347	50.95%	334	49.05%	681	4.39%
Other	337	97.12%	10	2.88%	347	2.23%
Unspecified	4,082	98.22%	74	1.78%	4,156	26.76%
Total	7,591	48.88%	7,938	51.12%	15,529	100%

Enrollment by Primary Language at Home

Language	Number	% Of Total
English	6,972	44.90
Spanish	5,827	37.52
Native South/Central American	92	0.59
Caribbean Languages	207	1.33
Middle Eastern & South Asian Languages	439	2.83
Far Eastern Asian Languages	837	5.39
Pacific Island Languages	1	0.01
European & Slavic Languages	248	1.60
African Languages	755	4.86
Other	2	0.01
Unspecified	149	0.96
Total	15,529	100.00



Distribution of Children with Disabilities, and Receiving Special Education Services, by Primary Disability

Diagnosed Disability	Total Diagnosed with Condition	% of all children Diagnosed with Disability	# Receiving Service	% Receiving Services, of total diagnosed with Disability	% Receiving Service, of those with Condition
Health Impairment	9	0.42	9	0.42	100
Emotional/Behavioral Disorder	19	0.89	16	0.75	84.2
Speech or Language Impairments	632	29.59	576	26.97	91.1
Intellectual Disabilities	17	0.80	17	0.80	100
Hearing Impairments (including deafness)	0	--	--	--	--
Orthopedic Impairments	20	0.94	16	0.75	100
Visual Impairments (including blindness)	8	0.37	8	0.37	100
Specific Learning Disabilities	52	2.43	52	2.43	100
Autism	19	0.89	19	0.89	100
Non-categorical Developmental Delay	1,353	63.34	1,295	60.63	95.7
Multiple Disabilities	6	0.28	6	0.28	100
Total	2,136	99.99	2,015	94.34	



Programmatic Reports

Enrollment Information: Family Characteristics



Family Composition

Family Type	Number of Families	Percent of Families
Two Parent Families	6,240	41.8%
Parents	6,090	97.60%
Grandparents	85	1.36%
Other Relatives	22	0.35%
Foster Parents	41	0.66%
Other (Domestic Partners)	2	0.03%
Single Parent Families	8,705	58.2%
Mother	8,026	92.20%
Father	414	4.76%
Grandparent	122	1.40%
Other Relative	31	0.36%
Foster Parent	104	1.19%
Other	8	0.09%
Total	14,945	100.0%

Number of Families by Employment Status

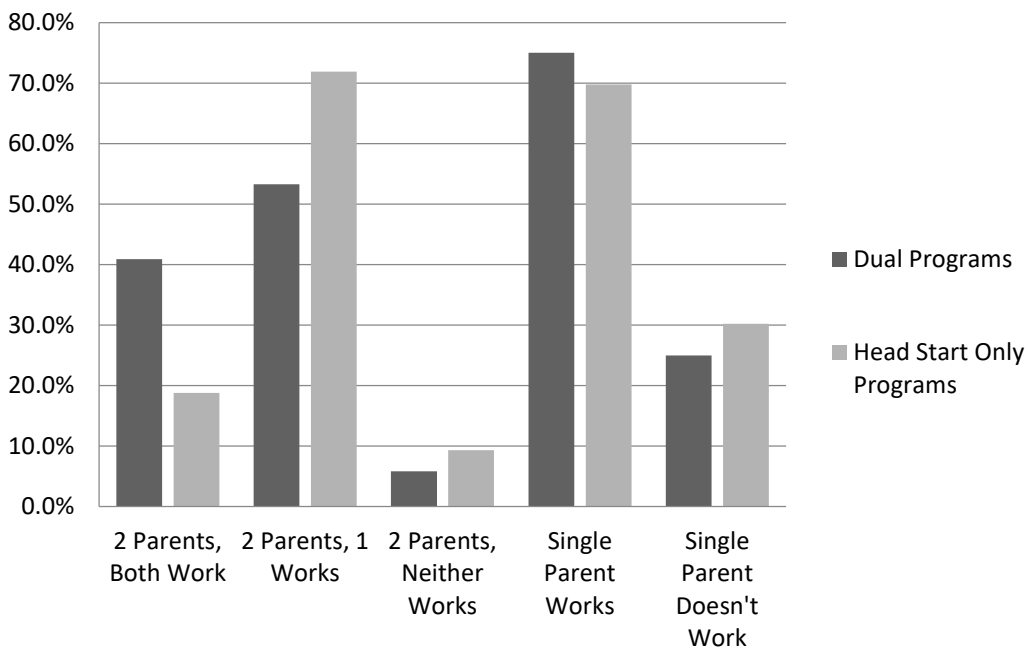
Category	Number of Families	% of Families
Two-Parent Families (N=6,240)		
Both Parents/Guardians Employed	2,075	33.3
One Parent/Guardian Employed	3,728	59.7
Both Parents/Guardians Not Working	437	7.0
Single-Parent Families (N=8,705)		
Parent/Guardian Employed	6,413	73.7
Parent/Guardian Not Working	2,292	26.3
Parent/Guardian is active duty member of U.S. Military	38	0.25
Parent is military veteran	18	0.12



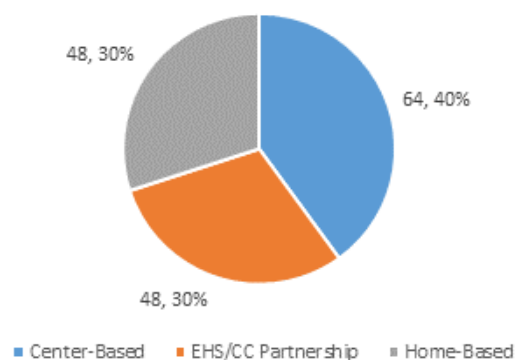
Programmatic Reports

Enrollment Information: Family Characteristics

Comparison of Parent Employment Status, by Program Type



Early Head Start Funded Slots by Modality



Programmatic Reports

Enrollment Information: Family Characteristics

Number of Families Receiving Services, by Service Type

Service Type	# with expressed interest or identified need	% of all families	# Receiving service	% of all families
Emergency/Crisis Intervention	832	5.6%	1,145	7.7%
Housing Assistance	815	5.5%	609	4.1%
Mental Health Services	883	5.9%	860	5.8%
English as a Second Language (ESL) Training	1,675	11.2%	1,185	7.9%
Adult Education (GED programs, college selection)	1,093	7.3%	805	5.4%
Job Training	958	6.4%	643	4.3%
Substance Abuse Prevention	35	0.2%	35	0.2%
Substance Abuse Treatment	34	0.2%	31	0.2%
Child Abuse and Neglect Services	668	4.5%	876	5.9%
Domestic Violence Services	210	1.4%	267	1.8%
Child Support Assistance	206	1.4%	166	1.1%
Health Education	2,780	18.6%	3,196	21.4%
Assistance to Families of Incarcerated Individuals	150	1.0%	147	1.0%
Parenting Education	3,585	24.0%	3,784	25.3%
Marriage Education Services	191	1.3%	311	2.1%
Asset Building	741	5.0%	623	4.2%



TRAUMA SMART®

ACS CFWB's Trauma Smart initiative is a part of the Act Early continuum within *ThriveNYC*, the City's Mental Health Roadmap. In 2016, Trauma Smart-NYC kicked off in partnership with St. Luke's, formally known as the Crittenton Children's Center, to implement an early childhood trauma-informed care system across all EarlyLearn programs. The initiative introduces new social-emotional learning (SEL) practices to help teachers, staff, and families better support and nurture children's social-emotional development.

Trauma Smart provides 10 modules of training, full-day conferences, supportive coaching, and ongoing learning opportunities for support and program site sustainability. Over the course of four years, over 360 program sites and 30 family child care networks (managing approximately 1,600 providers) will receive training, conferences, and supportive tools. The Trauma Smart team consists of 1 Director, 1 Project Manager, 2 Social Work Supervisors, and 10 Social Work Coaches.

Implementation of this model began in February 2017 with 65 program sites in the first cohort. There were approximately 1,600 staff members who completed all 10 Trauma Smart trainings and all programs received on-site coaching. In January 2018, CFWB received results from the ARTIC (Attitudes Related to Trauma-Informed Care) Scale taken by cohort one Trauma Smart participants. Based on the ARTIC scores, evidence indicates that cohort one participants are now Trauma Aware and meet many of the criteria in the Trauma Sensitive phase. Based on the findings it can be concluded that programs have made a cultural shift.

There were 79 program sites in the second cohort who completed all 10 modules of Trauma Smart trainings through May 2018. Over 5,800 staff received Trauma Smart training on modules 1 through 10. At the annual Trauma Smart Leadership and Family Child Care Conferences in March 2018, there were over 1,400 staff from across all five boroughs that participated learning about Adverse Childhood Experiences (ACEs), the impact of Toxic Stress, and the importance of Self-Care. Over the course of 2018, cohort one and cohort two were also invited to a series of 4-day Coaching & Smart Connections Academies that provided ongoing learning opportunities and aided in the sustainability of Trauma Smart at the program sites.

In October 2018, the Trauma Smart initiative welcomed 83 program sites a part of cohort three. At the end of 2018, all 83 programs, including 1,597 staff, had completed modules 1-4 of Trauma Smart training. This cohort will complete all 10 trainings by May 2019. Cohort four, 69 program sites, is scheduled to begin training in October 2019 and will participate in a 1 day leadership orientation over the summer of 2019.



FINANCIAL REPORTS

PROGRAM YEAR 04 BUDGET VS ACTUAL EXPLANATION OF BUDGET CATEGORIES

The New York City Administration for Children’s Services (NYC ACS) is the recipient of a direct Head Start grant from the Federal Department of Health and Human Services, Administration for Children and Families, Office of Head Start. NYC ACS has a five-year grant (2/1/2014 – 1/31/2019). For Program Year 04 (PY04) the annual funding was for \$132.9 million to serve 12,623 children. ACS made sub-awards to 70 sub-recipients to carry out the Head Start program through EarlyLearn NYC

contracts. The NYC ACS Division of Financial Services (DFS) is responsible for financial monitoring and oversight of these sub-recipients (also referred to as delegate agencies). This financial report for the Head Start program covers the fourth year of the grant for the period February 1, 2017 to January 31, 2018. Please note that reported expense may change as ACS has received an extension to report PY04 expense until July 31, 2018.

PY 04 Budget VS Actual

Budget Category	Budget	Actuals	Variance
Personnel	\$ 742,549	\$ 283,033	\$ 459,516
Fringe Benefits	347,142	138,096	209,046
Travel	55,000	41 000	14 000
Equipment	-	-	-
Supplies	20,000	34,617	(14,617)
Contractual	131,554,205	131,454,222	99,983
Facilities/Construction	-	-	-
Other	210,700	120,741	89,959
Total Direct Costs	132,929,596	132,071,708	857,888
Indirect Costs	-	-	-
Federal Share	132,929,596	132,071,708	857,888
Non-Federal Share	33,232,399	33,017,927	214,472
Head Start Program Costs	\$ 166,161,995	\$ 165,089,636	\$ 1,072,359

Financial Reports Table 1: PY04 Budget VS Actuals

Note: The \$857,888 Federal Share and \$214,472 Non-Federal Share variance is due to the staggered initiation of Early Head Start services in PY04 as the program reached full enrollment. ACS is asking Federal Region 2 to approve a carryover of these funds into PY05.

Explanation of Budget Categories

The amount of \$131.5 million in the contractual category includes \$131.0 million for operation of programs at ACS Delegate Agencies and \$0.4 million for administrative contracts. Breakdown of the Delegate Agency \$131.0 million is presented on Financial Reports Table 2. The remaining budget categories amounting to \$0.4 million represents costs incurred by NYC ACS as grantee for personnel, fringe benefits, travel, supplies and in “Other” - expenses related to consultants, sub-impress funds, and training.

Expense Line Item	Amount
Personnel	\$ 95,322,520
Facilities	20,063,066
Training	535,099
Other Than Personnel Services	15,085,096
Total	\$ 131,005,782

Financial Reports Table 2: Breakdown of Delegate Expenses



FINANCIAL REPORTS

TOTAL PUBLIC AND PRIVATE FUNDING BY SOURCE TRAINING AND TECHNICAL ASSISTANCE NON-FEDERAL SHARE

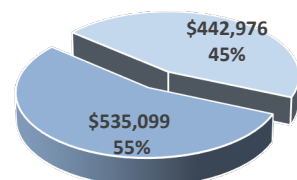
Training and Technical Assistance

Of the total federal share, 99% is spent on Head Start program operations while the remaining 1% is spent on training and technical assistance.

Line Item	Budget	Actuals	Variance
HS Program Operations	\$ 130,144,566	\$ 130,144,566	-
EHS Program Operations	1,806,955	949,067	857,888
Operations	\$ 131,951,521	\$ 131,093,633	\$ 857,888
HS Training & Technical Assistance	\$ 965,678	\$ 965,678	-
EHS Training & Technical Assistance	12,397	12,397	-
Training & Technical Assistance	\$ 978,075	\$ 978,075	\$ -
TOTAL FEDERAL SHARE	\$ 132,929,596	\$ 132,071,708	\$ 857,888

Financial Reports Table 4: Training and Technical Assistance

Training and technical assistance costs were spent by NYC ACS and the delegate agencies as follows:



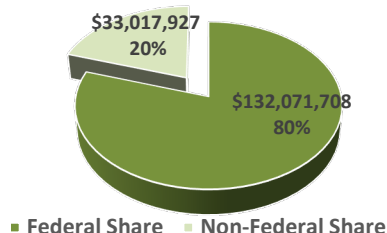
■ NYC ACS ■ Delegate Agencies

NYC ACS	\$ 442,976
Delegate Agencies	535,099
Total Training	\$ 978,075

Non-Federal Share

In compliance with the 2007 Head Start Reauthorization Act, 20% of the total Head Start program costs must be Non-Federal Share to demonstrate local community participation in the Head Start program.

For PY 04, NYC ACS together with its Delegate Agencies fully met the Non-Federal Share requirement. Non-Federal Share of \$33.0 million mainly consists of Pre-K for All (Pre-K) funding used by the Delegate Agencies towards the Head Start program. Pre-K is a program fully funded by the New York State (NYS) Department of Education and is being administered through the NYC Department of Education.



■ Federal Share ■ Non-Federal Share

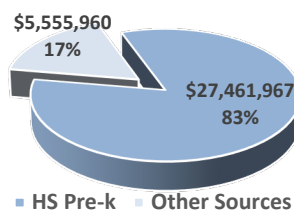
Total Public and Private Funding by Source

Funding Sources	Amount
Public Support	
Federal HS grant	\$ 132,071,708
State NFS Pre-K for All	27,461,967
Total public support	159,533,676
Private and other support	5,555,960
Total	\$ 165,089,636

Financial Reports Table 3: Public and Private Funding Received by Source

NYC ACS is able to provide full year and full day services (between 8 and 10 hours) for all children on the Head Start grant by leveraging NYS funded Pre-K for four year olds as well as Child Care Development Block Grant funds for those three and four year olds who are dually eligible for Child Care and Head Start

HS Pre-K	\$ 27,461,967
Other sources	5,555,960
Total Non-Federal Share	\$ 33,017,927



■ HS Pre-k ■ Other Sources

FINANCIAL REPORTS

PROGRAM YEAR 05 BUDGET FISCAL SYSTEMS AND OPERATIONS HEAD START FISCAL INTEGRITY REVIEW

PY 05 Budget

Budget Category	Head Start	Early Head Start	Total
Personnel	\$ 566,368	\$ 193,883	\$ 760,251
Fringe Benefits	283,805	97,155	380,960
Travel	23,498	-	23,498
Equipment	-	-	-
Supplies	20,000	-	20,000
Contractual	128,839,391	2,713,896	131,553,287
Facilities/Construction	-	-	-
Other	191,600	-	191,600
Total Direct Costs	129,924,662	3,004,934	132,929,596
Indirect Costs	-	-	-
Total Federal Share	129,924,662	3,004,934	132,929,596
Non-Federal Share	32,481,166	751,234	33,232,399
Total Head Start Program Costs	\$ 162,405,828	\$ 3,756,168	\$ 166,161,995
Head Start Program Operations	\$ 128,980,587	\$ 2,970,934	\$ 131,951,521
Training and Technical Assistance	944,075	34,000	978,075
Total Federal Share	\$ 129,924,662	\$ 3,004,934	\$ 132,929,596
COLA – 2.6%	\$ 4,024,695	\$ 77,200	\$ 4,101,895

Financial Reports Table 5: PY05 Budget for February 1, 2018 through January 31, 2019

COLA:

In line with Public Law 114-113 Consolidated Appropriations Act, a cost-of-living adjustment (COLA) for the Head Start program of \$4.1 million has been announced and applied for. It will be included in the PY05 budget once NYC ACS receives the final approval from the Office of Head Start.

Fiscal Systems and Operations

During PY04 DFS Grants Management conducted a compliance audit and review of the Head Start program costs reported by sub-recipients for PY03. While planning and performing the audit, the contracted independent CPAs assessed the sub-recipients' internal controls over financial reporting and their compliance with certain provisions of laws, regulations, contracts, and grant agreements. Sub-recipients found to be not in compliance with regulatory requirements have been placed on corrective action plans. DFS will continue to communicate grantee expectations for Head Start compliance by:

- determining where corrective action is required; and
- implementation of the *Monitoring Plan* developed by DFS.

NYC ACS' Head Start budget for PY05 is developed and implemented to support the goals and activities outlined in program plans through sub-awards to 70 Delegate Agencies. ACS will provide on-going training to the Delegate Agencies to assist them with the development, implementation and tracking of their operating budgets. The Citywide Policy Council and the Governing Board were involved in all aspects of budget development and receive the monthly statement of revenue and expense for review and input.

The budget for PY05 supports:
12,463 Head Start children
160 Early Head Start children

Designated Head Start service area: New York City

Approved program options:

Center-based for Head Start and Early Head Start; and Home-based and Partnership Classrooms for Early Head Start.

FINANCIAL REPORTS

HEAD START FISCAL INTEGRITY REVIEW NOTEWORTHY ACCOMPLISHMENTS OR HIGH PERFORMANCE OUTCOMES CITY OF NEW YORK SINGLE AUDIT



Noteworthy Accomplishments or High Performance Outcomes

- DFS Budget spearheaded the transition to HHS Accelerator Financials which is expected to simplify and enhance the budget and contract process for ACS and its sub-recipients;
- DFS provided My Wipfli memberships to sub-recipients to support access to Federal Uniform Guidance rules and other resources;
- DFS Audit conducted CPA trainings to increase awareness of the Single Audit requirements.
- DFS Grants Management Unit conducted quarterly fiscal trainings for Subrecipient finance staff.

City of New York Single Audit

Among other stipulations, sub-recipient monitoring requirements of 2 CFR 200.331 state that the pass through entity is responsible for ensuring that sub-recipients expending \$750,000 or more in Federal awards are audited in accordance with Federal Uniform Guidance rules, including that the required audits are completed within 9 months of the end of the sub-recipient's audit period. Under the Head Start program, grantees must establish and implement procedures for the ongoing monitoring of their own Head Start operations, as well as those of their delegate agencies, to ensure that these operations effectively implement federal regulations, including procedures for evaluating delegate agencies and procedures for defunding them (42 USC 9836A (d) and 45 CFR sections 1304.51 (i) (2) and (3)).

Findings:

There were no findings related to the ACS Head Start grant in the City of New York Single Audit for City Fiscal Year 2017.



NYC ACS Governance



2018 ACS Governing Board

Mitch Gipson ACS Deputy Commissioner NYC Children's Services	David A. Hansell ACS Commissioner NYC Children's Services	Maria G. Hernandez NYU Metropolitan Center for Research and Equity
Josh Wallack Deputy Chancellor NYC Department of Education	Joseph Cardieri General Counsel NYC Children's Services	Sara Kitson MS Education, Former Chair of City- Wide Policy Council
Dr. George Askew Deputy Commissioner, Family & Child Health Administration, DOHMH	Francis X. Spain Financial Expert Former CFO of Graham Windham	El-Melek Moore Chairperson NYC Wide Head Start Policy Council

2017-2018 CITY-WIDE HEAD START POLICY COUNCIL

Yenny Abreu	Joe Louis Allen Jr.	Genesis Almonte	Katerin Arango	Florentine Arce
Nadine Benjamin	Torrie Brunson	James Davis	Wanda Diaz	Yvonne Diop
Fredy Espailat	Jacqueline Feliciano	Shantae Ferguson	Mariela Flores	Cristina Gerene
Marlene Hidalgo	Judith Jordan	Yahaira Jorge	Jocelyn King	Jennifer McBurnie
Jacinta Nelson	Florhannie Nuñez	Marina Pedroza Berrios	Ernice Robinson	Olga Ruiz
Marlany Ruiz	Ramata Sakho	Tanya Samuels	Yinett Sanchez	Maria Santiago
Samantha Silva	Yolesly Vazquez	Johanna Vega	Jamell Veras	Ronald Ward
Lastarr West	Jessica Whatts	Lin Sai Zhu		

2017 – 2018 CITY-WIDE Community Representatives

Bernice Gordon	Cornellie Edwards	Jasmine Jones	Carmen McKay
El-Melek Moore	Matthew Morales	Stacey Singh	Jemimah Watkins



NYC Delegate Agencies



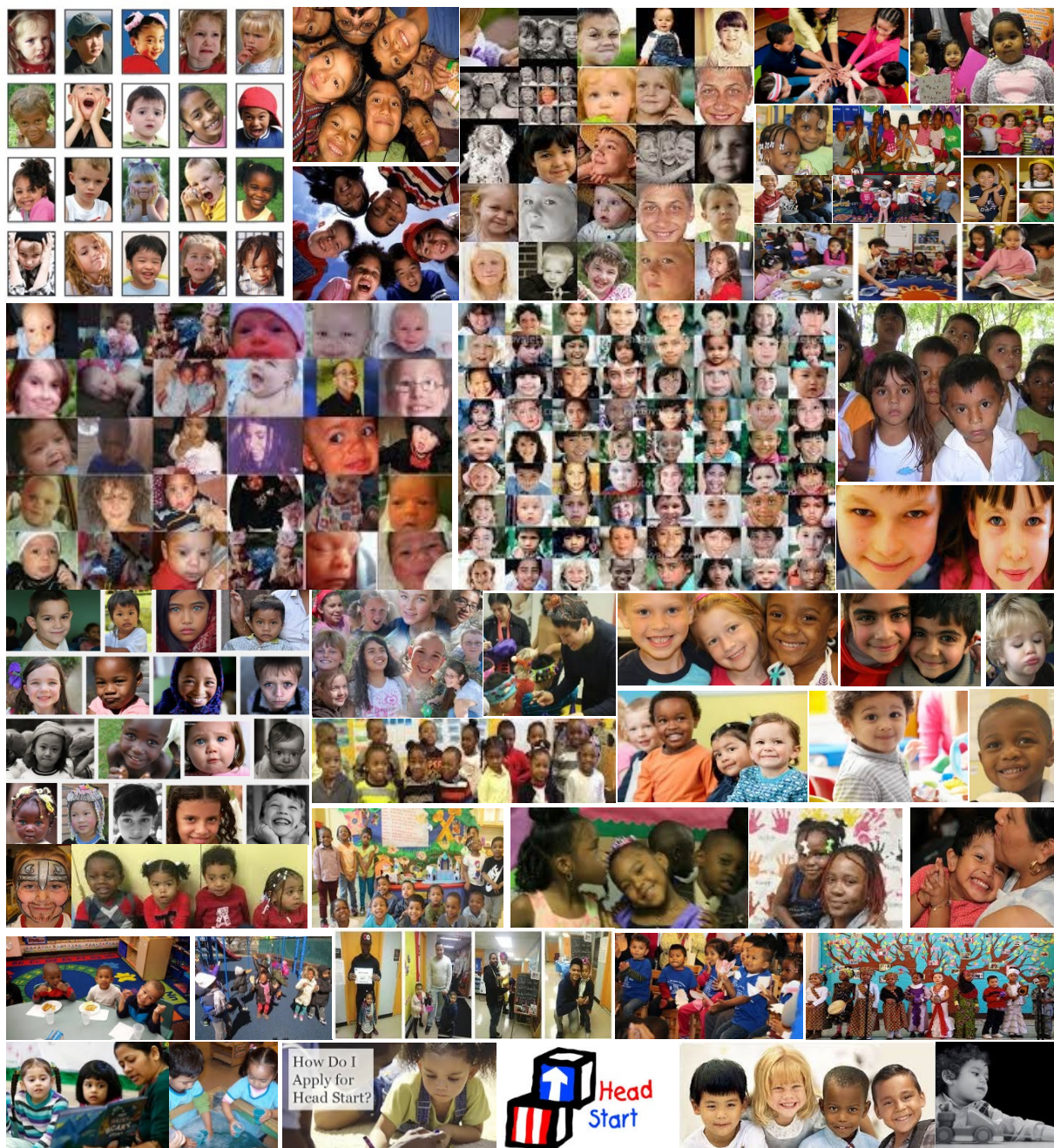
Action Nursery
Addie Mae Collins Services
B'Above Worldwide Institute
Blanche Community Progress Day Care Center
Bloomingdale Family Program, Inc.
Bronxworks
Brooklyn Bureau of Community Service
Brooklyn Chinese American Association
Brooklyn Kindergarten Society, Inc.
Bushwick United Housing Development Fund
Cardinal McCloskey Community Services
Children's Aid Society, The
Claremont Neighborhood Centers, Inc.
Committee for Early Childhood Development
Community Life Center, Inc.
Community Parents, Inc.
Dewitt Reformed Church Head Start
East Harlem Council for Human Services, Inc.
East Side House Settlement
Ecumenical Community Development Organization
Escuela Hispana Montessori
Friends of Crown Heights Educational Center
Ft. George Community Enrichment Center, Inc.
Goddard Riverside Community Center, Inc.
Grand Street Settlement, Inc.
Hamilton Madison House, Inc.
Harlem Children's Zone
Hawthorne Corners Day Care Center, Inc.
HELP Day Care Corporation
Henry Street Settlement, Inc.
Highbridge Advisory Council Family Service
Hospital Clinic Home Center Instructional Corporation
Inner Force Tots, Inc.
Kingsbridge Heights Community Center
La Peninsula Community Organization, Inc.
Labor and Industry for Education, Inc.
Labor Bathgate Community Child Care Board
Lutheran Social Services

MARC Academy and Family Center, Inc.
Mid Bronx CCRP Early Childhood Center, Inc.
National Association of Family Development
New Life Child Development Center, Inc.
North Bronx National Council for Negro Women Child Development Center
Northeast Bronx Day Care Centers, Inc.
Northern Manhattan Perinatal Partnership
Northside Center for Child Development, Inc.
Philip H. Michaels Day Care Center, Inc. *
Police Athletic League, Inc.
PROMESA, Inc.
Recreation Rooms and Settlement, Inc.
Saint Jemuel Group Family Day Care, Inc.
SCO Family of Services
Seventh Avenue Center for Family Services
Sharon Baptist Board of Directors, Inc.
Sheltering Arms Children and Family Services
South Bronx Head Start, Inc.
South Jamaica Center for Children and Parents
Southeast Bronx Neighborhood Centers, Inc.
St. Marks UMC Family Services Council
Staten Island Mental Health Society, Inc.
The Child Center of New York, Inc.
Trabajamos Community Head Start, Inc.
Tremont Crotona Day Care Center
Union Settlement Association, Inc.
United Federation of Black Community Organizations, Inc.
University Settlement Society of New York, Inc.
Urban Strategies, Inc.
West Harlem Community Organization, Inc.
Women's Housing and Economic Development
YWCA of the City of New York
Zion Day Care Center

* Relinquished sponsorship effective August 31, 2016.



Administrations for Children's Services Annual Report 2018



How Do I
Apply for
Head Start?



NYC
Administration for
Children's Services



New York