



# Cardinal Services Inc.

## *of Indiana*

### ANNUAL REPORT and PERFORMANCE ANALYSIS FY 19

#### Kosciusko County Head Start/Early Head Start

#### Introduction

Head Start/Early Head Start promotes the school readiness of children ages birth to five from at-risk families of lower income by enhancing cognitive, social, and emotional development in learning environments that support children's growth in language and literacy, cognition and general knowledge, physical development and health, social and emotional development, and approaches to learning. The programs provide comprehensive services to enrolled children and their families including health, nutrition, social, and other services determined necessary by the family strengths and needs assessments with services designed to be responsive to each child and family's ethnic, cultural, and linguistic heritage. Head Start/EHS emphasizes the role of parents as their child's forever teachers, and the programs build relationships with families that support family well-being and positive parent-child relationships, families as learners and lifelong educators, family engagement in transitions, family connections to peers and community, and families as advocates and leaders.

Kosciusko County Head Start educates preschool children during the school year in Warsaw, Leesburg, Claypool, North Webster, and Mentone. Early Head Start educates children age 0-3 and their families and pregnant women in year round home-based services.

#### Analysis of Performance

##### Business Functions

The annual budget supports the expenses necessary to operate, staff, administer, and manage Head Start center-based and Early Head Start home-based options.

	<u>July 1, 2018 – June 30, 2019 (Cardinal FY19)</u>	
	<u>Actual</u>	<u>Budgeted</u>
<u>Revenue</u>		
Federal Operating Grant	1,653,146	1,602,636
USDA Reimbursement	103,074	94,805
United Way (Operating)	20,154	19,600
County Government (Operating)	15,631	15,708
Indiana Paths to Quality Awards	3,000	3,000
Warsaw Schools Instructional Assts. Reimbursement	51,050	67,854
Other Community Donations/Grant Transfers	7,816	0
On My Pre-K State Funding	<u>10,115</u>	<u>0</u>
	<u>\$1,863,986</u>	<u>\$1,803,603</u>
<u>Expenses</u>		
Personnel (All Staff Wages)	987,921	1,015,107
Fringe (Health/Dental Insurance, Disability, Soc. Security, Unemployment, Workers' Comp, Employee Clinic)	379,529	364,206
Staff Development (Tuition, Books, Training Costs, etc.)	39,668	27,338
Supplies (Office, Child and Family Services, Food Costs)	146,101	127,852
Contractual (Online Family Info System, Ed Assessments, Mental Health Assessments; Parenting Curriculum, Van/Car Leases)	31,716	23,839
Indirect Costs (General/Admin Expenses/Federal Depreciation)	163,361	121,659
Other (Other Depreciation, Rent, Bldg/Grounds Maintenance, Insurance, Utilities, Copiers, Agency Dues, Local Travel, Vehicle Costs)	115,690	123,602
	<u>\$1,863,986</u>	<u>\$1,803,603</u>

## Service Delivery

Objective	Goal	FY '19	FY '18	FY '17
Percent of HS/EHS families participating in At-Home Individualized Parent/Child Activities.	75%	75%	78%	83%
By end of enrollment year, the number of currently enrolled Head Start children with up-to-date dental exams.	90%	100%	100%	100%
By end of enrollment year, the number of currently enrolled EHS children over the age of one with a dental home.	90%	90%	100%	96%
CLASS (Classroom Assessment Scoring System) end-of-year scoring average at or above the program standard for all HS classrooms in Instructional Support (in-house scoring by Education Specialist).	4 out of 7	3.09	4.01	4.26
Percentage of HS/EHS children meeting the year end School Readiness Goal program standard in the domain of Language and Literacy.	85%	81%	86%	90%

- Other program parent activities and opportunities include parent committee meetings, twice monthly EHS home based program socializations, family events, "Ready Rosie" parenting curriculum and other trainings in collaboration with community agencies, UCLA Health Care Institute training, Education and School Readiness Goal Leadership Teams, Policy Council, Health Services Advisory Committee, and volunteering in the classroom.
- The percentage of cumulative Head Start children (enrolled for any period of time during the program year) who received professional dental exams was 96.8% (151 out of 156), and the percentage of children up-to-date on all preventive and primary health care was 99.4% (155 out of 156).
- The percentage of cumulative EHS children with up-to-date medical exams during their enrollment was 93.2% (55 out of 59), and the percentage of EHS children with a dental home was 93.2% (55 out of 59).
- The Head Start program average CLASS Instructional Support score (measurement of quality teacher-child interactions) in fall 2017 was 3.9 out of 7 and in spring 2018, 3.09. Children displaying mental health concerns are on the rise creating challenges in achieving higher CLASS scores, and last year five new teachers were hired. All Teachers are supported by a Mentor-Coach as well as an Education Specialist and Mental Health professional.
- Head Start children's school readiness skills were assessed at 3 different checkpoints utilizing Teaching Strategies GOLD® Objectives for School Readiness Goal progress; the Kosciusko Countywide Kindergarten Readiness Checklist; and the Warsaw Community School's Response to Intervention (Rtl) Tool.
- 86 Head Start children, including 24 diagnosed with and receiving services for learning disabilities through Individualized Education Plans (IEPs) transitioned to kindergarten in 2019.
- Last year, HS served a total of 52 enrolled children (33.3%) with disabilities and 22 (14%) Dual Language Learners.

## Financial Audit and Monitoring Results

- Blue and Co., LLC conducted the annual financial audit for the Cardinal Services, Inc. fiscal year ending June 30, 2018 with one internal control finding.
- The most recent federal reviews were a Focus Area 2 review completed in March 2019, resulting in one noncompliance in EHS Health Status Tracking that was corrected, and a CLASS review in April 2019 with program scores of 6.1786 in Emotional Support; 5.8095, Classroom Organization; and 3.0952, Instructional Support. All CLASS scores were at or above the average of all 2018 Head Start national CLASS scores.

## Areas for Improvement/Action Plan/Proposed Changes:

- Intensive ongoing training for managing mental health issues in classrooms continues to be sought and presented to teaching staff. A contracted Mental Health professional is now observing and working one-on-one with children displaying mental health issues and meeting with staff to support them in better ways to educate the children.
- Five total On My Way Pre-K students have been enrolled in Claypool, Mentone and North Webster for 2019-2020, and state child care vouchers will fund their enrollment and provide additional operating income for Head Start.

## Efforts to Prepare Children for Kindergarten

Head Start/EHS School Readiness Goals (SRGs) strengthen the program's continuous improvement of kindergarten skill levels for all enrolled children. By the 3<sup>rd</sup> checkpoint in the spring the attainment expectation is a 90% overall program average for each School Readiness Goal (SRG). See chart below.

School Readiness Goals	1. Approaches to Learning	2. Languages and Literacy	5. Physical Development	6. Social and Emotional Development	7. Cognition
Head Start – Overall Program Average	72%	81%	92%	77%	74%

<b>Early Head Start – Overall Program Average</b>	92%	81%	86%	89%	86%
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**Head Start:** The 90% program goal was reached in one domain at the Spring Checkpoint, and the largest increase in children’s skill attainment from Fall to Spring Checkpoints was in Cognition, which increased 37%. Language and Literacy increased 28%; Social/Emotional, 26%; Approaches to Learning, 36%; and Physical, 29%.

**Early Head Start:** One Spring SRG met the 90% goal expectation. The highest domain scored was Approaches to Learning at 92%, which increased 3% from fall checkpoint. The lowest domain scored was Language and Literacy at 81% which increased 6% from the fall check point. There was large EHS enrollment turnover which impeded ongoing SRG attainment.

**Demographic Data**

- Kosciusko County Head Start/ Early Head Start was federally funded in 2018-2019 to provide services to a total of 175 children and families: 79 Head Start children in 130 day, 6 hour classrooms; and 56 children in 141 day, 7.25 hour classes during the school year. 40 Early Head Start children and families, including pregnant women, received full year home based services with twice monthly socializations that included family meals.

In the table below, the **Percentage of Eligible Kosciusko County Children Served** is based on the information from most recent [www.stats.indiana.edu](http://www.stats.indiana.edu). The estimated population of children age 0-4 in Kosciusko County is 5,179, and approximately 14.1% of children under the age of 18 are living in poverty which calculates to an approximate total of 730 children age 0-4 living in poverty in the county.

<b>Kosciusko County</b>	<b>Total # of Children and Families Served Program Year ‘16-‘17</b>	<b>Average Monthly Enrollment (% of Funded Enrollment)</b>	<b>Percentage of Eligible Kosciusko County Children Served</b>
Head Start/Early Head Start	215 children and 6 pregnant women	100%	29.4%

The family/child information below is based on data collected from all enrolled families and individual child documentation.

	<u>2018-2019</u>	<u>2017-2018</u>	<u>2016-2017</u>
<b>Primary Language of Family at Home – HS/EHS</b>			
English	174	178	163
Spanish	45	51	56
East Asian Languages	2	3	3
<b>Mental Health Services – Head Start Only</b>			
Number of Children for Whom the MH Professional Consulted with Staff about the Child’s Behavior/Mental Health	34	27	23
Number of Children Who Received MH Services	12	13	10
<b>Diagnosed Educational Disabilities with Individualized Education Plans – Head Start Only</b>			
Speech and/or Language Impairment	17	15	19
Developmental Delay	34	24	13
Autism	1	0	1

**Strategic Considerations**

- Teachers with appropriate Early Childhood Education degrees continue to be difficult to find and most must be “grown” in-house. Low unemployment has created challenges in employing skilled teaching staff with hourly wages afforded by the program’s federally funded operating budget. Cardinal Services approved wage increases for HS/EHS teaching staff beginning fall 2019 funded through endowment interest to assist with staffing needs.
- Enrollment of five On My Way Pre-K children utilizes state funds to augment the program’s operating budget. Legislative leniency in OMWPK parent job requirements may allow opening a classroom in 2020-2021 that would braid state and federal monies to fund operations.
- The number of enrolled children with educational disabilities and acute mental health concerns with challenging behaviors continues to increase, as well as the number of children living in foster or relative care and children experiencing homelessness.

**Conclusion**

Kosciusko County Head Start/Early Head Start continually strives to successfully achieve, implement, and maintain the most effective, highest quality services in Early Childhood Education provided to young children and their families by following the Head Start Program Performance Standards, Indiana Child Care Licensing Regulations, Indiana Paths to Quality (PTQ) requirements, the National Association for the Education of Young Children (NAEYC) Accreditation Standards, and by implementing state and local education requirements to meet all program and individual children’s goals and objectives. The program promotes and supports meaningful relationships with and effective instruction of children and their parents to improve developmental, educational, and essential life skills which are key to achieving future success in school and beyond.