

WEST RIVER HEAD START



2016-2017 ANNUAL REPORT

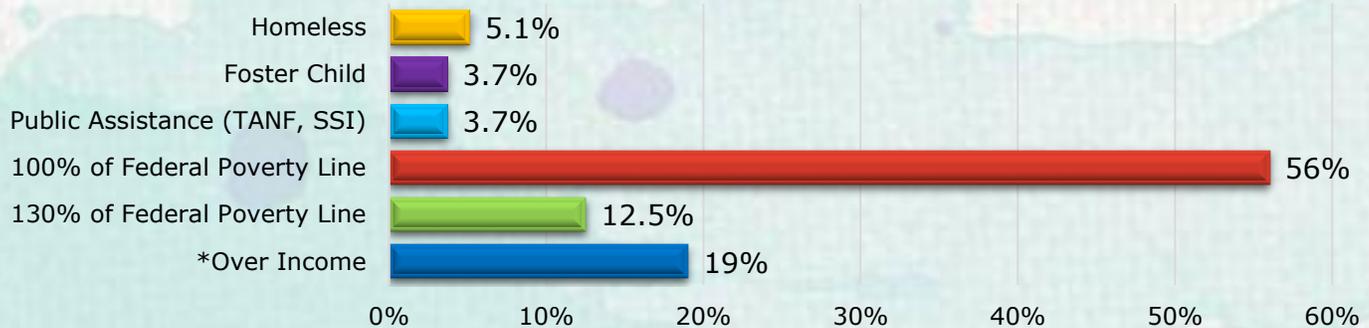
Committed to giving children and their families the opportunity to grow within their communities by providing quality education and family services.

Who participates in Head Start programs?

Head Start was founded as part of Lyndon B. Johnson’s War on Poverty in 1965. Since then, Head Start has grown from an eight-week demonstration project to include full day/year services and numerous program options. Head Start has served over 30 million children and their families in urban and rural areas in all 50 states, the District of Columbia, Puerto Rico and the U.S. territories. Head Start celebrated 50 years of service in 2015.

Children are automatically eligible, regardless of family income, if they are homeless, in foster care or if their families receive Temporary Assistance for Needy Families. Head Start programs must enroll 10% of their slots with children who have an Individualized Education Program (IEP), indicating they were determined eligible to receive special education and related services.

2016-2017 West River Head Start Enrollment



2016-2017 Enrollment

As a unit, West River Head Start may have no more than 24 over income students enrolled in the program. These 24 slots are broken down according to the following: Mandan and Hazen – 8 slots; New Salem and Carson – 16 slots. The last two centers meet the criteria for the Gravel Amendment – also known as Section 645(a)(2) of the Head Start Act. This authorizes those centers to enroll up to 50% of their children from over income families. Our classrooms operate Monday through Thursday from the end of August to mid-May.

- WRHS Funded Enrollment118
- WRHS Average Monthly Enrollment93%
- Special Education Enrollment22 (18.6%)
- Eligible children served81%
- Total number of families served125
- Total number of children served136

Demographic Information

For the first time in years, North Dakota is getting younger with the highest percent of poverty falling on young children ages 0-4. Although the percentage of eligible children residing in WRHS’s service area is lower than North Dakota’s average, there has been a steady increase of potentially eligible 0-4 year olds in all counties served by WRHS. These are the children who will need Head Start support over the next five years. Increased population and younger families staying in North Dakota support WRHS’s current service number and sites.

Like North Dakota, WRHS students are reflecting greater racial/ethnic diversity. The percentage of minorities served by WRHS is greater than the percentages across North Dakota with the Hispanic population (8.8%) second to Native American (11.8%). North Dakota state leaders are struggling to meet the needs of non-English speakers and Dual Language Learners. Our public schools and special education programs are working diligently to meet the needs of the changing population. Like them, WRHS is serving more Dual Language Learners. Finding translators to effectively communicate with parents and children is challenging.

Relative to other states, North Dakota has the third lowest child poverty rate in the nation at 14% in 2015 (behind New Hampshire and Maryland). Over the past five years, North Dakota has hovered around the 14% child poverty rate. According to North Dakota KIDS Count 2015 data, younger children in the state had a higher poverty rate (i.e. ages birth through 4—(16%) than older children (i.e. ages 5 through 17—(13%)). WRHS mirrors the state in two of the four counties. Morton and Mercer have a higher percentage of 0-4 year olds living in poverty.

Certain segments in North Dakota's population are harder hit by poverty than others. According to Census 2010, 38.7% of non-white children in North Dakota lived in poverty (7,345 children). 44% of children living with single mothers lived in poverty (10,737 children). In addition, 40.3% of children living on American Indian reservations in North Dakota lived in poverty (5,426 children).

As of December, 2017, 67% of WRHS preschoolers (80 children) were eligible due to meeting 100% of the Federal government poverty guideline, 14% (17 children) were eligible at 130% of the poverty guideline, and 16% (20 children) were over income. In order to serve children in communities located in medically underserved areas with a population of less than 1,000 and no other preschool options in area, WRHS applies for qualification to serve up to 50% over-income children in areas that meet the Gravel Amendment of the Head Start Act (New Salem and Carson)

Homeless

The definition for children experiencing homelessness is defined differently than for adults. The McKinney-Vento Act of 1987, which defines a homeless child as "individuals who lack a fixed, regular and adequate night-time residence," is designed to provide access to enrollment in school districts as well as educational stability for homeless children and youth. According to a report released by the National Center on Family Homelessness in November 2014, more than 4,000 children are homeless in North Dakota. North Dakota KIDS Count data's differs reporting 2,715 students K-12 as homeless in 2014-2015 and 2,230 students K-12 as homeless in 2015-2016. There is no data for homeless children 0-5, which could account for the difference. WRHS PIR for 2016-2017 recorded 9 children who experienced homelessness during the enrollment year. Homeless children identified upon 2017-2018 fall enrollment consisted of 0 Hazen, 0 in Carson, 3 in New Salem, and 3 in Mandan.

Foster Care

According to North Dakota KIDS Count FFY 2016, 1.3% of children ages 0-18 were placed in foster care. Though the majority of children in foster care are in a family home (85%), approximately one in seven children in foster care are in a group home or institution (15%). Counties served by WRHS account for children in foster care residing in family homes. Oliver and Mercer counties both reported 0, Morton County reported a total of 17 (.2%), and Grant County reported the highest number with 23 (4.7%).

Children with Disabilities

The 2010 North Dakota KIDS Count data, listed 13,170 students as enrolled in special education from the ages 3-21 and the 2016 data listed 14,426 (13.2%). A higher percent is listed for children ages 3-5 (14%) with the highest percent served for students ages 6-11 (42.5%) and ages 12-17 (38.7%).

Statistics indicate children with identified disabilities are among the population of children at greatest risk. Bismarck Early Childhood Education Program (BECEP) and HIT, Inc.'s KIDS Program provide early intervention services for infants and toddlers with identified disabilities (Part C of Individuals with Disabilities Education Act (IDEA)) in WRHS's service area.

Part B—619 (IDEA preschool special needs age 3 -5) special education units serving the four county area report that a total of 130 children were enrolled as of December 2016 North Dakota Child Count. Oliver – Mercer Special Education – 26 ; Morton-Sioux Special Education – 89; Southwest Special Education (Grant County) –15. The increasing population, may or may not be affecting the special education units in WRHS service area. Some units are progressively serving more children, but there is still variability from year to year unlike North Dakota as a whole.

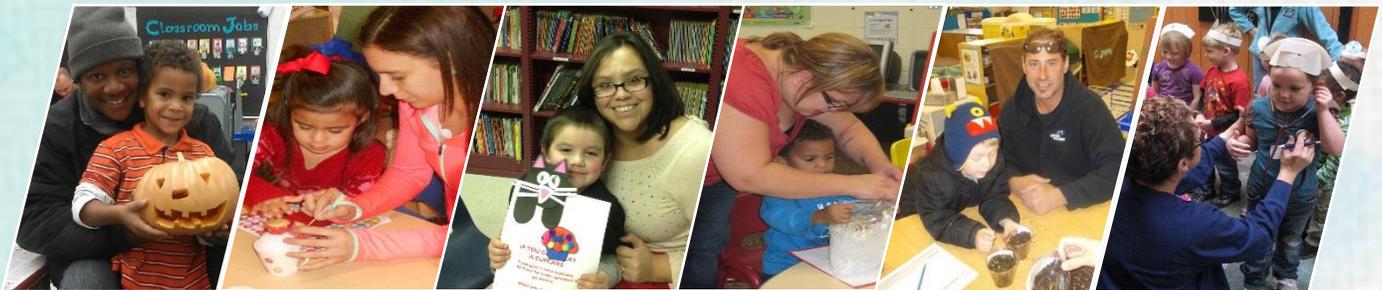
According to the 2016-2017 PIR data, WRHS began the 2016 school year with 11 of 118 (9%) children enrolled with identified disabilities. By May 1, 2017, an additional 11 children were identified totaling 22

(16%) children identified with disabilities within the school year. The total amount of students enrolled throughout the year was 136 (this includes students that withdrew). The ability to find and identify children with disabilities is an enormous tribute to the collaboration between WRHS and the three special education units in the four counties and it also is an indicator of the expert skills and knowledge of the WRHS staff.

The History of West River Head Start

- 1983-1986: West River Head Start (aka Mandan Head Start) was established in 1983 as a home-based option through Community Action Partnership (CAP) in Mandan, ND. It served 42 families residing in the Mandan, ND. CAP relinquished the Head Start Grant to Mandan Public Schools at the end of the grant year in 1986.
- 1986-1990: Mandan Public Schools served as the grantee until 1990. The scope of service changed from home-based option to center-based services in Mandan. MPS established three classrooms continuing to serve 42 Head Start children and families. MPS relinquished the grant to HIT, Inc. in 1990.
- 1990-1992: HIT, Inc. became the grantee of Mandan Head Start in 1990. Due to increased need for services, HIT expanded the program increasing services from three center classrooms to four in Mandan. In 1991 the grant was expanded to include a home-base program that provided Head Start services to children in rural Morton County in addition to the Mandan center without any additional funding. In 1992 a community survey indicated a need to provide Head Start as a center-based option rather than home based. The New Salem center started with 20 children in the basement of the city auditorium. HIT also expanded the Mandan center to 5 classrooms totaling 100 Morton County children and their families.
- From 1993-1997, Mandan Head Start remained at six classrooms, five in Mandan and one in New Salem. Five of the classrooms held morning sessions, and one classroom in Mandan held both a morning and afternoon session. The program in New Salem moved three times before residing in the New Salem Public Schools. During this time, 100 children and families continued to be served by West River Head Start and the program employed 20 staff members.
- 1998: On March 26, 1998, the HIT, Inc. Board of Directors approved the name change to West River Head Start, which promoted ownership for all communities served. "West River" is a common name for services, agencies and businesses on the west side of the Missouri River. On June 1, 1998, two new classrooms were opened in Grant County: one in Elgin and one in Carson. Each classroom had 17 children increasing WRHS's service to 134 children and families.
- In 2000, WRHS expanded opening a center in Hebron serving western Morton County with a classroom located in Hebron Public School. Four staff members were hired, increasing services to 152 children and families with 5 centers and 9 classrooms.
- In 2003, WRHS expanded to Mercer county opening two sites one in Beulah and one in Hazen. Five staff members were hired to serve an additional 16 children. At this time WRHS's total enrollment increased service to 168 children and families in 11 classrooms and 7 centers spreading out over 5,354 square miles.
- In 2006-2007, WRHS experienced its first funding cut of 1%. A budget committee consisting of representatives of staff, Policy Council, HIT Board of Directors, HIT fiscal and executive directors, and the WRHS director was formed. The impact on the program resulted in loss of all year-round Head Start classrooms. Over the next few years' additional programmatic changes occurred. WRHS moved classrooms out of two standalone facilities into the local public schools in the communities of Carson (2007) and New Salem (2009). The public schools do not charge rent or any other fees for classroom use. The public school benefit for children and parents was that they were able to transition from Head Start to the public school more easily. The benefit for WRHS was savings in rent, utilities, and maintenance—allowing the program to maintain sites despite budget cuts.
- In 2010-2011 the population of Grant County decreased to the point that it could no longer support two Head Start classrooms. One classroom in Elgin was shut down and children were transported to the Carson center for Head Start services. Program funding was not decreased, but WRHS's enrollment decreased from 168 to 160.

- In 2012-2013, WRHS suffered a 5% cut in funding due to federal budget sequestration. This led to the closure of the Beulah site. Eligible children served in the Beulah area were combined with the Hazen classroom.
- 2013-2014: WRHS continued to serve 160 children and families in Morton, Mercer, Oliver, and Grant counties in central North Dakota. One center with five classrooms was in Mandan, and one center with one classroom each were in Carson, Hebron, Hazen and New Salem.
- 2014-2015: WRHS grant requested to use replaced sequester funds for staff wage increases versus reopening the Beulah classroom. Though HIT gave WRHS a 9% increase for the 2014-2015 school year, salaries were still far below competitive wages. 152 children and families in Morton, Mercer, Oliver and Grant counties continued to be served by WRHS. Finding and retaining teaching staff continued to be difficult due to oil impact driving up the average cost of living. WRHS lost 14 staff resulting in 40% turnover. In addition to this challenge, WRHS endured an increase in transient population serving greater numbers of children and families that were with the program for only a short period of time.
- 2015-2016: HIT Board of Directors and Policy Council voted to close the Hebron center due to the inability to fill the vacant teaching positions. They also voted to close one of the Mandan classrooms. This reduction of slots did not affect any income-eligible families or WRHS's level of federal funding. It allowed HIT to increase staff salaries to assist with focusing on quality over quantity. Due to the closures WRHS decreased 5 staff positions and decreased its enrollment from 152 to 118.
- 2016-2017: WRHS received a duration supplement to increase school day hours in Carson and New Salem. Needs of the community cited difficulty with finding part-time daycare and difficulty with mid-day transportation. This need resulted in decreased enrollment of eligible families. The duration supplement increase allowed WRHS to continue to serve 118 children and families. Classroom hours increased from 6 to 8 in Carson and New Salem. Three rooms in Mandan and the one room in Hazen continued to provide preschool service for 6 hours a day and one room in Mandan provided preschool service for 7 hours.



Family Engagement and Parent Involvement

West River Head Start partners with families to provide personalized support through parent trainings, home visits, referrals and resources to help meet their immediate needs. As part of this ongoing partnership, Head Start offers parents the opportunity to develop and implement individualized family partnership agreements that describe family goals, responsibilities, timetables and strategies for achieving these goals as well as progress in achieving them.

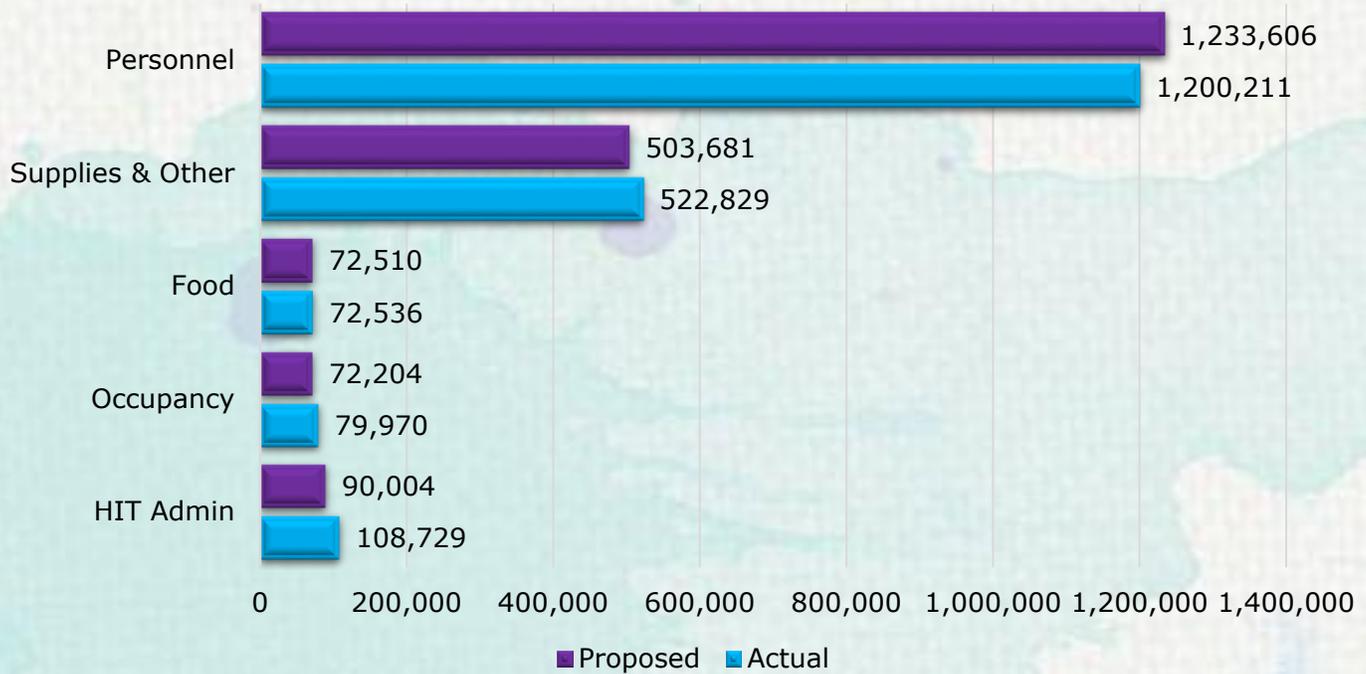
Parents are the primary educators, nurturers and advocates for their children and for all children enrolled in the program. Parent involvement includes a variety of activities that support child and adult development, including policy and program decision making. Parents participate in the program at every level, including program governance. Each classroom has a Policy Council Representative and Alternate.

Parents are welcome in the classroom at any time. Our classrooms offer a monthly parent/child activity with events such as sledding, reading activities, field trips to various community attractions, etc. Family nights are held three times a year at each center. Literacy/reading, child abuse and neglect identification, father/male involvement, dental health, child development, safety, stranger danger, ND Quit Line, transition to kindergarten, and financial literacy are some of the topics addressed during family nights.

2016-2017 Funding – Public and Private

- Federal\$1,527,853
- Non Federal\$381,964
- Program Income\$6,610
- USDA.....\$67,848

Budgetary Expenditures and Proposed Budget 2016-2017



Health Services

In addition to meeting the requirements of Early and Periodic Screening, Diagnosis, and Treatment (EPSDT), Head Start programs are required to meet 179 different Head Start Performance Standards related to Health, Nutrition, Mental Health, and Safety. Determining a child’s health needs starts with the Well Child and Dental Exams. Concerns are followed up with further evaluation to determine if treatment is necessary. Forty-five days is the window Head Start has to ensure all enrolled children have a well child exam. Family Support Coordinators work with the families to establish a medical and dental home, along with accessible health care.

- Number of children who are up-to-date on a schedule of age appropriate preventive and primary health care according to North Dakota’s EPSDT schedule for well child care128 (94%)
- Number of all children, including those enrolled in Medicaid or CHIP, who have completed a professional dental examination since last year's PIR was reported132 (97%)
- Number of children with up-to-date immunizations or possible immunizations to date, or exempt.....136 (100%)
- Number of children who left the program < 45 days.....3
- Children with health insurance at the end of their enrollment128 (94.1%)
- Children with a medical home at the end of their enrollment133 (97.8%)
- Children with a dental home at the end of their enrollment131 (96.3%)



Behind every young child who believes in himself is a parent who believed first.



2016-2017 CLASS Scores

CLASS uses research-driven insights to improve how teachers interact with children every day to cultivate supportive, structured, and engaging classroom experiences.

CLASS includes a focus on how teachers:

- Foster a secure, supportive base for children’s learning and exploration
- Help children develop language and cognitive skills
- Construct environments and experiences that help children develop their abilities

Classrooms are assessed 3 times during the year.

2016-2017 CLASS Scores



Head Start Prepares Children for Kindergarten

Creative Curriculum provides research-based teaching strategies, theory, and knowledge for teaching staff that enables them to create a positive and warm educational environment. Teaching Strategies GOLD, the assessment tool used for Creative Curriculum, is reviewed with parents at conferences and home visits. Goals are developed with the parents based on their input and observations of their child and the child’s individual development.

Transition activities for 5-year-old Head Start children take place each spring in collaboration with the local public schools. Each child and parent has the opportunity to visit the kindergarten classroom and teacher. We do all in our capacity to help children and parents make a smooth transition into the public school system.

2016-2017 School Readiness Goals

Outcome
3-4 year olds
that met goal

Outcome
4-5 year olds
that met goal

NOTE: The 4-5 year old group are the children who will be moving on to kindergarten.

Physical		
<ul style="list-style-type: none"> 90% of children will demonstrate age-appropriate fine-motor strength and coordination for purposes such as using utensils, self-care, and writing. 	99%	93%
<ul style="list-style-type: none"> 90% of children will take care of own needs appropriately. 	89%	91%
Social		
<ul style="list-style-type: none"> 80% of children will establish and sustain positive relationships. 	99%	95%
Approaches to Learning		
<ul style="list-style-type: none"> 90% of children will demonstrate positive approaches to learning by beginning and finishing activities with persistence and attention. 	99%	91%
Language & Literacy		
<ul style="list-style-type: none"> 80% of 4-5 year old and 70% of 3-4 year old children will demonstrate knowledge of the alphabet by naming letters and letter sounds. 	85%	90%
Cognition & General Knowledge		
<ul style="list-style-type: none"> 80% of children count, quantify, and recognize numbers. 	89%	91%
<ul style="list-style-type: none"> 80% of children recognize, analyze and use prior knowledge to solve problems. 	94%	91%



The 2017-2018 Community Assessment

West River Head Start continues to assess and alter its service delivery to meet the needs of each community, retain staff, and fiscally manage the program. That effort has resulted in various changes to include closing centers, decreasing classrooms, expanding classroom hours, and increasing staff salary. The first question posed after reviewing the results of the community assessment was to ask, "Is WRHS serving the right children?"

The programmatic changes from the past seven years:

- closing 3 sites—Elgin, Hebron, and Beulah—and one classroom in Mandan;
- decreasing the number of children served from 168 to 118;
- increasing salaries to retain staff; and
- increasing school day hours in New Salem, Carson and one Mandan classroom to meet community child care and transportation needs

After reviewing all of the programmatic changes from the past seven years and recognizing the continued need for preschool services in the WRHS area, confirmation of sustaining sites in Mandan, New Salem, Carson, and Hazen are recommended.

The community assessment describes the context in which Head Start and Early Head Start programs operate and is useful for ensuring that the correct services are provided to the appropriate population. This resource can assist program staff in coordinating their efforts to gather information required for a community assessment. The assessment paints a picture of the community and describes the diverse needs of families who may receive services. In addition, the community assessment covers the community's history, its economic and political scene, and its strengths and challenges. The community assessment in its entirety can be obtained by contacting West River Head Start. A summary of the report has been interwoven into the annual report.

Identified Needs

Based on the ranking of needs identified when surveying community partners, WRHS staff, and parents enrolled in the program, there were four predominant themes:

- Transportation
- Child Care
- Preschool
- Medical, mental health, dental, and therapy care

These themes will be used to build our 5 year program goals and objectives. For more information on the community assessment that was conducted, please contact West River Head Start.



2016-2017 Program Goals and Objectives

Goal 1: Administrative	Goal 2: Family Partnership	Goal 3: Child Health Services	Goal 4: Fiscal Management
We will attract, retain, and motivate competent employees.	We provide families personalized support to help meet their needs during their time of enrollment.	We will strive to give each student the very best health services within their enrollment.	We strive for physical integrity by staying within budgets, conservatively spending, and having fiscal safety checks and monitoring.
Objectives	Objectives	Objectives	Objectives
<p>1.1: By Fall 2015 at least 60% of teachers will have a qualifying bachelor's degree to teach for Head Start.</p> <p>1.2: WRHS will have 25% (8) or less in staff turnover, especially paras, for each school year.</p> <p>1.3: WRHS will have 100% of their educational support staff completed or enrolled in a CDA, or education program by fall of every year.</p> <p>1.4: Employees will have at least a 3.0 on their performance evaluation.</p>	<p>2.1: 90% of families will receive a home visit from a family support coordinator within 90 calendar days of enrollment into the program. On September 17 we decided to change the "90 calendar days of initial enrollment" to "60 calendar days of initial enrollment."</p> <p>2.2: The Family Interest Assessment will be reviewed with 90% of the families throughout the school year.</p> <p>2.3: 70% of families will participate in a Family Partnership Agreement within 60 days of their child's enrollment.</p> <p>2.4: Each classroom will collect at least \$25,000 in parent/guardian generated in-kind per school year.</p>	<p>3.1: By Oct 31st of each year the health & safety coordinator will meet annually with the Nutrition Committee to review the nutritional value of meals provided to the children.</p> <p>3.2: 90% of our families will receive dental screenings within 90 days of enrollment.</p> <p>3.3: The family support coordinators will plot 90% of student's growth charts based on the assessed children's heights and weights in September, January and April then submit them to the health & safety coordinator for review for further nutrition assessment.</p> <p>3.4: WRHS will create and form bonds with local health associates and agencies.</p>	<p>4.1: Four times a year center budgets will be sent to the director.</p> <p>4.2: At the end of each month staff will report budgets to their supervisors.</p> <p>4.3: The first Tuesday of each month the director will meet with the executive director to discuss budget reports.</p>

2016-2017 Program Goals and Outcomes

Goal 1: Administrative Outcomes	Goal 2: Family Outcomes	Goal 3: Child Health Outcomes	Goal 4: Fiscal Outcomes
<p>In 2016-2017 we lost 13% of our staff; all staff made a 3.0 on their evaluations. We are on track with staff and education expectations.</p>	<p>We have developed the Family Engagement team; this team discusses family issues and goals, and monitors outcomes.</p>	<p>We have forged a partnership with the Lions which has been very beneficial regarding vision screenings; we also have developed a relationship with nutritionists and doctors in our area who serve on our HSA committee.</p>	<p>We have had no findings on our audit for the last several years; and we did not have any areas of non-compliance or deficiencies in the federal fiscal audit.</p>
Outcomes	Outcomes	Outcomes	Outcomes
<p>1.1: Out of our 7 teachers, 4 have a bachelor's degree and 3 have an associate's degree in Early Childhood or related field.</p> <p>1.2: We lost 4 staff at 13%.</p> <p>1.3: 100% of teaching assistants without a CDA, AA, or BA in ECE are enrolled in the CDA program.</p> <p>1.4: 100% of WRHS employees made a 3.0.</p>	<p>2.1: 95% of families received a home visit from a family support coordinator within 60 days of enrollment. Staff stability has figured to raise this percentage from last year.</p> <p>2.2: 100% of families completed the Family Interest Assessment either at enrollment or during Family Support Coordinator home visits.</p> <p>2.3: 83% of families participated in a Family Partnership Agreement within 60 days of enrollment.</p> <p>2.4: We raised \$263,533 from classroom in-kind this year.</p>	<p>3.1: Our first nutrition meeting was held 10/14/2016.</p> <p>3.2: 91% of our enrolled students received a dental screening within 90 days of enrollment.</p> <p>3.3: 97% of enrolled students were plotted in September, January and April.</p> <p>3.4: We continued to work with all of our health partners. We continue to work closely with the local Lions Club to help with vision screenings for our children.</p>	<p>4.1: All reports have been turned in at the proper time; on-going monitoring is in place and we were under budget the 2016-2017 school year.</p> <p>4.2: Our independent financial audit completed by Eide Bailey was returned as unmodified, indicating no fiscal findings or anomalies.</p>

The Results of the Most Recent Review by the Secretary

Leadership, Governance, and Program Management Review: On 4/26/2016 to 4/27/2016, the Administration for Children and Families (ACF) conducted the Leadership, Governance, and Program Management Review. West River Head Start has no areas of noncompliance. The review identified two areas to be strengthened:

- **Policy Council membership:** West River Head Start needs at least one member from the community on Policy Council and that position had been vacant for one year. West River Head Start has had a community member serving on Policy Council since October 2016.
- **Credit card expenditures and reporting:** West River Head Start must provide proof that credit card balances are being zeroed out at the end each month. This is a practice at HIT; however, the documentation must be provided to the HIT BOD and PC monthly. Also, monthly attendance percentages must be reported to the HIT BOD and PC on a monthly basis. This document is currently generated and shared within the program; it will be shared with the HIT BOD and PC starting in September 2016.

Comprehensive Services/School Readiness Review: From 3/21/2016 to 3/24/2016, the Administration for Children and Families (ACF) conducted the Comprehensive Services/School Readiness Review of the West River Head Start program. No area of noncompliance was found during the course of the review. Accordingly, no corrective action is required. This information has been shared with the HIT Inc. BOD and WRHS Policy Council since September 2016.

The annual report is prepared to comply with the Head Start Reauthorization Act of 2007. This act states...

Each Head Start agency shall make available to the public a report published at least once in each fiscal year that discloses the following information from the most recently concluded fiscal year, except that reporting such information shall not reveal personally identifiable information about an individual child or parent:

- (A) The total amount of public and private funds received and the amount from each source.
- (B) An explanation of budgetary expenditures and proposed budget for the fiscal year.
- (C) The total number of children and families served, the average monthly enrollment (as a percentage of funded enrollment), and the percentage of eligible children served.
- (D) The results of the most recent review by the Secretary and the financial audit.
- (E) The percentage of enrolled children that received medical and dental exams.
- (F) Information about parent involvement activities.
- (G) The agency's efforts to prepare children for kindergarten.
- (H) Any other information required by the Secretary.



Grantee

HIT, Inc. is the grantee for West River Head Start.

HIT, Inc. provides a variety of services to people with disabilities in western North Dakota.



Contact Information

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