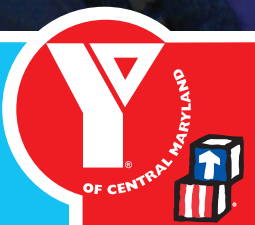




Y of Central Maryland

» BALTIMORE COUNTY
HEAD START AND
EARLY HEAD START



ANNUAL REPORT | 2011–2012

RECOGNIZED AS A CENTER OF EXCELLENCE | *U.S. Department of Health and Human Services*

DEAR FRIENDS,

We are pleased to present the 2011–2012 Y of Central Maryland Baltimore County Head Start Annual Report. This past year marked another year of milestones for us. With an intentional focus on early childhood education, health, nutrition and family support, the school readiness scores of the children we serve in Baltimore County continue to increase. As indicated on the Maryland Model for School Readiness (MMSR), **87% of the Baltimore County Head Start children entering kindergarten assess as fully ready in all of the domains related to school readiness.** While this represents a 63% gain since the inception of MMSR, we will not be satisfied until every child enters school fully ready with the skills to be successful.

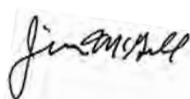
Our national designation as a Center of Excellence by the U.S. Department of Health and Human Services continues to provide the opportunity for our staff to share “best practices” through a series of workshops and presentations with the early childhood community and recognizes our leadership within the field. Last year, 208 early childhood professionals participated in our trainings.

The Board and staff leadership of the Y of Central Maryland continues to focus on our long-term strategic plan, “A Healthy Y for a Healthier Central Maryland: Vision 2015.” In it, five key strategies are identified as critical to our mission of improving the overall health and well-being of the communities we serve. One of our five Mission Strategies is to “make a measurable impact on the success of Central Maryland’s children and youth through purposeful asset development programs.” We can imagine no better example than our Baltimore County Head Start and Early Head Start programs. We are immensely proud of the very talented and dedicated staff and many volunteers who run these programs and we are deeply appreciative of our excellent partnerships with the many public and private organizations that support our success. Our entire community, inclusive of the 652 children and families served this year, is healthier and deeply enriched by the outstanding job this team performs each day.

John K. Hoey
President & CEO
Y of Central Maryland



James McGill, PhD
Board Chair
Y of Central Maryland



James Cash
Policy Council Chair
Y Baltimore County Head Start
and Early Head Start



PURPOSE

Head Start is a national program that promotes school readiness by providing comprehensive services for low income and special needs children ages 0–5 and their parents/guardians who meet the federal eligibility requirements. This comprehensive program includes four major areas of focus: education, health, parent involvement, and social services.

MISSION

To promote the success and well-being of children (ages 0–5) and their families in Baltimore County, through the effective implementation of the Head Start Performance Standards.

SERVICES AND PROGRAM OPTIONS

The Head Start program provides comprehensive child development services to economically disadvantaged children and families, with a special focus on helping preschoolers develop the readiness skills that they need to be successful in school and in life.

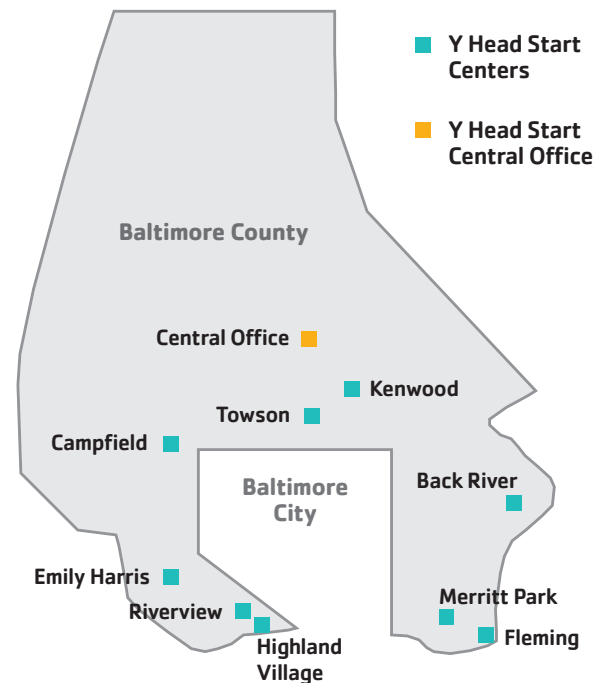
- » The Y Baltimore County Head Start (HS) program currently provides services to 572 preschoolers ages 3–5 in nine early childhood centers located throughout Baltimore County. The children are served in double-session classrooms, three and a half hours a day/four days per week/ten months per year.
- » Additionally, the Y is funded to provide Early Head Start (EHS) services to 80 pregnant women, infants and toddlers in two year-round program options: home-based and center-based.
- » Funding for extended year programming from Maryland State Department of Education Supplemental Funds allowed us to provide a full-day summer experience to 137 children at five centers for seven weeks.

Head Start promotes school readiness by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families. Parents are invited to become integrally involved in the development of the program's curriculum as well as in the planning of their own child's Individual Learning Plan (ILP).

The Head Start program aligns with the *Maryland Model for School Readiness* through common literacy and math benchmarks, curriculum and assessments. The Y Baltimore County Head Start is also aligned with the *Head Start Child Development and Learning Framework: Promoting Positive Outcomes in Early Childhood Programs Serving Children 3–5 Years Old*. This intentional alignment provides high quality preschool experiences to help each child gain the skills and confidence necessary to succeed in their present environment and with future school and life responsibilities.

Ongoing child observation and assessment in the areas of Social/Emotional Development, Physical Development, Cognitive Development and Language Development is also used to develop ILP's. Teachers know their children and plan large and small group work accordingly.

BALTIMORE COUNTY HEAD START AND EARLY HEAD START SERVICE AREA



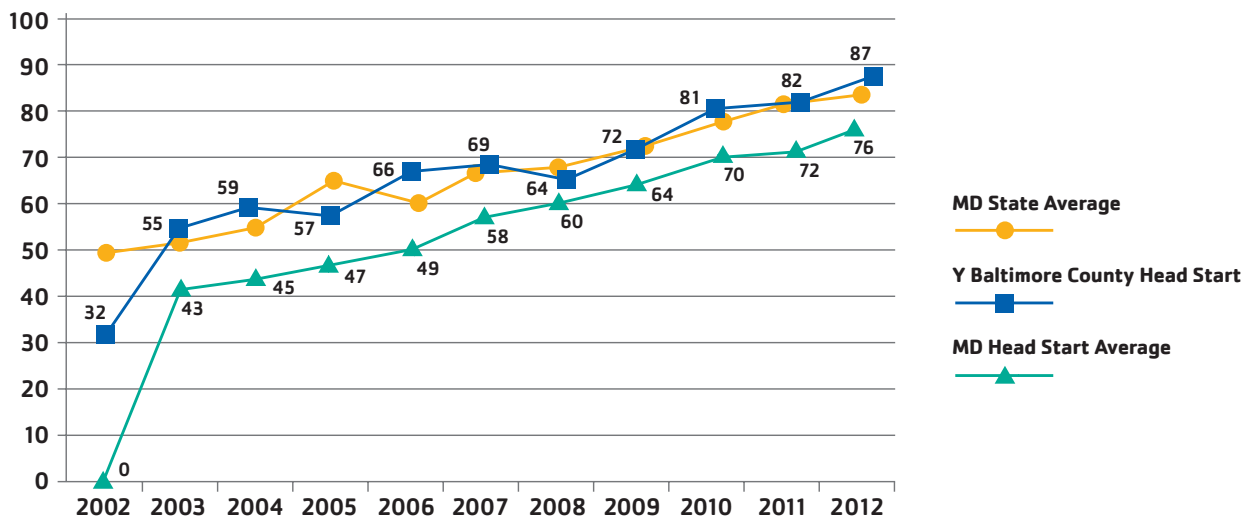
EARLY CHILDHOOD DEVELOPMENT

The Y of Central Maryland, Baltimore County Head Start program was among the first Head Start programs in the State of Maryland to receive the Maryland State Department of Education (MSDE) Accreditation. All nine centers received accreditation on the first review.

Children participating in the Y Baltimore County Head Start program continue to make steady gains related to school readiness. The program continues to use the *Core Knowledge Preschool Sequence* which began in 2001. The Core Knowledge Preschool Assessment Tool (CK-PAT) supports the Head Start Child Development and Early Learning Framework and the Maryland Model for School Readiness (MMSR) indicators. CK-PAT provides classroom teachers with ongoing assessment for group and individualization. The results of the 2012 MMSR indicate continued gains in school readiness scores.

Maryland Model for School Readiness

% of kindergarteners assessed as “fully ready”



	2001	2011	2012
MD State Average	40	81	83
Y Baltimore County Head Start	21	82	87
MD Head Start Average	0	72	76



Extraordinary Progress for Y Baltimore County Head Start

63-point Gain for Children Attending Head Start

- » 87% of children attending Head Start the year prior to kindergarten are fully ready in 2010–2011, up from 24% fully-ready in 2001–2002 and within 3 points of Baltimore County's full readiness level.
- » Head Start serves a high percentage of children from low-income households; this data is significant in the context of addressing the achievement gap along income lines.
- » Y Baltimore County Head Start provides a half-day program (14 hours per week)

The Y's Baltimore County Head Start program utilizes the Core Knowledge Preschool Sequence as its primary curriculum. This curriculum is validated by the Maryland State Department of Education and aligns with the Head Start Child Development and Early Learning Framework related to school readiness. The Y Baltimore County Head Start Education team have been trained as trainers in the Core Knowledge Preschool Sequence and provide ongoing staff development to the teaching staff. Additionally, mentor teachers provide direct classroom support to teaching staff. The Maryland State Department of Education's school readiness indicator (the MMSR: Maryland Model for School Readiness) validates the assessment information provided by our internal Core Knowledge Assessment. The Y's Baltimore County Head Start continues to be ahead of the Maryland Head Start average in the number of children assessed as fully ready for kindergarten.



Curriculum

Teaching staff provide quarterly progress reports to families on child outcomes, utilizing the *Core Knowledge Preschool Assessment Tool (CK-PAT)*.

Through a Memorandum of Understanding, the Y Baltimore County Head Start program and Baltimore County Public Schools work collaboratively to successfully and seamlessly transition children from Head Start to public school.

The Early Head Start program provides opportunities for children to engage in child and adult initiated activities which include individual and small groups. The following are integral components of the educational approach for the EHS program:

- » Building trusting and secure relationships through the assignment of a primary teacher/caregiver who remains with this child until the child ages out of the classroom or program.
- » Fostering independence, encouraging self-control, and having realistic expectations.
- » Encouraging respect for the feelings and rights of others.
- » Supporting and respecting the home language, culture and family composition of each and planning for routines and transitions to allow for predictability for the child's needs.

The Early Head Start program uses the approved Maryland State Department of Education Curriculum, *The Creative Curriculum for Infants, Toddlers and Twos*, which is developmentally appropriate, research-based and an exceptional tool to support each child's individual rate of development, interest, temperament, and cultural background. The curriculum demonstrates ways to individualize and to include children with disabilities in the classroom environment. Teachers use *The Creative Curriculum* as a springboard for planning activities. With full utilization of this curriculum, teachers create lessons and meaningful routines and experiences throughout the day that respond to individual children's strengths and interests. The lesson planning process for teachers incorporates the following: how to alter the environment and activities to meet the needs of diverse learners, English Language Learners, and children with special needs; a specific focus on activities and interaction styles that are responsive to the needs and interests of infants and toddlers; a plan that allows for flexibility with the infants/toddlers changing needs and interests; anticipation of developmental stages and allowing for individual differences in learning styles and temperament; preparation of the environment so children can learn and reach their potential.



The EHS home-based program uses the *Partners for a Healthy Baby Home Visiting Curriculum* series which incorporates neurodevelopment research, infant mental health, and evidence-based best practices. The curriculum series covers pregnancy through a child's third birthday and is appropriate for adolescents who are pregnant as well. This curriculum is designed for home visiting programs to achieve multiple goals and to help new families or expectant families deal with the multitude of physical and emotional changes that pregnancy and raising a child bring. The curriculum can foster stronger bonds between parents and their unborn baby and inspire pregnant women to have a healthy lifestyle and ultimately a healthy baby. Nine pregnant women have been involved in the home-based program since we started. Eight have delivered their babies.

Early Head Start assessments are done utilizing the *Teaching Strategies Gold* and are completed quarterly.

The *Classroom Assessment Scoring System (CLASS)*, is an observational instrument that assesses interactions between children and teachers in three broad domains of classroom quality:

- » Emotional Support
- » Classroom Organization
- » Instructional Support

The Vocabulary Improvement and Oral Language Enrichment through Stories (VIOLETS) early childhood curriculum is designed to develop oral language, pre-literacy skills, and background knowledge in young (ages 3-5) English Language Learners (ELLs) and children with low expressive language skills. The curriculum uses 12 Big Book versions of popular children's books, chosen based on their quality, their appeal to young children and alignment with MMSR domains. The Y Baltimore County Head Start program has been pleased to partner with Ready by Five in making this program available to three Head Start classrooms.

For Me, for You, for Later: First Steps to Spending, Sharing, and Saving, was developed in 2011 by Sesame Workshop, the creators of Sesame Street®, in partnership with PNC Grow Up Great. *For Me, for You, for Later* provides parents, caregivers, and educators with strategies and resources to turn everyday experiences into financial learning moments. The Y of Central Maryland received a grant from PNC to provide two workshops for each of its preschool classrooms; including Baltimore County Head Start. Additionally, each parent group was invited to participate in a parent workshop.

Using the CLASS Assessment, the 2012 Federal Review Evaluated the Program on a Seven Point Scale

DOMAIN	Score	DOMAIN	Score	DOMAIN	Score
Emotional Support	5.6202	Classroom Organization	5.0321	Instructional Support	2.3782

DIMENSIONS

Positive Climate	5.75	Behavior Management	5.25	Concept Development	2.08
Negative Climate*	1.00	Productivity	5.15	Quality of Feedback	2.52
Teacher Sensitivity	4.96	Instructional Learning Formats	4.69	Language Modeling	2.54
Regard for Student Perspectives	4.77				

***Note:** The Negative Climate dimension is inversely scored with a higher score indicating lower quality. For all other dimensions and domains, a higher score indicates higher quality.

For more information on CLASS™ domains and dimensions, please visit the Early Childhood Learning and Knowledge Center, National Center on Quality Teaching and Learning at <http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/teaching>.

I Am Moving, I Am Learning (IMIL) is a proactive approach for addressing childhood obesity in Head Start children. IMIL seeks to increase daily moderate to vigorous physical activity (MVPA), improve the quality of movement activities intentionally planned and facilitated by adults, and promote healthy food choices every day. Baltimore County Head Start staff have fully embraced and integrated this initiative into daily routines.

HEALTH SERVICES

The Y’s Baltimore County Head Start program is fortunate to have in-house health expertise with a Pediatric Nurse and a Dietician. Additionally, multiple partnerships with health organizations support the needs of our children and their families.

Historically, because of insurance related issues, the Baltimore County Head Start program has struggled with acquiring dental screenings for all children. Partnerships with community-based organizations have supported this need. Chase-Brexton Health Services is providing screening and fluoride varnishing for the EHS 2-year-olds and HS program at our centers. Kool Smiles provides oral health education to parents and children.

The Y is currently screening all children for hearing loss using the Oto-acoustic Emissions Testing Device and Audiometer. The Health Coordinator and Pediatric Nurse are trained to administer this test. Vision screening is done by Maryland Society for Sight for our 3–5 year olds.

A collaboration with the Towson University School of Nursing provides services to Head Start children and families and field experience for student nurses. Maryland Therapy Network provides ongoing screening.

All EHS and HS staff are required to complete CPR/First Aid and Medication Training. The Pediatric Nurse has been certified to deliver the Medication Administration Training and Asthma, Allergy and Anaphylaxis Training.

NUTRITION SERVICES

The program provides a range of nutritious meals and snacks and contracts with Business Food Solutions to provide hot lunches. This vendor provides accommodations for our children with special dietary needs.

DISABILITIES SERVICES

Early identification of delays and disabilities are critical to help support a child’s readiness for school. Early identification will result in earlier intervention. *Ages and Stages* is utilized in all levels of our program for Developmental Screening—from Infants through 5 years old.

During the 2011–2012 school year, 85 children were identified as having a delay or disability and had an IFSP or an IEP. While some of these children come to us with a diagnosed disability, the majority of children are identified in the battery of screening assessments conducted by Head Start staff within 45 days of enrollment. The Head Start staff work with parents and Baltimore County Schools to facilitate the IEP process and subsequent services. Of those children assessed as needing supportive services, 27.5% are developmental delays, 46.5% are speech and language related, and 1 child had autism.

Maryland Therapy Network provides onsite speech therapy to those children identified by the screening. Fifty-seven children received either a speech evaluation or speech intervention services.

MENTAL HEALTH SERVICES

Head Start staff increasingly report that more children with behavioral challenges are entering the program. A full-time Y Baltimore County Head Start/Early Head Start Mental Health Specialist provides consultations for teachers, parents and children to support this emerging reality. Services were provided as follows:

MENTAL HEALTH SERVICE	Number of Contacts
Consult with Teachers	54
Consult with Parent/Guardian	47
Child Individual Mental Health Assessment	13
Children/Adults Referred for Services	25

To further support children with disabilities and behavioral challenges, the Y Baltimore County Head Start program hires classroom Resource Aides to assist as needed.



TRANSPORTATION SERVICES

Limited public transportation coupled with a half-day program option requires that Y Baltimore County Head Start manages a fleet of vehicles to transport children to and from their homes and extended day care arrangements. Bus drivers are Class B CDL drivers with Passenger and School Bus endorsements. In addition to each bus having a monitor, special child safety harnesses are used to ensure safe passage.

74% of children enrolled in the Y Baltimore County Head Start program utilize the program's transportation service.

FAMILY AND COMMUNITY PARTNERSHIPS

More than 90% of Y Baltimore County Head Start children live at or below the federal poverty level. Head Start staff work with parents to support self-sufficiency with training, referrals, and goal setting.

During the 2011–2012 program year we had a marked increase in the number of homeless families; 3% HS and 2% EHS. Homeless families are recruited for our program at the Eastern Family Resource Center and at the Women's Crisis Center in Dundalk. A partnership with the management of each Center encourages families to participate in the program.

Parent engagement activities are offered throughout the year; including workforce development opportunities. We offer the 90-Hour Child Care Certification Course and the 45-Hour Infant/Toddler Certification Class and invite parents to participate. Eighteen parents recently graduated with these certifications.

Supporting the emerging Hispanic/Latino community continues to be an emphasis. In the 2011–2012 program year, 14% of the Head Start children and 7% of Early Head Start children were Hispanic. We currently have three Family Service Advocates who are bilingual. Program materials are available in Spanish. Additionally, in partnership with the Community College of Baltimore County, we host ESOL classes.

This year due to funding restrictions, our partnership with the Baltimore County Health Department for Second Step has changed. Training and materials were provided to Teachers, Family Development Specialists and Family Service Advocates to continue implementation of this valuable program.

Community Partnerships continue to support and enhance the Head Start program. Many community stakeholders contribute in-kind services which directly benefit the children and families. Among those, we sincerely acknowledge the contributions of:

- » Baltimore County Government:
 - » Office of Community Conservation
 - » Department of Social Services
 - » Facilities and Property
 - » Baltimore County Public Libraries
 - » Baltimore County Health Department
- » Towson University School of Nursing
- » Community College of Baltimore County
Dental Hygiene School
- » Maryland Therapy Network
- » Amerigroup
- » Maryland Society for Sight
- » Chase Brexton
- » The Abilities Network
- » Maryland Mobile Smiles
- » Kool Smiles
- » United Health Care
- » Diakon Kathryn's Kloset
- » Baltimore Reads, Inc.
- » National Fatherhood Initiative (NFI)
- » National Head Start Association
- » PNC Bank Grow Up Great
- » Community Action Network
- » CCBC Family Literacy Program (ESOL)
- » Baltimore Museum of Art
- » Sawyer Realty
- » Priority Partners
- » Diamond Plan
- » Ready by Five (VIOLETS Program)



A Numerical Snapshot of our Services, Capacity and Demographics

	Head Start	Early Head Start
# of Classrooms	19	6
# of Centers	9	2
EHS: Center-based	N/A	44
EHS: Home-based	N/A	36
Paid Staff	138	39
% of Teachers with (at minimum) an AA Degree	100%	31%
% of Teachers with a BA Degree	75%	N/A
% of Asst. Teachers with (at minimum) a CDA	26%	N/A
% of Family Service Workers with (at minimum) an AA Degree	57%	100%
Volunteers	513	80

PROGRAM INFORMATION	Head Start	Early Head Start
Funded Enrollment	572	80
Average Monthly Enrollment	100%	99%
Total Number of Families Served	639	114
Racial/Ethnic Composition:		
Hispanic	14%	7%
Asian	5%	5%
Black	66%	75%
White	22%	18%
Bi-racial	7%	6%
Disabilities	7%	13%
Up-to-Date Immunizations (at end of enrollment)	98%	62%
Children with Health Insurance (at end of enrollment)	100%	98%
% of Children Receiving Medical Exams During Enrollment	82%	98%
% of Children Receiving Dental Exams During Enrollment	68%	67%
% of Children Living in Households at the Federal Poverty Level	92%	93%
Status as Homeless	3%	2%

31% of the Y's Baltimore County Head Start Staff were former Head Start Parents.

33% of the Y's Baltimore County Early Head Start Staff were former Head Start Parents.

Y BALTIMORE COUNTY HEAD START/ EARLY HEAD START STAFF

100% of all HS teachers currently hold at least an AA degree in Early Childhood Education (ECE). 75% currently hold a BA degree in ECE or related field.

The EHS Center-Based Coordinator has completed all four modules of the **Program for Infant and Toddler Care (PITC)**.

The EHS Center-Based Coordinator has completed the **Infant and Toddler Environmental Rating Scale (ITERS)** training and is certified to observe classrooms using ITERS.

The Program Service Coordinator/Education Services has completed the **Early Childhood Environmental Rating Scale (ECERS)** training and certification.

Two staff have completed the **MSDE Accreditation Validator** course and have been certified as validators.

The EHS Home-Based Coordinator has completed the **PITC Home Visiting Institute**. The Home-Based Coordinator also completed certification to be a trainer in Maryland.

Increasing the knowledge base of all Family Service Advocates continues to be a high priority of the program. Ten Family Service Advocates received the National Head Start Association's Family Services Credential. 57% of HS/EHS Family Service Advocates have a BS degree and six (6) of the Family Service Advocates are working towards a related degree or credential.

- » All three (3) EHS Family Development Specialists have earned the **Family Development Specialist Credential**.
- » Two (2) Family Development Specialists have a BS degree and one (1) Family Development Specialist is working toward a degree.



FEDERAL REVIEW

A full triennial Federal Review was conducted in January 2012. Over a one week period, a team of eight specialists assessed all components of the Y Baltimore County Head Start Program per the Head Start Performance Standards. The

Review Team determined that a significant strength is the use of technology throughout the program as it relates to communication with children and families, classroom planning and implementation, and child assessment. Five areas of non-compliance were identified and are all now corrected.

NON-COMPLIANCE	ACTION
Fixed Asset Inventory did not include grant award numbers	Corrected
All Early Head Start teachers did not have Infant-Toddler CDA's	Corrected
The required 10% of children having IEP or ISFP not met by mid-year	Corrected
Case management files did not document follow-up screenings and treatment	Corrected
Determination of scheduled preventive and primary health for all children was not documented	Corrected

Focus on Safety and Quality

- » As part of the Y of Central Maryland's Quality Assurance Plan, the Y's Baltimore County Head Start sites are monitored for safety using a variety of checklists to ensure that equipment and facilities are in good condition and that work orders are submitted when repairs are identified. The program self-monitors on a daily and monthly basis. In addition to the annual Office of Child Care licensing review, the Y conducts formal reviews, at minimum, twice each year.
- » Playground equipment and ground safety are monitored daily by the education staff at each site. Playgrounds have been upgraded with minor additions to equipment and replacement of parts that are broken or aging. Mulch is routinely replenished to guarantee a resilient play surface. Toddler Playgrounds have been completed at the Kenwood and Highland Village sites.
- » Quality and Risk Audits conducted by the Y indicate a 94% (of 100%) compliance rate.

- » Our Building and Maintenance Coordinator obtained the Certified playground Safety Inspector (CPSI) certification from the National Recreation and Park Association (NRPA).
- » The Y of Central Maryland utilizes a quality and satisfaction review called the Net Promoter Score (NPS). The Net Promoter Score is based on the responses to the question: *How likely is it that you'd recommend the Y to a friend or colleague?* It uses a scale of 0–10, where 0 is "Not at All Likely" and 10 is "Extremely Likely." The NPS is determined by subtracting the percentage of 0–6 ratings from the percentage of 9–10 ratings.

The Y's Baltimore County Head Start program received an 93% satisfaction rating from parents. As a point of reference, companies such as Amazon, eBay, Harley-Davidson, Costco, Vanguard, and Dell operate at NPS efficiency ratings of 50–80%.

» Y of Central Maryland Baltimore County Head Start and Early Head Start ANNUAL REPORT 2011–2012

HEAD START FINANCIALS

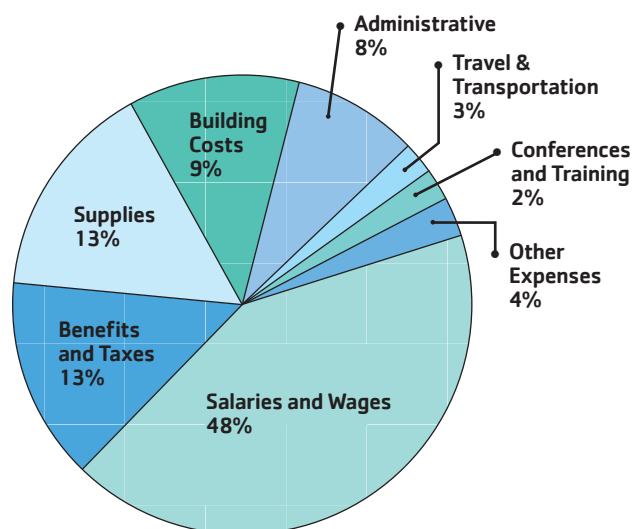
Y of Central Maryland, Baltimore County Head Start SOURCES OF REVENUE

April 2011 – March 2012

Federal Head Start Award	4,538,759
USDA Child and Adult Care Food Program	290,000
Maryland State Department of Education	95,793
Baltimore County Office of Planning	10,163
Extended Day	37,766
Other Revenue	5,965
TOTAL	\$4,978,447

Baltimore County Head Start EXPENDITURES (unaudited)

April 2011 – March 2012



EARLY HEAD START FINANCIALS

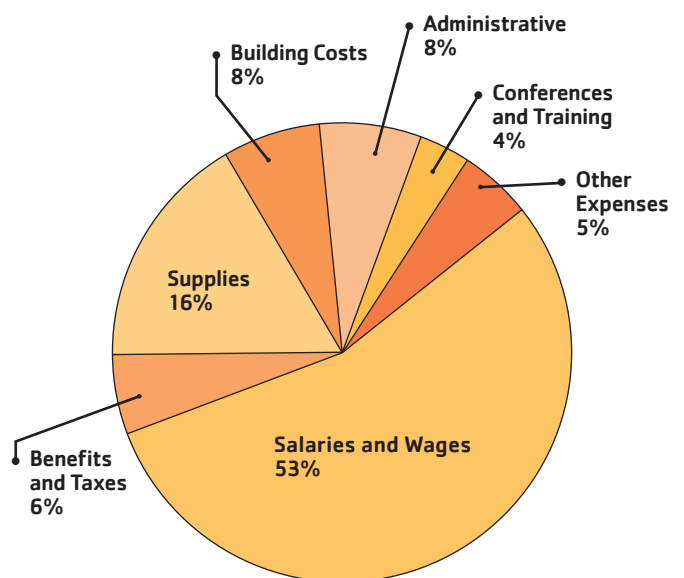
Y of Central Maryland, Baltimore County Early Head Start SOURCES OF REVENUE

April 2011 – March 2012

Federal Head Start Award	1,117,124
USDA Child and Adult Care Food Program	32,737
Maryland State Department of Education	8,263
Extended Day	4,605
Other Revenue	6,026
TOTAL	\$1,168,755

Baltimore County Early Head Start EXPENDITURES (unaudited)

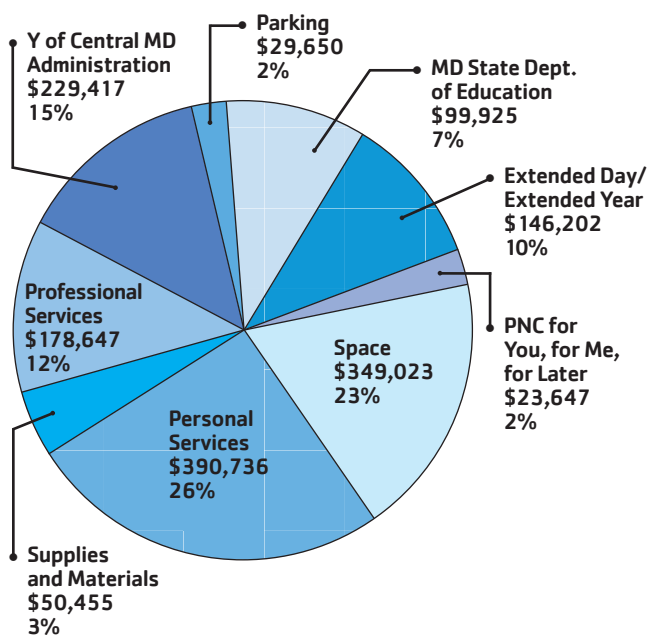
April 2011 – March 2012



HEAD START AND EARLY HEAD START FINANCIALS

Y Baltimore County Head Start and Early Head Start IN-KIND BY CATEGORY

April 2011 – March 2012



CENTER OF EXCELLENCE

In 2010, the Y of Central Maryland, Baltimore County Head Start program was recognized by the U.S. Department of Health and Human Services as **1 of 10 Head Start Centers of Excellence in the U.S.** In addition to the recognition, the program is receiving funding to disseminate best practices related to school readiness. Training is advertised throughout the service area to Head Start providers and Child Care/Family Child Care providers. 208 individuals participated in our "Best Practices" trainings funded by our Center of Excellence grant. Head Start teachers at three locations facilitate the trainings. Funding is also used to provide a summer training institute for Head Start classroom staff and is available to the child care community.

We are pleased to announce that a third year of funding has been awarded to continue training and technical assistance opportunities for our staff and community of early childhood practitioners.





ANNUAL REPORT | 2011–2012

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