



02CH010371 North Hudson Community Action Corporation

Head Start and Early Head Start

Program Goals and Objectives

Year 5 Plan

Joseph M. Muniz,

Governing Board Chairperson

Jose Luis Chicas,

Policy Council Chairperson

Joan M. Quigley, President/CEO

Monica Charris - Tabares,

Head Start/Early Head Start Director

Program Goal 1: Education and Early Childhood Development Services: NHCAC Head Start will enhance its educational services to improve the school readiness skills of enrolled children to maximize their potential to enter kindergarten with a solid foundation for life-long success.

Short term objectives	Expected outcomes	2021 - 2022 Action steps	Data tools or methods for tracking progress	School Term 2019-2020 Outcomes
Program will demonstrate at or above the national average in each area of CLASS Assessment domains	Teachers will continue improvement in all three domains of the CLASS observation through ongoing professional development and coaching	<ul style="list-style-type: none"> - Ensure that all Education Supervisors are CLASS reliable - Teachers will continue PD in CLASS, Creative Curriculum and High Scope 	<ul style="list-style-type: none"> - Disaggregate and aggregate previous year CLASS tool data - Ongoing of monitoring CLASS scores - Federal monitoring review CLASS tool 	<p><u>Outcomes</u></p> <ul style="list-style-type: none"> - Education Supervisors developed and implemented a coaching model using the CLASS scoring instrument - Education staff participated in PD focusing Social Emotional and Cognitive development of children in 3/20 and 11/20 - Education staff participated in a training focusing "Understanding CLASS scores". This workshop highlighted the areas of low scores and steps to raise these scores.
Program will continue to promote Dual Language classroom learning in order to boost students' connection to their own culture.	Dual Language learners will enter Kindergarten with appropriate vocabulary in their native language and English	<ul style="list-style-type: none"> - Continue to collect Home Language Surveys - Teachers will continue PD in DLL instruction - Continue to implement NHCAC Head Start DLL program 	<ul style="list-style-type: none"> - Home Language Surveys - Professional Learning agendas/ minutes - Lesson Plans 	<p><u>Outcomes:</u></p> <ul style="list-style-type: none"> - Home Language Surveys were completed 10/19 - Professional Learning Community focus for School term 2019-2020 focused on DLL activities - Administrative staff completed Head Start Dual Language Learner Program Assessment 10/2019 <p><u>Progress:</u></p> <ul style="list-style-type: none"> - teachers continue to incorporated DLL focused activities into their weekly plans

		- Teachers will continue to include culturally and linguistically activities in weekly lesson plans		
Program will provide children with disabilities/ Dual Language learners extra support to achieve school readiness as determined by their learning needs	<ul style="list-style-type: none"> - Students with disabilities will be included in the general education classroom with a multi-tiered system of support. - Continued recruitment of students with disabilities 	<ul style="list-style-type: none"> - Teachers will use results of ESI-R and ASQ:SE screening to plan individual goals for students - Individualization will be noted on lesson plans as needed for students - Disability manager will work with education staff to incorporate a multi-tiered system of academic support - Education staff PD in Challenging behaviors and Social Emotional support 	<ul style="list-style-type: none"> - ESI-R and ASQ:SE inventory checklist - IEP/ IFSP student reports - Ongoing student observations 	<p><u>Outcomes:</u></p> <ul style="list-style-type: none"> - The Disability Manager provides support and one-to-one training to teachers on developing positive strategies for incorporating and transitioning children with challenging behaviors throughout the day. - 100% of enrolled students in 2019-2020 have met the 45-day screening deadline. - 2020 Six- week Summer program was offered to all Dual Language Learners and students with disabilities. This was made available by using CARES Act one-time funding.

Program Goal 2: Health/Mental Health/ Nutrition Services: NHCAC Head Start will continue to work with families to ensure all children have a source of continuous accessible health care; ensure children are up to date on all age appropriate preventive and primary health care.

Short term objectives	Expected outcomes	Action steps	Data tools or methods for tracking progress	School Term 2019-2020 Outcomes
<p>All children will be screened and connected to a medical home to receive high quality health, oral health, mental health, and nutrition services for the preventive and follow-up treatment for any noted health concern.</p>	<ul style="list-style-type: none"> - Increase school attendance; better oral health; family medical health home and parent education community resources - To use tracking of medical, vision and hearing assessments as early intervention strategies that influence education progress. 	<ul style="list-style-type: none"> - Continue to provide parent committee meeting that focus on health prevention and treatments - During Home visits/ parent conference inform families of current health strategies - During registration assist families in enrollment into a medical home. 	<ul style="list-style-type: none"> - Screening results - Newsletters - Myheadstart reports - event agendas - Health Manager monitoring and tracking reports - Enrollment parent surveys 	<p><u>Outcomes:</u></p> <ul style="list-style-type: none"> - 100% of enrolled students in 2019-2020 have met the 45-day screening deadline. <p>In 2019-2020 school year</p> <ul style="list-style-type: none"> - 100% of children have a medical home; - 100% of children have all age appropriate screenings completed; - 99% are up-to-date on their immunization schedules; and the NHCAC Health Assistant continues to measure and monitor the size of infants’ head growth. <p>2020 School term Challenges: Due to parent fears of COVID-19 virus spread, parents are not compiling with routine preventive care services.</p> <p><u>Outcomes:</u></p> <ul style="list-style-type: none"> - In September 2019, the Nutrition Manager conducted two Pre-Service workshops for educational staff: “Meal Service” and “Record Keeping”. Training included meal count and record keeping, infant/toddler nutrition, nutrition activities, portion size, meal duration, and tasty and healthy foods.

<p>Program will develop and implement a plan to integrate nutrition and "Wellness Plan" into the curriculum</p>	<p>To work with families and staff to develop an activities that focus on nutritional needs for children, considering cultural preferences, special dietary requirements, community nutritional issues.</p>	<ul style="list-style-type: none"> - Send home nutrition information monthly - Research cooking activities to share with staff - Plan nutrition workshops for parents - Provide education staff with cooking activities to include in lesson plans 	<ul style="list-style-type: none"> - Nutritional assessments - Event agenda - Nutrition handouts - Parent sign-in sheets 	<p><u>Progress</u></p> <ul style="list-style-type: none"> - A plan has been proposed and implementation is in progress.
<p>Program will offer all staff the opportunity to enhance their awareness of Mental Health issues</p>	<p>Disability Manager and Mental Health Coordinator will continue to raise awareness about mental health continuum, reduce stigmas, related to mental illness.</p> <p>Disability Manager and Mental Health Coordinator will provide staff with PD that focuses on helping children meet challenges and regulate emotions</p>	<ul style="list-style-type: none"> - To celebrate Mental Awareness Month with inclusive program activities -To create PD opportunities for staff 	<ul style="list-style-type: none"> - Event flyers - Training proposals - sign in sheets - Presentation evaluations 	<p><u>Outcomes:</u></p> <ul style="list-style-type: none"> - The Mental Health Coordinator continues to provide resources for parents to facilitate with the positive development of their children's mental health concerns. Resources include Statewide Parent Advocacy Network (SPAN), Hackensack Meridian Health Palisades Medical Center, Perform Care, Palisades Counseling Center, Institute for Child Development, Early Intervention and other agencies in the community. - The Disability/Mental Health staff work in collaboration with the Union City, West New York and Kearny Preschool Intervention and Referral Team (PIRT) and Child Study Team (CST). - Disability manager and Mental Health Coordinator implemented a Social Emotional initiative that focus on Trauma and resilience during this challenging time of COVID

Program Goal 3: Family Engagement: NHCAC Head Start will continue to build positive, ongoing, goal-orientated relationships with families that support family well-being, strong relationships between parents and their children, and on-going learning and development for both parents and children.

Short term objectives	Expected outcomes	Action steps	Data tools or methods for tracking progress	School Term 2019-2020 Outcomes
<p>To engage families in dialogue about their expectations for their children, program objectives and school readiness goals</p>	<p>Family wellbeing: - Parents and families are safe, healthy and have increased financial security - Parents report positive, supportive relationships staff and that staff help them meet their goals - Parents understand school readiness goals</p>	<p>- Conducting Home visits/ parent conference - Completion of Individual Family Partnership Agreement - During Parent committee meetings, reporting out Student outcomes and its relationship to School Readiness</p>	<p>- Home visits/ parent conference post evaluations - Individual Family Partnership Agreement post evaluations - Event presentation - parent sign in sheets</p>	<p><u>Outcome:</u> The program continues to collaborate with parents, staff and community members to create needs assessments that serve as a basis for updating the school readiness plan. Additionally, outcome student reports and district recommendations are included in the development of the current school readiness plan.</p> <p><u>Outcome:</u> Students outcomes were reported out to parents in October 2019 and October 2020 during both Policy Council and Parent Committee meeting.</p> <p><u>Outcome:</u> Teachers assisted parents in learning how to interactively participate in virtual instruction in CLASSDOJO, ZOOM, Creative Curriculum Cloud</p> <p><u>Outcome:</u> Parents who had concerns with in person instruction due to the pandemic, were offered Virtual Instruction options. These parent were given additional trainings to help with this platform of instruction.</p> <p><u>Challenges:</u> Due to the inability of many of our students to participate in in-person instruction, delay in academic and social/emotional development is expected.</p>

<p>To support parents as learners by providing trainings that help parents learn more about their child's social and emotional behavior</p>	<p>Families as learners - Parents and families advance their own learning interests through education, training and other experiences that support their parenting, career and life goals</p>	<ul style="list-style-type: none"> - Conduct CDA trainings for parents - Connect parents with outside resources to support their parenting "Strengthen Families" trainings - Attendance at NHS Parent Conference 	<ul style="list-style-type: none"> - CDA participant attendance - Event presentations - sign in sheets - Outreach parent attendance 	<p><u>Outcome:</u></p> <ul style="list-style-type: none"> - Due to the inability to implement all the training requested by parents in the 2019 Parent Education Survey, parents agreed that the same training be offered in 2020 school term. The survey results revealed that parents have educational interests in the following areas: Good Nutrition, English as a Second Language, Nurturing Parents, Art, Music, Domestic Abuse, Finance and Technology. - In Fall of 2019, 15 parents participated in NHCAC Head Start CDA training. Nine parents completed the entire CDA requirements and earned CDA credential. Six of those parents were hired as teacher assistants in 2020. - In January 2020, 10 parents register for NHCAC Head Start CDA training. Due to unexpected closure because of COVID pandemic, these parents are still in process to complete entire course.
<p>In partnership with families, organize and implement at least two advocacy activities identified by parent committee group/ Policy council</p>	<p>Family as advocates and leaders: - parents and families participate in leadership development, decision-making, program policy development or in community and State organizing activities to improve children's development and learning experiences</p>	<ul style="list-style-type: none"> - share opportunities for advocacy in the program and community - solicit parents interest in advocacy activities - provide staff support to mentor parents to carry out advocacy activities 	<ul style="list-style-type: none"> - Parent Committee meeting notes - Policy Council minutes -Documentation of advocacy events in which parents participated 	<p><u>Outcome:</u> Parents spearheaded the "Dollar per Child" campaign in January 2020. Parents raised \$1573 which was donated to OHS to aid in advocating for Head Start related issues in the Federal Government</p> <p><u>Challenges:</u> Due to unexpected closure because of COVID pandemic, these parents were not able to participate in many of the advocacy activities planned for 2020.</p>

Program Goal 4: Program Design and management: NHCAC Head Start will continue to establish, maintain, and train governing bodies to be part of a formal structure of shared governance, by having governing bodies participate and make informed decisions about the program

Short term objectives	Expected outcomes	Action steps	Data tools or methods for tracking progress	School Term 2019-2020 Outcomes
Parent Engagement Coordinator will train governing bodies on Head Start standards and the Head Start Act as well as educate new members	To establish and maintain a formal structure of shared governance through which policy council and parents can participate in policy -making	<ul style="list-style-type: none"> - In October, educate Policy Council on PC member roles - Encourage PC members to attend NHS Parent Conference 	<ul style="list-style-type: none"> - Sign-in sheets - Training presentations - Training plan proposal 	New Policy Council members were trained in October 2019. Trainings of PC responsibilities (fiscal, administrative, Robert's Rules etc.) were held in October 2019 and 2020.
Director and various program staff will collaborate with governing body members to promote transparency and full participation of the policy council and NHCAC board through monthly updates	To share information and seek input at monthly policy council, board, site, staff and leadership meetings	<ul style="list-style-type: none"> - governing body receive annual reports - ensure PC and Governing bodies receive monthly reports, financial statements 	<ul style="list-style-type: none"> - Agendas and minutes - training plan - financial audits - self assessment - strategic plan PIR 	<p><u>Outcome:</u> GB, PC and management staff received training on program governance and shared decision making that was conducted July 16, 2019 during the Strategic Planning 3-day session. An additional training for GB and PC members was also held in October 8, 2019 with the newly elected PC and new board members. Additionally, the program will provide opportunities to strengthen Policy Council members' understanding of Governing Board meetings and improve communication. Due to closures because of COVID pandemic Strategic planning conference could not be held in-person in July 2020. Collaboration was limited to email contributions</p> <p><u>Progress:</u></p> <ol style="list-style-type: none"> 1. Policy Council attendance from December 2019 – October 2020 was 90% via ZOOM platform and Parent

				<p>Committee meeting attendance reflects approximately 100 parents attending monthly via ZOOM platform.</p> <ol style="list-style-type: none"> 2. Parent Engagement Coordinator continues to provide Board meeting schedules, monthly reminders, transportation and works with PC preparing agenda topics every month; 3. HS/EHS Director continues to review Board meeting minutes with PC members as part of her monthly report and submits to governing board. PC and Parent Committee attendance, agenda and minutes are entered in MyHeadStart to monitor participation. 4. HS/EHS Director and PC chair continues to discuss, monitor and report progress at each PC meeting and on Monthly Reports.
--	--	--	--	---

<p>Program Goal 5: Program Professional Development: NHCAC Head Start will strengthen and expand relationships with other program, school districts, other child care centers, colleges and universities in the community.</p>				
Short term objectives	Expected outcomes	Action steps	Data tools or methods for tracking progress	School Term 2019-2020 Outcomes

Establish partnerships that provide specialized training to staff	Increase resources for the program	<ul style="list-style-type: none"> - Search workforce registry training opportunities for staff - Coordinate CDA and Infant and Toddlers with community colleges for staff 	<ul style="list-style-type: none"> - MOU - In-kind - Program volunteers - Community participation 	<p>Outcomes: Early Head Start (EHS) teachers participate in Passaic County Community College Infant and Toddler Credentialing partnership.</p> <p>Ten EHS teachers began the program in 2019 and continue to work towards accreditation.</p>
Establish partnerships with colleges, universities, local and statewide organizations	<ul style="list-style-type: none"> - Make way for innovations in the program - Participate in planning for Early Childhood Conference - Facilitate networking and planning with other Head Start programs 	<ul style="list-style-type: none"> - Become member of advisory committee - utilize student field placement of future teacher - opportunity for staff to network and learn from others 	<ul style="list-style-type: none"> - MOU - Volunteer list - event presentations - training proposals 	<p><u>Outcomes:</u></p> <ul style="list-style-type: none"> - Director continues to be a member of West New York advisory committee. - All Education staff participated in monthly Professional Learning communities were teacher discuss and brain storm ideas for current classroom initiative. The focus for school term 2019-2020 was Dual Language Learners <p><u>Challenges:</u> Due to unexpected closure of many local colleges because of COVID pandemic, partnerships were not able to be established as previous expected.</p>
Establish partnerships with community-based programs to develop coordinated services to children and families	<ul style="list-style-type: none"> - Provide a wider range of services and resources to staff, children and families - Enhance services provided to pregnant women through enrollment 	<ul style="list-style-type: none"> - Update Community Resources Handbook - Search out health, nutrition, mental health, academic, and parent resources offered 	<ul style="list-style-type: none"> - MOU - Community Resource Handbook - networking index 	<p><u>Outcome:</u> Professional development on the updated version of the Teaching Strategies Gold system was conducted in September 2020 through a webinar sponsored by the developers.</p> <p><u>Outcomes:</u> Education staff maintain a New Jersey Workforce Registry account which provides early childhood professionals access to supplemental in-person and online training resources.</p>

	in WIC and mandated pre-natal workshops	by community based programs		
--	---	-----------------------------	--	--

Program Goal 6: Safe environment/ Facilities/ Materials and Equipment: NHCAC Head Start will ensure quality facilities for all Head Start centers and improve the availability Early Childhood Head start services in North Hudson County.				
Short term objectives	Expected outcomes	Action steps	Data tools or methods for tracking progress	School Term 2019-2020 Outcomes
Continue to develop a plan to secure funding and facilities to expand HS and EHS services in North Bergen - 6 HS classrooms and 4 EHS classes.	Provide a positive and attractive work environment for students and staff	<ul style="list-style-type: none"> - Continue process to find a new location for North Bergen Center - identify site - acquire OHS approvals and local permits - request one-time funding 	<ul style="list-style-type: none"> - Policy Council and NHCAC Foundation approvals - New location documentation 	<p>Outcome:</p> <ul style="list-style-type: none"> - The program continues to seek out new facilities options using the current funding budget. - Some locations were considered but after detail research, these locations were deemed as inappropriate for relocation of our North Bergen center <p>Challenge: Current 10-year lease of Our Lady of Liberia center has expired and proposed lease increase is too high and cannot be supported by current budget</p>
To secure funding and facilities to expand 2 HS classrooms & 4 EHS classes in North Hudson	<ul style="list-style-type: none"> - Serve a larger capacity of students by expanding Early Head Start services - Provide services in underserved areas 	<ul style="list-style-type: none"> - Seek out funding opportunities - identify site - acquire OHS approvals and local permits - request one-time funding 	<ul style="list-style-type: none"> - Policy Council and NHCAC Foundation approvals - New location documentation 	<p>NHCAC Head Start submitted EHS Expansion in 2020.</p> <p><u>Challenges:</u> Due to the concerns with COVID, EHS low enrollment numbers are reflected in our 2020-2021 school term. The need to expand will rely heavily on COVID precautions and stopping of virus</p>

<p>To comply with all State and local licensing, as well as Safety and ECERS-3 requirements.</p>	<p>Ensure facilities maintain a safe and healthy environments</p>	<p>Continue to renew child care licensing certificates</p> <p>Keep abreast of updated licensing mandates</p>	<ul style="list-style-type: none"> - Child care licensing inspection reports - Lead testing results - Water testing results - Playground checklist 	<p><u>Outcome:</u></p> <ul style="list-style-type: none"> - Due to new COVID-19 Health and Safety mandates required by Office of Licensing, our program purchased materials that assisted with screenings of staff and students. - Classrooms were re-designed to allow for maximum social distancing CDC requirements - All centers were approved by Office of Licensing and cleared to re-open in June 2020. - All centers current maintain approve licensing and Food sanitation certifications