

2012-2013

Head Start Annual Report

Contents



| | |
|-------|---|
| 3 | Program Description |
| 4 | Eligibility Factors* |
| 5 -6 | Child Outcomes/Kindergarten Preparedness* |
| 7 | Family Services* |
| 8 | Health Services* |
| 9 | Parent Involvement* |
| 10 | Revenues* |
| 11 | Budget* |
| 12-15 | Financial Audit* |
| 16-17 | Federal Review* |

*Skyline CAP Head Start is governed by Virginia Head Start Association (Region III). Virginia Head Start Association is a private not-for-profit membership organization dedicated exclusively to meeting the needs of Head Start children and their families. Head Start agencies observe standards of organization, management and administration based on the U. S. Department of Health and Human Services - Administration for Children and Families. This Annual Report is developed in accordance with *Sec. 644. Administrative Requirements and Standards. [42 U.S.C. 9839].*

Program Description

Welcome to Skyline CAP Inc. Head Start! We are a federally funded preschool program for at-risk children and families, located in North Central Virginia. We serve Greene, Madison, Page, Shenandoah, Rappahannock, and Warren Counties. We bring grant awarded federal funds to our local communities for the purpose of holistically educating qualified children and families. As families in poverty tend to stay in poverty and the 2011 US Census Bureau Report shows 1 in 4 children under the age of 5 live in poverty across the United States. When an infant is born his/her brain is 25% developed, yet by the time children enter kindergarten 90% of the brain is developed! So studies have shown that early intervention is imperative during these early developmental stages to allow at-risk children a Head Start in life and a chance to break thru the barriers of generational poverty.

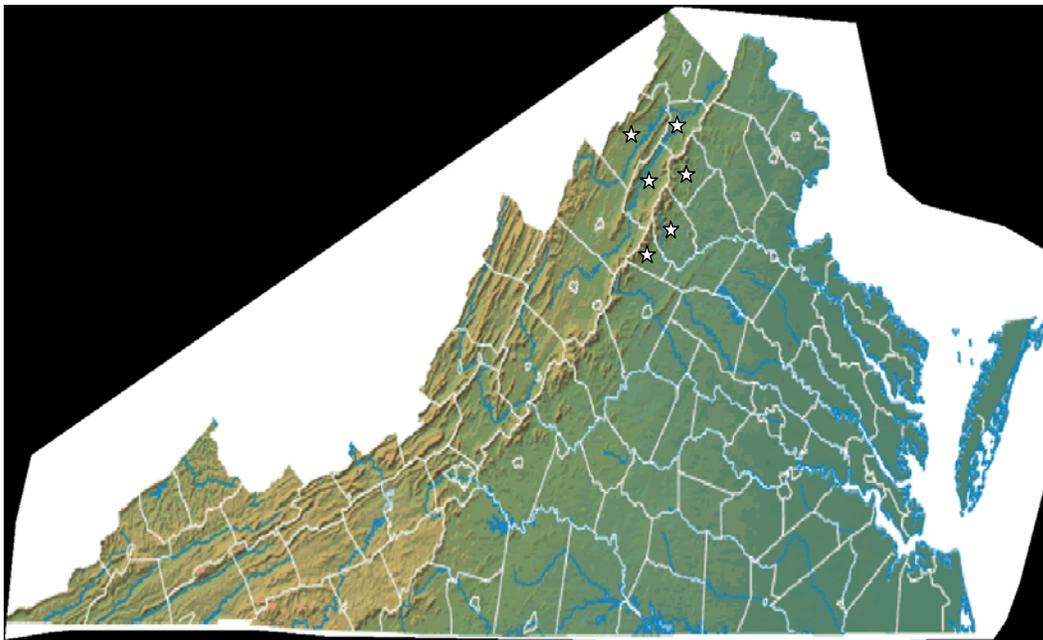
Thru this annual report we hope to provide a snapshot of our quality services and their outcomes, which are aimed directly at teaching holistic wellness to a targeted audience.

Please enjoy our report and stop by next time you are around!

Sincerely,

Simon C. Fiscus

Director Skyline CAP Inc. Head Start



Eligibility Factors

To be eligible for Head Start families must:

- Live in the community where they apply;
- Children must be between three and five years of age;
- Families must meet the income poverty guidelines set by the U.S. Department of Health and Human Services; or
- Have the family receive/qualify for public assistance (SSI/TANF);
- Be a foster child;
- Meet the federal definition of homeless;
- Have a diagnosed disability.

During the 2012-2013 school year, Skyline CAP Head Start served 223 children and families, with the average monthly enrollment being 198. Of the 223 children and families served, 154 families were at or below the Federal poverty level. 27 qualified due to receiving public assistance (TANF/SSI), 5 qualified as foster children, 28 qualified as meeting the federal definition of homeless, and 4 families were served who were above the poverty level (services were provided to these families based on these children having a diagnosed disability). Overall the program surpassed the federal mandated regulation that states “10% of children served must have a disability” and served 16% or 36 children with disabilities. 15 of these disabilities being diagnosed due to Head Start screening indications or initial concerns either by Head Start staff or a physician (noted on a physical).

Overall the children attended the program 88.01% of the time, this percentage was reached despite lack of full year provided transportation for 9 of the 13 classrooms. The federal requirement for program attendance is 85% as a overall program monthly attendance rate.



Child Outcomes / Kindergarten Preparedness

Skyline CAP Head Start

Progress and Outcomes Report

Report Period: Fall/ and Spring of School Year 2012-2013

The program uses the “Creative Curriculum” as their mandated scientific based curriculum of choice, along with choosing “Teaching Strategies Gold (TSG)” as our scientific based ongoing assessment tool to monitor the progress of each child. The program also chose to implement the “Phonological Awareness and Literacy Screening” (PALS) assessment as a tool to assess snap shots in time of individual children’s progress, overall classroom comparisons, and program comparisons as a whole to other pre-school programs in Virginia. We also have implemented the “AI’s PALs” curriculum which is a social emotional curriculum based on learning from life scenarios acted out by puppets in a weekly lesson plans. These tools are accompanied by two all day visits per month per class by our mastered degreed Education Manager; where curriculum implementation, documentation, and assessments are monitored to provide the best possible learning environment for each child. Teaching is facilitated by early childhood educated personal with eleven of our thirteen teachers in the program having attained their bachelors degree (remaining two have their associates). Seven of the eleven teachers have attained their Virginia teaching certificate in Pre-K.

Education Outcomes

Below are Fall and Spring PALS outcome results. On average the children met or exceeded all targeted Kindergarten expectation ranges set by the PALS assessment.

| | Name Writing | Upper-case Recognition | Beginning Sound Awareness | Print and Word Awareness | Rhyme Awareness | Nursery Rhyme Awareness |
|---|--------------|------------------------|---------------------------|--------------------------|-----------------|-------------------------|
| Possible Range | 0 - 7 | 0 - 26 | 0-10 | 0-10 | 0-10 | 0-34 |
| Fall Avg. | 4.2 | 8.8 | 5.4 | 5.6 | 4.8 | 4.7 |
| Spring Avg. | 6 | 16.3 | 8.2 | 8.1 | 7 | 7.7 |
| PALS Targeted Range for entering Kindergarten | 5.0 - 7.0 | 12.0 - 21.0 | 5.0 - 8.0 | 7.0 - 9.0 | 5.0 - 7.0 | 6.0 - 10.0 |
| Improvement Range (Fall to Spring) | 1.8 | 7.5 | 2.8 | 2.5 | 2.2 | 3 |

Education Outcomes (Continued)

PALS scores below reflect the number of students and the overall percentages of those students within a developmentally appropriate range within each literacy skill category from the beginning of school (fall) and the end of school (spring).

| | Name Writing | Upper-case Recognition | Beginning Sound Awareness | Print and Word Awareness | Rhyme Awareness | Nursery Rhyme Awareness |
|--|---------------------|-------------------------------|----------------------------------|---------------------------------|------------------------|--------------------------------|
| Possible Range | 0 - 7 | 0 - 26 | 0—10 | 0—10 | 0—10 | 0—34 |
| PALS Targeted Range for entering Kindergarten | 5.0 - 7.0 | 12.0 - 21.0 | 5.0 - 8.0 | 7.0 - 9.0 | 5.0 - 7.0 | 6.0 - 10.0 |
| Fall # of children within on-target range | 64 | 44 | 82 | 59 | 75 | 54 |
| Fall percent of children on-target | 44% | 30% | 56% | 40% | 51% | 37% |
| Spring # of children within on target range | 122 | 101 | 125 | 116 | 108 | 117 |
| Spring percent of children on-target | 87% | 72% | 89% | 83% | 77% | 84% |

Education Outcomes (Teaching Strategies Gold)

Below are the TSG assessment outcomes for Fall and Spring, which look at overall program averages of where the children were academically within the domains (bold) listed. Improvement was seen over all twenty three objectives listed. With social emotional development and language development being the lowest entrance scores and cognitive development being the highest exiting scores.

| | Fall Developmental Age Range Children on Average Exhibited (Beginning of the School Year) | Spring Developmental Age Range Children on Average Exhibited (End of School Year) |
|---|---|---|
| Social Emotional Development | | |
| 1. Regulates own emotions and behaviors | 2 to 3 | 3 to 4 |
| 2. Establishes and sustains positive relationships | 3 to 4 | 4 to 5 |
| 3. Participates cooperatively and constructively in a group situation | 3 to 4 | 4 to 5 |
| Physical Development | | |
| 4. Demonstrates traveling skills | 3 to 4 | Kindergarten |
| 5. Demonstrates balancing skills | 2 to 3 | Kindergarten |
| 6. Demonstrates gross-motor manipulative skills | 2 to 3 | Kindergarten |
| 7. Demonstrates fine motor strength and coordination | 3 to 4 | 4 to 5 |
| Language Development | | |
| 8. Listens to and understands increasingly complex language | 2 to 3 | 3 to 4 |
| 9. Uses language to express thoughts and needs | 3 to 4 | 4 to 5 |
| 10. Uses language to express thoughts and needs | 2 to 3 | 4 to 5 |
| Cognitive Development | | |
| 11. Demonstrates positive approaches to learning | 2 to 3 | Kindergarten |
| 12. Remembers and connects to experiences | 2 to 4 | Kindergarten |
| 13. Uses classification skills | 3 to 4 | Kindergarten |
| 14. Uses symbols and images to represent something not present | 4 to 5 | Kindergarten |
| Literacy | | |
| 15. Demonstrates phonological awareness | 3 to 4 | Kindergarten |
| 16. Demonstrates knowledge of the alphabet | 3 to 4 | 4 to 5 |
| 17. Demonstrates knowledge of print and its uses | 4 to 5 | 4 to 5 |
| 18. Comprehends and responds to books and other texts | 4 to 5 | 4 to 5 |
| 19. Demonstrates emergent writing skills | 3 to 4 | 4 to 5 |
| Mathematics | | |
| 20. Uses number concepts and operations | 3 to 4 | 4 to 5 |
| 21. Explores and describes spatial relationships and shapes | 3 to 4 | 4 to 5 |
| 22. Compares and measures | 2 to 3 | 4 to 5 |
| 23. Demonstrates knowledge of patterns | 2 to 3 | 4 to 5 |

Social Emotional Outcomes

Skyline CAP Head Start recognizes that preschoolers are developing their social emotional skills. Virginia Foundation for Healthy Youth has provided us with a three year grant to support “Al’s PALS”, a social emotional curriculum whose message is given thru lessons presented with a puppet as a median for transference. We have seen great success within the program as highlighted below.

Scores below are all scientifically significant. We added the scores of those in Michigan and Iowa for comparison.

| Instrument/Subscale | Percent Scores Improved |
|-----------------------------|---|
| Child Behavior Rating Scale | 28.5% (24.3% Michigan) (26.8% Iowa) |
| Social Interaction | 7.3% (8.9%MI) (10.5%IA) |
| Social Withdrawal | 3.4% (1.4%MI) (4.2%IA) |
| Antisocial/ Aggressive | 9.5% (3.3%MI) (3.7%IA) |

Family Services

Head Start Family Advocates work closely with families of enrolled children to provide support services and promote parent involvement. The primary focus of the Family Advocate is to help parents/guardians work toward self sufficiency and empowerment. This goal is reached by assisting families to set and obtain goals. Family Advocates guide families to available resources in the program and the community.

| SERVICES - NUMBER OF SERVICE PROVIDED TO FAMILIES | |
|--|-----|
| 208total families (105 single and 103 two parent families)) | |
| Emergency Crises Intervention | 72 |
| Housing Assistance | 12 |
| Mental Health | 14 |
| English as a Second Language Training | 0 |
| Adult Education | 7 |
| Job Training | 5 |
| Substance Abuse Prevention and Treatment | 1 |
| Child Abuse and Neglect Services | 1 |
| Domestic Violence Services | 6 |
| Child Support Assistance | 5 |
| Health Education | 163 |
| Assistance to Families of Incarcerated Individuals | 1 |
| Parenting Education | 95 |
| Marriage Education | 1 |

Health Services

Skyline CAP Head Start is committed to providing comprehensive health services to all our preschool children to facilitate whole child health as an important part of providing a learning environment. The objective is to support healthy physical development by encouraging and fostering practices that prevent illness or injury, and by promoting positive health behaviors that enhance life-long well-being.

Each child receives comprehensive health screenings and exams that are monitored by an in-house registered nurse. These screenings and exams include : Hearing, Vision, Annual Physical w/ labs (Hematocrit/Hemoglobin & Lead), Dental Exam with a newly tracked 6 month dental check-up, Mental Health screening (in house Ages and Stages Questionnaire completed by parent/guardian, Mental Health Licensed Professionals visit three times a year for consultation, and individual follow-up for possible Therapeutic Day Treatment consideration (in classroom/home counseling) on an as needed basis), Body Mass Index screenings are completed three times a year (referrals to WIC and Physicians), each family is set up with a medical and dental home, up-to date immunizations are tracked as well as to make sure all families have health insurance or a means of receiving health care for their children.

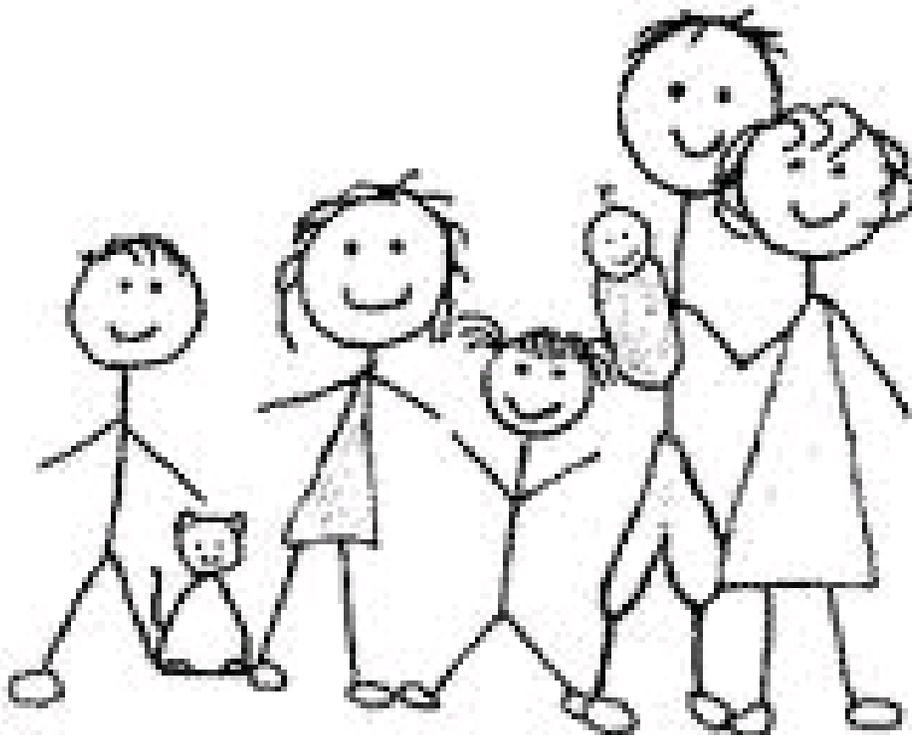
Health Outcomes

Below are the a sample of some Health Outcomes, noting all screenings above were completed within Federal timelines, unless child exited program before federal screening/exam deadlines.

| | At Enrollment | End of Year | Comments |
|---|----------------------|---------------------|---|
| Completed Annual Dental Exam | 99 children (50%) | 192 children (97%) | <i>Children exited program before completion of dental exam</i> |
| Completed Annual Physical | 171 children (86%) | 213 children (100%) | <i>Children exited program before completion of physical</i> |
| Completed Up-to-date Immunizations | 198 children(100%) | 213 children (100%) | <i>All children required to have immunizations prior to first day of school</i> |
| Screening fo Vision and Hearing | 0 children (0%) | 213 children (100%) | <i>All children received a Hearing and Vision exam</i> |

Parent Involvement

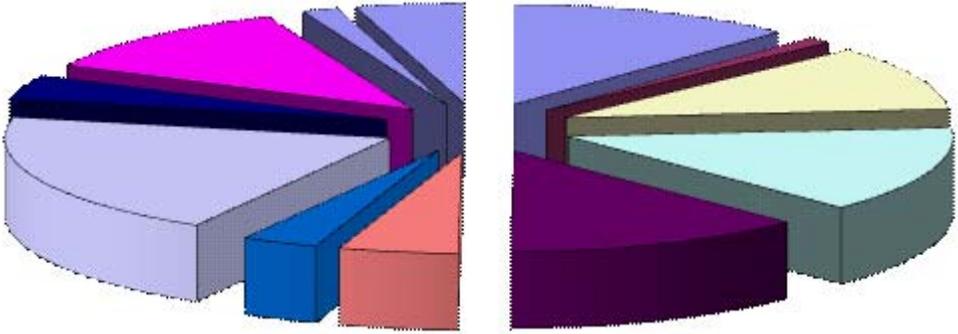
Head Start believes that parents are a child's most valuable teacher as well as a program's greatest asset within their child's education. To accomplish a positive relationship between the families and the program we invite them to volunteer within many different opportunities to become a part of the service itself. We start by visiting each parent /guardian within their home to enroll their child as well as to invite each parent/guardian to participate in our Parents of Pre-Schoolers (POPS) monthly meetings with guest speakers and opportunities to gather into the program and its many different volunteering opportunities(Classroom Volunteering, Field Trip Chaperone, Home Projects related to classroom curriculum, etc), these meetings are conducted by each county's Family Advocate. From there a member and alternate are asked to volunteer to participate within the program's Policy Council (made up of at least 51% current Head Start parents and up to 49% community partners) who jointly governs the program along with our overall agency's Board of Directors. We believe this gives part ownership to those who are intrusting their child's education with us and it gives us pride to know we are working along side of the parents in order to create the best academic environment possible for both the child and parent to acclimate into getting ready for a lifetime of learning. Last year alone the program boasted **over 13,000 volunteer hours from 510 unduplicated volunteers** within the program, with 284 of those being either current or prior



Federal appropriations contribute 75 percent of the Head Start budget (1,310,753). The remaining twenty-five percent is contributed by in-kind donations and other funding sources. In-kind donations to Head Start are supplied from multiple sources. Head Start depends largely on donated community resources. Funds, resources and support were valued at \$327,689 during the 2012-2013 program year.

Administrative support, classroom supplies, janitorial services, meal services, mental health services, property for modular's, office supplies, transportation services, and a variety of volunteerism opportunities represent a major portion of what is consistently contributed to Head Start.

In Kind Revenues



- | | |
|---|---------------------------------------|
| ■ | Greene County Public Schools |
| ■ | Madison County Government |
| ■ | Madison County Public Schools |
| ■ | Page County Public Schools |
| ■ | Rappahannock County Public Schools |
| ■ | Emanuel Luthern Church, Shenandoah |
| ■ | Shenandoah County Public Schools |
| ■ | Warren County Public Schools |
| ■ | Skyline CAP |
| ■ | Donated Services/Volunteer Hours |
| ■ | Board of Director's |
| ■ | Virginia Foundation for healthy Youth |

2013-2014 Budget

| | | | |
|----------------------------------|---------|----------------------------------|------------------|
| Salary | 795,397 | Transportation | 18,645 |
| Social Security | 49,314 | Local Travel | 9,795 |
| Medicare Expense | 11,533 | Adult Food | 9,336 |
| Unemployment Taxes - State | 24,500 | Child Food | 2,131 |
| Workers Comp Insurance | 23,228 | Office Supplies | 7,616 |
| Life and Disability Insurance | 5,949 | Office Furniture & Equipment | 2,008 |
| Health and Dental Insurance | 136,418 | Software maintenance and support | 9,028 |
| Pension Contribution | 16,960 | Postage | 1,554 |
| Rent | 13,641 | Cleaning Supplies | 597 |
| Utilities | 13,338 | Teacher Supplies | 1,705 |
| Telephone | 14,399 | Classroom Supplies | 5,144 |
| General Liability Insurance | 13,783 | Medical/Dental Supplies | 815 |
| Directors and Officers Insurance | 1,563 | Disabilities Supplies | 213 |
| Umbrella insurance | 919 | Mental Health Care | 834 |
| Child Accident Insurance | 1,099 | Parent Activities | 2,368 |
| Maintenance & Repair | 4,737 | Other Parent Services | 786 |
| Cleaning | 4,083 | Audit | 6,328 |
| Other Occupancy | 777 | Other Parent Services | 786 |
| Equipment Maintenance | 502 | Training/TA | 22,123 |
| Copier lease | 4,215 | Advertising | 205 |
| Vehicle Maintenance/Repair | 407 | Fees | 1,440 |
| Vehicle Insurance | 3,533 | Dues & Membership | 322 |
| Vehicle Operating Expenses | 1,979 | Total Expenditures | 1,250,653 |

Financial Audit

ROBINSON, FARMER, COX ASSOCIATES

MEMBER OF PUBLIC ACCOUNTANTS

A PROFESSIONAL LIMITED LIABILITY COMPANY

REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

TO THE BOARD MEMBERS
SKYLINE COMMUNITY ACTION PARTNERSHIP, INC.
MADISON, VIRGINIA

We have audited the financial statements of Skyline Community Action Partnership, Inc. (a nonprofit organization) as of and for the year ended June 30, 2012, and have issued our report dated March 19, 2013. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

Internal Control Over Financial Reporting

Management of Skyline Community Action Partnership, Inc. is responsible for establishing and maintaining effective internal control over financial reporting. In planning and performing our audit, we considered Skyline Community Action Partnership, Inc.'s internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Skyline Community Action Partnership, Inc.'s internal control over financial reporting. Accordingly, we do not express an opinion on the effectiveness of Skyline Community Action Partnership, Inc.'s internal control over financial reporting.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of Skyline Community Action Partnership, Inc.'s financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control over financial reporting was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over financial reporting that might be deficiencies, significant deficiencies or material weaknesses. We did not identify any deficiencies in internal control over financial reporting that we consider to be material weaknesses, as defined above.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Skyline Community Action Partnership, Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

This report is intended solely for the information and use of management, the Board of Directors, others within the entity, federal awarding agencies and pass-through entities and is not intended to be and should not be used by anyone other than these specified parties.

Anderson, Fanning, Cox Associates
Charlottesville, Virginia
March 19, 2015

SKYLINE COMMUNITY ACTION PARTNERSHIP, INC.

Schedule of Expenditures of Federal Awards
Year Ended June 30, 2012

| Federal Grantor / Pass-Through Grantor / Program or Cluster Title | Federal CFDA Number | Pass-through Entity Identifying Number | Federal Expenditures |
|---|---------------------------|--|-------------------------|
| Department of Agriculture: | | | |
| Direct Payments: | | | |
| Child and Adult Care Food Program | 10.558 | N/A | \$ 101,634 |
| Department of Health and Human Services: | | | |
| Direct Payments: | | | |
| Head Start Cluster: | | | |
| Head Start | 93.600 | N/A | \$ 1,256,316 |
| ARRA - Head Start | 93.708 | N/A | 15,197 |
| Pass Through Payments: | | | |
| Virginia Department of Social Services: | | | |
| Community Services Block Grant | 93.569 | CYS-09-066-25 | \$ 152,681 |
| Temporary Assistance for Needy Families | 93.558 | CYS-09-066-25 | 7,536 |
| Total | | | \$ 1,437,930 |
| Department of Housing and Urban Development: | | | |
| Direct Payments: | | | |
| Housing Counseling Assistance Program | 14.569 | N/A | 12,523 |
| Pass Through Payments: | | | |
| Thomas Jefferson Planning District Commission: | | | |
| HOME Investment Partnerships Program | 14.239 | N/A | \$ 14,228 |
| Total | | | \$ 26,751 |
| Total Expenditures of Federal Awards | | | \$ 1,565,315 |

See accompanying notes to the schedule of expenditures of federal awards.

SKYLINE COMMUNITY ACTION PARTNERSHIP, INC.

Schedule of Findings and Questioned Costs
Year Ended June 30, 2012

Section I - Summary of Auditor's Results

Financial Statements

| | |
|---|---------------|
| Type of auditor's report issued: | Unqualified |
| Internal control over financial reporting: Material weakness(es) identified? | No |
| Significant deficiency(ies) identified? | None reported |
| Non-compliance material to financial statements noted? | No |

Federal Awards

| | |
|--|---------------|
| Internal control over major programs: Material weakness(es) identified? | No |
| Significant deficiency(ies) identified? | None reported |
| Type of auditor's report issued on compliance for major programs: | Unqualified |
| Any audit findings disclosed that are required to be reported in accordance with Circular A-133, Section .510 (a)? | No |

Identification of major programs:

| CFDA # | Name of Federal Program or Cluster |
|---------------|------------------------------------|
| 93.600/93.708 | Head Start Cluster |

| | |
|--|-----------|
| Dollar threshold used to distinguish between Type A and Type B programs | \$300,000 |
| Auditee qualified as low-risk auditee? | Yes |

Section II - Financial Statement Findings

None

Section III - Federal Award Findings and Questioned Costs

None

Federal Review Findings

DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES
Office of Head Start
8th Floor Portal Building
1250 Maryland Avenue, SW
Washington, DC 20024

To: Board Chairperson
Mr. William Crigler
Board Chairperson
Skyline Community Action Program, Inc.
532 S Main St.
Madison, VA 22727

From: Responsible HHS Official
Ms. Yvette Sanchez Fuentes
Director, Office of Head Start

Overview of Findings

From 5/15/2011 to 5/20/2011, the Administration for Children and Families (ACF) conducted an on-site monitoring review of the Skyline Community Action Program, Inc. Head Start program. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Mr. William Crigler, Board Chairperson, as legal notice to your agency of the results of the on-site program review.

Based on the information gathered during our review, it was determined that your Head Start program is in compliance with all applicable Head Start Program Performance Standards, laws, regulations, and policy requirements. Accordingly, no corrective action is required at this time.

Since 2009 two new features were added as applicable to triennial and first year reports. First, if during the course of a review an area of noncompliance was identified and corrected on site, the report will include a narrative to describe the area of noncompliance and a narrative to describe the corrective action the grantee took to correct the finding.

Secondly, program strengths identified during the on site review will also be included in triennial and first year review reports.

If you are a grantee serving preschool age children in the center-based option, a sample of your preschool classrooms will be observed using the Classroom Assessment Scoring System (CLASS). This classroom observation instrument looks at the teacher/child interactions, as well as interactions between children. If you operate a center-based program for preschool age children, the results of CLASS will be included in your monitoring report as a separate attachment. The Office of Head Start encourages grantees to consider the CLASS results in

planning ongoing efforts to improve classroom quality.

The ACF Regional Office will contact you soon to address any questions you may have about this report.

Distribution of the Head Start Review Report

Copies of this report will be distributed to the following recipients:

Ms. Linda Savage, Regional Program Manager

Ms. LaVera Genova, Policy Council Chairperson

Ms. Kim Smith, CEO/Executive Director

Mr. Simon Fiscus, Head Start Director

Overview Information

Review Type: *Triennial*

Organization: *Skyline Community Action Program, Inc.*

Program Type: *Head Start*

Team Leader: *Ms. Marie Caldwell*

Funded Enrollment HS: *181*

Funded Enrollment EHS: *Not Applicable*

Area of Strength

A strength of the grantee was its outstanding and accountable system of monitoring Head Start management and service activities. In addition to implementing Child.Pius tracking software, the grantee had extremely detailed written monthly reports from the Head Start managers used for monitoring purposes, which included trainings attended and community complaints, as well as required service objectives such as enrollment and health exams. Each of the four Head Start service managers gave the service reports to the Head Start Director in the middle of the month, and the Head Start Director then met with each service area manager individually to go over the tracking reports for their service area. A monthly meeting was then held with all Head Start program managers to go over the progress of the Head Start program using the tracking tool, which was updated in real time to ensure accuracy. The tracking tool covered a 12-month period from August through July. The Head Start Directors Monthly Services report also went to the Board of Directors, the Policy Council, and the Regional Office Head Start Program Specialist. This tool helped the grantee maintain full compliance with the Head Start Program Performance Standards and the Head Start Act.

-END OF REPORT-