



## **2023 SELF-ASSESSMENT REPORT & PROGRAM IMPROVEMENT PLAN**

### **I. Introduction**

#### **a. Program description**

Head Start Community Program of Morris County (HSCPMC) partners with families to provide comprehensive support for child development and school readiness, from prenatal to kindergarten ages, for the community's most vulnerable children. The vision of our program is to empower diverse families and strengthen communities. The program has a 58-year history of supporting at-risk children and families in Morris County, with its main site located in the heart of Dover. With the award of a second Head Start/Early Head Start grant in September 2019, which is now consolidated with our original grant, we provide free child development services for a total of 199 children through center-based Head Start programs, and 106 infants, toddlers and pregnant women through center-based and home-based Early Head Start programs, with a funded enrollment of serving a total of 305 individuals. School district collaborations for Head Start/public pre-k services at the Dover site includes five Dover Public Schools classrooms and one Wharton Public Schools classroom. In addition to the Dover site, the program's 17-year collaboration with the County of Morris supports a site with six state-of-the-art classrooms at the Robert C. Grant Head Start Center (RCG) in Morris Plains/Parsippany. A four-classroom collaboration at the RCG provides Head Start/public pre-k services for Morris School District.

For the 2022-2023 school year, the program served its full funded enrollment in-person. Policies and procedures were developed, in accordance with guidance from the Office of Head Start and New Jersey state regulatory agencies, to support continuation of services during infectious disease outbreaks. A concerted effort by staff and administration worked to address the challenges of the post-pandemic era with creative and practical responses to a dynamic environment, focusing on health, safety, and mental health support as a continued priority for the program.

#### **b. Context and Methodology**



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

In the fourth year of the five-year federal grant timeline, HSCPMC made steady progress on program goals and objectives. Data to assess progress was obtained from multiple sources, including ongoing monitoring, health and safety/facilities reports, child and family outcomes, management systems, staff and parent feedback, the prior year's Self-Assessment Report and Program Improvement Plan, and review of outcomes on grant application goals and objectives. Identified areas of focus were examined to address systemic issues and develop innovative approaches to improve quality. With a strength-based focus, the 2023 self-assessment provides a key framework for program management, planning and oversight.

We were able to conduct much of the self-assessment data gathering and analysis process using technology, a process which has evolved since 2020, responsive to the pandemic. Platforms to support sharing of data included Zoom, Google Documents and Google Meet, Google Forms, and Creative Curriculum Cloud. Staff, parent, and stakeholder surveys provided key information for community assessment and self-assessment. The leadership team, Board of Directors, and Policy Council (including Parent Committee) reviewed Ongoing Monitoring reports which shared data on Program Governance and Leadership; Management Systems; Eligibility, Recruitment, Selection, Enrollment & Attendance (ERSEA); Comprehensive Services; Fiscal Management; Environmental Health and Safety; and School Readiness Outcomes, along with PIR data. Progress on goals and objectives was examined through these lenses. Data was also reviewed from external monitoring by the Office of Head Start in October 2022. Quantitative data in aggregate, along with qualitative data, were examined from multiple sources including professional development records; TSGOLD; Creative Curriculum Fidelity Tool; and CLASS/ITERS/ECERS/TPOT observations. Inquiries were supported by reference to standards and documents including the Head Start Early Learning Outcomes Framework; Head Start Program Performance Standards; NJ Birth-to-Three Early Learning Standards; and NJ Preschool Teaching and Learning Standards, as well as the Goals and Objectives in the Head Start/Early Head Start Application.

The self-assessment timeline was spring 2023. During April, May and June 2023, the HSCPMC leadership team met to plan the self-assessment design, review training materials and raw data, and



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

manage assignments. During May and June, self-assessment data was reviewed and discussed via in-person or Zoom meetings with staff (April 4 and 27, May 1, June 8, 16 and 27), the Policy Council (June 20), and Board of Directors (May 23 and June 27). The self-assessment team participating in these meetings was comprised of staff, parents and Policy Council members, members of the Board of Directors, and community representatives.

The process for Self-Assessment involved five key steps: 1) Gather and analyze data on key issues; 2) Identify program strengths; 3) Highlight progress on grant goals and objectives; 4) Identify opportunities to improve services to children and families; and 5) Develop plans and strategies for continuous improvement.

Team members looked at outcomes data and discussed strengths, challenges, trends and solutions. Recommendations were compiled for development of this final report to guide planning for program improvement and share with stakeholders.

### **II. Key Insights: Successes and Opportunities for Improvement**

Noted strengths of HSCPMC over the 2022-2023 program year included the continued delivery of safe, high-quality, in-person services despite ongoing challenges created by the COVID-19 pandemic which began early in 2020, and which continued to have impacts through 2023. Health and safety systems developed over this two-year period in response to the pandemic were reinforced with training on policies and procedures, and reviewed through regular ongoing monitoring.

Outcomes for our School Readiness goals around strengthening systems to support children's school readiness in alignment with the HSELOF, NJ Preschool Teaching and Learning Standards, and NJ Birth to Three Early Learning Standards were another area of strength. Outcomes data from Teaching Strategies GOLD reflected overall steady progress by children in the program, with most children below widely held expectations at the fall checkpoint, showing growth at mid-year, and the overwhelming majority within or exceeding widely held expectations at the final checkpoint in spring. For Head Start youngsters, strong growth was seen in the areas of Language, Cognitive and Mathematics. For Early Head Start, strong growth was noted in the areas of Literacy and Mathematics.



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801

[www.headstartmc.org](http://www.headstartmc.org)

(973)989-1430

Fax (973)328-3306

In terms of learning environments, outcomes data indicates that our school readiness goals around ECERS/ITERS and CLASS scores were achieved. ECERS-3 (conducted in partnership with public pre-k staff), ITERS-3, and CLASS assessments pointed to consistently high-quality environments. For Head Start Classrooms, program-wide ECERS scores all reached 5 or above, with average subscale scores of 5.42. For Early Head Start, scores averaged 6.25. CLASS scores also were extremely strong. Head Start scores for the 2022-2023 exceeded national Office of Head Start CLASS averages and reflected our efforts to support social emotional development for the students and mental health for the staff. School readiness goals included improvement of CLASS scores in the areas of Instructional Support and Emotional Support for Head Start classrooms. Despite high staff turnover and many new teaching staff members, scores were remarkably consistent, with just a slight downturn between 2021-2022 and 2022-2023. Scores for Emotional Support averaged 6.14 (6.18 the prior year), Classroom Organization averaged 5.85 (5.84 the prior year), and Instructional Support averaged 4.26 (4.44 the prior year). Early Head Start CLASS scores for Social-Emotional Behavior Support averaged 6.20, and Engaged Support for Learning averaged 5.50, with both sub-domains up from the prior year's strong scores. Another School Readiness goal, CLASS Reliability for educational leadership team members, was achieved/maintained. The School Readiness goal for Inter-rater Reliability in Teaching Strategies GOLD was not achieved by all instructional staff, due to the high number of new staff without enough time in the program to access the professional development hours needed for Inter-rater Reliability study and testing. Attainment of this goal was challenging due to the sheer number of newly hired staff, with limited availability of staff to cover the out-of-classroom training time needed to achieve Inter-rater Reliability.

School Readiness Goals for implementation of curriculum to Fidelity identified physical environment and program structure as the two areas of greatest strength in curriculum implementation for both Head Start and Early Head Start classrooms. Curriculum Fidelity was assessed with a coaching lens by our coaching staff, who received extensive training in curriculum Fidelity. In addition, the Teaching Pyramid Observation Tool (TPOT) was also used by the (Reliable) Special Services/Mental Health Coordinator to observe and provide feedback to all Head Start classrooms. The



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

strongest teaching practices observed were: Engagement in supportive conversations with children; schedules, routines, and activities; promotion of children's engagement; and collaborative teaming.

However, *Teaching Strategies GOLD*, our Case Management process, and TPOT observations identified the need for social-emotional supports for children. It was clear that many children were entering the program with stress behaviors, difficulty adjusting, and challenges around interactions. A trauma-informed lens provides the perspective that children's social emotional outcomes were adversely impacted by the many challenges that the COVID-19 pandemic brought to a community characterized by poverty. With intentionality, we continued to focus on program-wide implementation of the Pyramid Model for Supporting Social Emotional Competence in Infants and Young Children. We also provided an additional level of support through implementation of the *Handle With Care* (HWC), a nationally accredited behavior management system used by Head Start programs and public schools. HWC provides strategies for de-escalation of challenging behaviors, with preventative actions to protect children from hurting themselves or others. Leadership team members received training for instructional certification, then trained staff in small groups. Feedback from staff was overwhelmingly positive for the HWC program.

For the 2023 program year, the outcomes examined led us to a deeper exploration of two specific issues which emerged as pivotal for Self-Assessment: 1) Staff Retention and Recruitment with a Focus on Staff Wellbeing (continued emphasis from 2022) and 2) Supporting Children's Social-Emotional Development with a Focus on Prevention and Response to Children's Stress Behaviors in the Classroom. The Self-Assessment process looks at measures that have been taken to address these issues, along with overall successes and needs of our program over the past year, with reflection on the previous year's progress.

Data from our Human Resources analytics highlighted the continued need to work on retaining and supporting a highly-qualified workforce, with a focus on staff wellness. During the 2022-2023 program year, out of 100 staff positions, 36.5% left the program; with almost half of the turnover occurring due to accepting another job in a highly competitive environment for employers. Nearly half of our workforce had lengths of service under five years. Teaching positions were the most difficult to



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

fill, and we faced the increasing issue of local school districts, also understaffed—including our partner districts with access to our salary data—hiring our well-trained credentialed staff away from our program during the school year. Our program struggled to fill sudden vacancies in the classrooms due to staff leaving for school district positions that provided higher pay, many more days off (including more sick days), and pension offerings that we cannot match. This has been our most persistent and challenging issue program-wide.

Our goal to establish best-practice program design and management systems to support staff professional development, and to attract and retain highly qualified staff, was impacted by challenges outside of our control—including a nationwide staffing crisis in early childhood programs. We lost teachers to partner school districts, and also to relocation and employment in other fields. Staff surveys pointed to the need for higher pay—even though our salaries are competitive, according to wage study data compiled within the past program year. Staff also noted seeking more sick days, and that public schools provide more sick days and paid time off than our program (5 sick days and 2 PTO days, along with school district calendar days off). Additionally, teaching staff noted the stressful environment created by the need to support high number of children with challenging behaviors who have come into the program since the COVID-19 pandemic. It was also noted that constant reporting and paperwork necessary for program oversight is something that staff find arduous, some reported frequently bringing work home to complete it. Staff also noted the need for more facility space in which to conduct program operations.

Our goal to strengthen parent, family and community engagement processes, and supports for family well-being and positive parent-child relationships was an area of ongoing progress, with effective, robust parent engagement. Implementation of the Positive Solutions for Families/PIWI parenting curriculum (127 families) and our popular Fatherhood Initiative (46 fathers) received strong positive feedback from parents. Despite parent volunteers in the classroom being curtailed during the pandemic, home engagement and connection with classrooms increased. Monthly School Readiness Calendars, full of culturally responsive activities to support parent-child relationships and child development, were an important source of non-federal match for the Early Head Start program.



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

Parents regularly completed the daily activities, returning their completed calendars with notes, work samples and photos to connect learning at home with our programs. Overall, a total of 196 parents volunteered their time to support the program and/or their child's learning experiences with the program.

Overall, there were many positive outcomes over the past program year. Quality Improvement funding from the Office of Head Start facilitated the addition of the role of Human Resources Manager, a position that was much needed. With the hire of a highly qualified, experienced, bilingual HR Manager, management systems around human resources were immediately impacted in a positive way. Recruitment, onboarding and retention processes, as well as staff wellness activities, benefited from the investment of the HR Manager's time and expertise.

To help address our space issues, and also to ensure an efficient workforce, we have pivoted to hybrid work plans for some administrative staff whose tasks can be completed off site with technological support. Members of the team rotate spaces and alternate assignments at our two facilities, to the extent possible given their roles in the organization. The plan to add facility space will address some of these issues as soon as it is fully implemented.

Our Staff Wellness Committee has continued to make intentional investments to build an organizational culture to promote employee wellness with a view toward staff who are happier, healthier, and less stressed. Staff surveys provided feedback that the efforts in wellness and nurturing employees have been appreciated and are a valued benefit in our workplace.

Significant progress was made on our facilities plan, which seeks to address the issue of space shortages for both personnel and children. After nearly five years of efforts to secure OHS approval to add critically needed space at our Dover site, we received federal approval for three connected 1303 Facilities applications in October 2022. The approval would enable us to undertake a critically needed major renovation project, with Phase I commencing during the summer of 2023. With recognition of the rising costs of construction meaning that the original renovation dollars would not be sufficient to complete the project, the Office of Head Start provided a special grant amendment of \$1.8 million to pay off the existing mortgage on the property and add enough funds to complete the renovation. An



**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

ongoing concern has been that the project will not be able to be completed before the expiration of the five-year project period under the terms of the federal grant funding. However, through the bid process, we secured a local contractor with an aggressive project calendar and awareness of the need to complete the project timely, with careful staging to ensure the safety of children and staff in the building during construction.

**III. SUMMARY OF SELF-ASSESSMENT & PROGRAM IMPROVEMENT PLAN**

Focus Area	Outcomes/Progress	Plans & Strategies for Improvement – 2023/2024 program year
<p><b>Systemic Issue: Retaining and Supporting a Highly-Qualified Workforce with a Focus on Staff Wellness</b></p>	<ul style="list-style-type: none"> <li>● Staff newsletter (in English and Spanish) supports morale and communication; recognizes staff birthdays/work anniversaries/ special events and achievements, also provides key information and updates. Each month a different staff member is highlighted, with their photo, biography and story.</li> <li>● Staff childcare classroom/slots provide free pre-k care for up to 10 staff children (by seniority). However, space limitations currently impact available slots.</li> <li>● Staff Wellness Committee became a strong team with regular meetings and scheduled activities to build positive organizational culture and nurture staff wellbeing</li> <li>● Wellness activities/programs included: Jeans Fridays; Spirit Days; Ice Cream Socials; Head Start Heroes boards; Cooking night; Staff gift of Head Start fleece blanket; monthly birthday celebrations at each site with cupcakes on Friday at end of month;</li> </ul>	<ul style="list-style-type: none"> <li>● Human Resources Manager position added and supported through OHS Quality Improvement funding</li> <li>● Staff Wellness Committee collects data on staff members wants, needs and personal preferences to support wellness and motivational activities</li> <li>● Staff service anniversaries being recognized with congratulations and commemorative anniversary pins at holiday event/mid-year full staff meeting.</li> <li>● Add team-building activities which provide optional opportunities for staff to socialize (exercise such as yoga, Zumba, neighborhood walks, bowling)</li> <li>● Add team-building activities which facilitate discussion</li> </ul>





**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801

[www.headstartmc.org](http://www.headstartmc.org)

(973)989-1430

Fax (973)328-3306

	<p>supervisor affirmation program to recognize staff efforts with gift cards, treats and notes</p> <ul style="list-style-type: none"> <li>● Staff mental health and wellness program facilitated by Montclair University for Autism and Early Childhood Mental Health provided consultation meetings in-person to support staff with strategies and address issues in service delivery for children and families. Staff expressed differing responses to program, most positive, but some did not wish to be compelled to attend consultation meetings.</li> <li>● Robust organizational support to minimize staff healthcare contribution burden continued to receive strong priority with allocation of fiscal resources</li> <li>● Most staff feel respected, well-prepared for their jobs, and have good communication with their supervisor, and feel that communication systems across the organization are strong</li> <li>● Staff reported taking pride in helping children and families as a positive aspect of their work</li> <li>● Challenges and causes of stress reported by staff included finding time to complete tasks, lack of office space, technology, need for more PTO including sick time, language and communication, paperwork, the number of meetings requiring their attendance, multiple observations of teachers, technology, children’s challenging behaviors, and staff absences requiring coverage in classrooms</li> <li>● Staff turnover levels at 36.5%; competition among employers and school districts for well-trained Head Start staff was at a premium</li> </ul>	<p>around roles and responsibilities within classrooms, work teams and departments</p> <ul style="list-style-type: none"> <li>● Offer flexible opportunities for in-person consultation, responsive to individual needs, with bilingual mental health staff</li> <li>● Continue to support inter-departmental communication through monthly meetings between Family Services staff members and Education members who support the same families</li> <li>● Kickoff staff meeting activities and celebratory atmosphere designed to build relationships among staff and set a positive, warm and nurturing tone for the school year</li> <li>● Staff clothing link to be provided once again to enable discounted purchase of Head Start attire.</li> <li>● For the 2023-2024 school year, HS Special Services/Mental Health Coordinator to coordinate observations with school district partners so that teachers’ observations take place together, rather than the school district PIRS and HS Special Services</li> </ul>
--	---	---



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801

[www.headstartmc.org](http://www.headstartmc.org)

(973)989-1430

Fax (973)328-3306

	<ul style="list-style-type: none"><li>• Many staff feel expressed the need for higher pay due to difficult economic conditions, and the stress of recent inflation, specifically referencing the high cost of groceries</li><li>• Coverage for educational staff positions was frequently challenging, with Mondays and Fridays being days most impacted by staff absences. Staff noted the presence of a third staff member in classrooms enables active supervision and allows staff to take scheduled breaks.</li><li>• Negotiations took place with Dover officials to provide more parking for staff.</li></ul>	<p>Coordinator conducting additional, separate TPO observations.</p> <ul style="list-style-type: none"><li>• Annually review possibility for payout of unused sick/PTO time at end of Employment Year. Not a regular policy but can be addressed situationally. Change to Employee Handbook provides for carryover of up to 5 days of earned sick leave at the end of the benefit year 2023-2024. Along with this change, organization is pivoting to Accrual basis for payroll accounting of earned sick leave and vacation time. For PTO, two days will be frontloaded for staff hired at start of school year; staff hired after January 31 will receive one PTO day.</li><li>• Annually review possibility of contribution to 401K accounts</li><li>• Continue to support staff healthcare premiums resulting in minimal staff contributions</li><li>• Add language to employment letters for floating staff to facilitate their movement between both sites, and conduct background check clearances with each site</li></ul>
--	--	--



**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

		<ul style="list-style-type: none"> <li>● Conduct staff professional development in small, in-person groups when possible</li> <li>● Secured agreement from Dover officials to allow additional spaces for Head Start staff to park in Lot D across from Dover site.</li> </ul>
--	--	--

Focus Area	Outcomes/Progress	Plans & Strategies for Improvement – 2023/2024 program year
<p><b>Systemic Issue: Supporting Children’s Social-Emotional Development with a Focus on Prevention and Response to Children’s Stress Behaviors in the Classroom</b></p>	<ul style="list-style-type: none"> <li>● Increased number of children have entered the program with challenging and extreme stress behaviors</li> <li>● <i>Handle With Care</i> training for administrators supported facilitation of staff training to empower classroom staff to prevent escalation of children’s challenging behaviors</li> <li>● In-depth policy review, assessment and update conducted for policies around positive discipline procedures and expulsion of children</li> <li>● Each HS classroom received one Teaching Pyramid Observation Tool (TPOT) assessment over the course of the school year, with teacher feedback and follow-up. Areas for teacher coaching include teaching children to express emotions, teaching behavior expectations, and teaching friendship skills.</li> <li>● Staff professional development emphasized training for preventing and responding to children’s challenging and stress behaviors and Pyramid Model practices.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide <i>Handle With Care</i> training toward certification for administrators to enable them to turnkey for staff in small groups featuring opportunities for full engagement and role plays</li> <li>● Focused training and information provided for child development staff on updated policies: Policy for Positive Behavior Supports and Adult-Child Interactions; Expulsion Policy.</li> <li>● Provide training for all staff on updated OHS priorities including primary emphasis on Child Health and Safety, with the central focus of Equity, Inclusion and Belonging</li> <li>● Anti-bias training for all staff to support response to</li> </ul>



**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

	<ul style="list-style-type: none"> <li>Parenting curriculum provided training for parents consistent with Pyramid Model practices.</li> </ul>	<p>children with a trauma-informed lens</p> <ul style="list-style-type: none"> <li>Continue to support parents with <i>Positive Solutions For Families</i> curriculum and engagement to provide help with children’s social-emotional skills</li> <li>Updated MOU with Montclair Center for Autism and EC Mental Health Services will revise wellness and mental health consultation meeting format and frequency. Montclair will also provided professional development to address Pyramid Model and prevention of /response to children’s challenging behaviors.</li> </ul>
--	---	---

Focus Area	Outcomes/Progress	Plans & Strategies for Improvement – 2023/2024 program year
<p><b>Facilities Plan</b></p>	<ul style="list-style-type: none"> <li>Received federal approval for 1303 Applications for Major Renovation project at Dover site</li> <li>Received special federal grant funding to pay off Dover mortgage and contribute toward major renovation project</li> <li>Received approval from Town of Dover Zoning Board of Adjustment for construction project</li> <li>Project sent out for competitive bid process and general contractor approved</li> </ul>	<ul style="list-style-type: none"> <li>Phase I construction to add bathrooms to Dover classrooms 4 and 5 to be completed for the start of the 2023/2024 school year</li> <li>Phase II construction to add 4 classrooms, Health Services office, parent meeting space, Home-based staff space, and convert temporary classroom to a permanent classroom with</li> </ul>



**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801 [www.headstartmc.org](http://www.headstartmc.org) (973)989-1430 Fax (973)328-3306

		<p>bathroom, to commence during 2023/2024 school year and be completed by prior to start of 2024/2025 school year.</p>
--	--	--

Focus Area	Outcomes/Progress	Plans & Strategies for Improvement – 2022/2023 program year
<p><b>School Readiness Outcomes</b></p>	<ul style="list-style-type: none"> <li>● Goal for Staff Professional Development was not achieved due to staff turnover: All Teachers/Teacher Assistants achieve Interrater Reliability in Teach Strategies GOLD. Special Services Coordinator achieved TPOT Reliability.</li> <li>● Goal achieved: Educational leadership team members completed the training program for Coaching to Fidelity for Creative Curriculum and maintained CLASS certification. Strong curriculum fidelity was achieved in most classrooms.</li> <li>● Quality professional development provided through a variety of sources and platforms, including Grow NJ Kids, Teaching Strategies, in-house Zoom presentations, Google Docs, email links, and hybrid training models</li> <li>● Practice based coaching by School Readiness Coordinator, Director of Education, EHS Manager and other members of LT is informed by outcomes data and targets identified areas of need.</li> <li>● Staff are brought in for a week of training prior to start of school year. Agreement with neighboring facility for rent of space enables meetings and gathering spaces for full staff.</li> <li>● Professional Learning Communities take place via departmental Zoom trainings at regular</li> </ul>	<ul style="list-style-type: none"> <li>● Staff professional development plans incorporate timelines for completion of Interrater Reliability</li> <li>● Plan for leadership staff PD opportunities for Reliability as available (ECERS/ITERS/CLASS, TPOT, TPITOS)</li> <li>● Continue working toward full implementation of the TPOT and TPITOS instruments and the Creative Curriculum Fidelity Tool in classrooms</li> <li>● Continue interdepartmental team meetings between Education staff members and Family Services staff to ensure alignment of communications and addressing child and family needs</li> <li>● Prioritize focus on children’s social-emotional development and mental health with mental health consultation services, staff training around implementation of the</li> </ul>



**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801

[www.headstartmc.org](http://www.headstartmc.org)

(973)989-1430

Fax (973)328-3306

	<p>intervals and address areas of need identified through outcomes data</p> <ul style="list-style-type: none"> <li>● School readiness goals for learning environments achieved: ECERS/ITERS and CLASS scores all reflect high-quality programming.</li> <li>● Outcomes data from Teaching Strategies GOLD reflected overall steady progress by children in the program, with most children below widely held expectations at the fall checkpoint, showing growth at mid-year, and the overwhelming majority within or exceeding widely held expectations at the final checkpoint in spring. For Head Start youngsters, strong growth was seen in the areas of Language, Cognitive and Mathematics. For Early Head Start, strong growth was noted in the areas of Literacy and Mathematics.</li> <li>● Monthly school readiness activities calendars were distributed to EHS families to support children’s learning at home and the home-school connection, with robust volunteer time provided by parents</li> </ul>	<p>Pyramid Model for Promoting Social- Emotional Competence in Early Childhood, and conduct TPOT observations to support classroom environments</p> <ul style="list-style-type: none"> <li>● Continue to provide coaching support for implementation of curriculum to fidelity and to address data-informed professional development needs</li> <li>● Continue to post monthly literacy or social-emotional support messages for families, and to provide new children’s books at family engagement events.</li> <li>● Continue to conduct CLASS observation as part of ongoing monitoring and to inform coaching needs during the school year.</li> </ul>
--	---	--

Focus Area	Outcomes/Progress	Plans & Strategies for Improvement – 2022/2023 program year
<b>Family Outcomes and Wellbeing</b>	<ul style="list-style-type: none"> <li>● Families benefit from HSCPMC health programs to keep up-to-date with children’s immunizations, check-ups and health records</li> <li>● Attendance challenges continued, with documented illness throughout the program during the winter months</li> <li>● Fatherhood Initiative has been a successful program for 8 years, with strong attendance</li> </ul>	<ul style="list-style-type: none"> <li>● Continue to support and develop community partnerships with health and especially dental providers in close proximity to Head Start sites</li> <li>● Continue emphasis on disease prevention efforts</li> </ul>



	<p>and positive feedback, despite pivot to mostly virtual format during pandemic. Some fathers have been through the program continuously.</p> <ul style="list-style-type: none"> <li>● <i>Positive Solutions for Families</i> has been very well received as parenting curriculum program. Attendance has been strong and parent feedback positive. Family input was indicative of readiness to participate in in-person sessions.</li> <li>● Areas of strength included children’s continuous health care, up-to-date immunizations, and health insurance</li> <li>● Summer subsidy program offered to pre-k students prioritized social-emotional health and outdoor gross motor play</li> </ul>	<p>and continue to promote attendance with families through education and individual supports as needed</p> <ul style="list-style-type: none"> <li>● Add an Associate Fatherhood Coordinator from our Family Services staff to support the Fatherhood Initiative and to bring an additional lens to the program.</li> <li>● Revert to in-person format for parent meetings and implementation of parenting curriculum to the extent possible.</li> <li>● Continue to share information to facilitate community access to free or low-cost nutritional food sources (fresh fruit and produce) and provide education on healthy lifestyles which include regular exercise</li> <li>● Aftercare (Extended Care Program) to meet the needs of working families has expanded and will be offered for the 2023-2024 school year.</li> </ul>
--	---	---

**2023 Self-Assessment Participants**

Nixia Aguirre, Parent; HSCPMC Policy Council

Theresa Alonzo, Family Services Manager, HSCPMC

Analicia Amigon, Parent; HSCPMC Policy Council



## Head Start Community Program of Morris County, Inc.

18 Thompson Avenue, Dover, NJ 07801

[www.headstartmc.org](http://www.headstartmc.org)

(973)989-1430

Fax (973)328-3306

Brenda Andrade Parent; HSCPMC Board of Directors

Carlos Caprioli, M.D., Executive Director, Excellence Family Success Center; HSCPMC Policy Council

Katherine Castrillon, Parent; HSCPMC Policy Council

Diana Choudhury, School Readiness Coordinator, HSCPMC

Amalia Duarte, Member, HSCPMC Board of Directors

Juan P. Fernandez, Facilities Manager, HSCPMC

Sangly Fuentes, Former Parent; HSCPMC Policy Council

Gladys Garcia, Family Support Coordinator, HSCPMC

Nancy Grande, M.D. HSPMC Board of Directors

Robert C. Grant, President, HSCPMC Board of Directors

Judy Josephson, Vice-President, HSCPMC Board of Directors

Rebecca Kolpa, Chief Fiscal Officer, HSCPMC

Francy Leal, Parent; HSCPMC Policy Council

Mireya Lopez, Parent; HSCPMC Policy Council

Alexander Manrique, Paent; HSCPMC Policy Council

Alejandro Martínez, CEO, Lakeland Hills Family YMCA; Vice-President, HSCPMC Board of Directors

Melissa Martínez, Office Manager, HSCPMC

Felipe Molina, HSCPMC Board of Directors

Gabriela Nochebuena, Former parent; HSCPMC Policy Council

Susan O'Donnell, Chief Executive Officer, HSCPMC

Marianne Perry, Robert C. Grant, Site Director, HSCPMC

Michelle Priester, Dover Site Director, HSCPMC

Ivan Reyes, Community Member and Participant, Fatherhood Initiative

Yosemira Rodas, Parent; HSCPMC Policy Council

Isabela Rodriguez, Parent; President, HSCPMC Policy Council

Patricia Romero, Early Head Start Manager, HSCPMC

Robin Ross, Esq., Human Resources Attorney; HSCPMC Board of Directors





**Head Start Community Program of Morris County, Inc.**

18 Thompson Avenue, Dover, NJ 07801

[www.headstartmc.org](http://www.headstartmc.org)

(973)989-1430

Fax (973)328-3306

Andrea Sepulveda, Parent; Vice-President, HSCPMC Policy Council

Minsun Shin, Ed.D, ECE Graduate Program Coordinator, Montclair State University; Member, HSCPMC Board of Directors

Yesenia Sosa, Parent; Secretary, HSCPMC Policy Council

Michael Thompson, Esq., HSCPMC Board of Directors

Amy Tousley, Director of Education, HSCPMC

Sandra Wittner, Dover Alderwoman; HSCPMC Policy Council