

ANNUAL REPORT 2023

Sharon Baptist Board of Directors, Inc.



Julius P. Bennett and Frances Phipps – Co-Chairpersons
Barbara Manners – Executive Director

1925 Bathgate Avenue Bronx, New York 10457
(718) 466 – 1604
sharonbaptistheadstart.org



Board of Directors

Julius P. Bennett & Frances Phipps – Co-Chairpersons

Marselle Julian – Secretary

Geraldine Ross – Treasurer

Members

Myrna Martorell, Isatu Kanu-James, Andre Lake, Kerron Norman, Renee Sutton

Management Team

Barbara Manners – Executive Director

Charles Wright – Director

Enrique Velasquez – Fiscal Officer

Teneka Harrison – Site Director – Campus I

Sugeyry Nieto – Site Director – Campus II

Tanya Dumeng – Education Director – Campus IV

Shazeema Lutchman – Deputy Director – Health & Family – Community Services

Lisette Lopez – Deputy Director – Special Services

Cheryl Palacio – Nutrition Coordinator

Julson Fabien, LMSW – Social Worker

Shyanne Carpenter – Instructional Coach

Sharon Baptist Board of Directors, Inc. receives federal, and local funds to operate two Head Start and Early Head Start programs, and one childcare center. The agency's operating budget for 2023 was \$6790,944.00, \$5,145,211.00 were Head Start/Early Head Start funds and \$1,283,885.00 were for childcare services. CACFP provides \$316,848.00 in funding to feed the children.

	A	B	C	D	E	F	G	H	I	J	K
1											
2											
3											
4	Program/Funded		HS_NG - \$4,026,224.00		HS OG - \$1,118,987.00		Childcare/DOE-EL - \$1,283,885			CACFP - \$316,848.00	
5	Line Item										
6	Personnel		2,140,202.73		597,873.88		563,613.00		Food		218,478.00
7	Fringe & Benefits		879,182.14		147,189.97		202,127.00		Non-food		70,898.00
8	Property		341,810.24		106,398.03		305,360.00		Consultant		27,670.00
9	OTPS:										
10	Supplies		286,532.71		79,440.87		30,880			Total	316,848.00
11	Utilities		40,340.00		72,975.00		52,602.00				
12	Equipment rental		16,732.00		8,958.53		21,847.00				
13	Postage		1,572.20		267.44						
14	Advertisement		3,449.00		0.00						
15	Local transport		9,244.13		13,088.40						
16	Out-of-Town		11,161.12		759.00						
17	Parents		872.20		2,233.50						
18	Insurance		57,358.24		23,347.80		9,782.00				
19	Training		57,110.99		13,552.98		2,416.00				
20	Consultants		36,627.62		18,275.60						
21	Legal fees		38,846.33		7,892.42						
22	Audit fees		13,740.00		4,800.00		6,522.00				
23	Substitutes		17,171.70		1,050.00						
24	Payroll service		16,542.43		10,377.83		4,102.00				
25	Telephone		57,728.22		10,505.75		84,634.00				
26											
27	Total Expenditures		4,026,224.00		1,118,987.00		1,283,885.00				
28											
29											
30											
31											
32											

Our Children and Families

Sharon Baptist is concerned about the children's low attendance. We pledge to implement measures that will help parents become aware of and understand the importance of early childhood education and the boost it gives their children to be successful in school and life.

The first step is to train staff to communicate with and engage parents effectively. Parents have changed since the pandemic, and we have to meet them where they are. We are optimistic that enhancing the agency's social media to include pictures of the children's daily activities and parent activities, comments from parents, and information of interest to the parents will significantly improve parental involvement.

Plans are being made to develop incentives that encourage and recognize good attendance

Average Monthly Enrollment

71 

Center-based Funded Enrollment

	<i># of center-based funded enrollment slots</i>	<i>% of center-based funded enrollment slots</i>
Center-based Full Day 5 days/week, 8 hours/day	356	100 %

Sharon Baptist operates three sites. The Administration for Children and Families/Office of Head Start funds the Head Start and Early Head Start programs at 165th Street and Bathgate Avenue, New York City Department of Education supports the transitional preschool program at Burnside Avenue.

Data on these three pages pertains to the direct Head Start and Early Head Start centers only.

Participants by Age

	<i># of participants</i>	<i>% of participants</i>	<i>National # of participants</i>	<i>National % of participants</i>
2 years old	16	7%	28,010	5%
3 years old	110	43%	248,972	45%
4 years old	131	51%	259,298	46%

Disability Services

	<i># of children</i>	<i>% of actual enrollment</i>	<i>National%</i>
Children with an IEP, Individualized Education Plan, indicating they were eligible to receive special education and related services.	69	27%	14.2%

*Sharon Baptist collaborates with Sunshine Developmental School to provide integrated services for children at Campuses IV and I.

Health Services

	<i># at the End of the Enrollment Year</i>	<i>% at the End of the Enrollment Year</i>	<i>National % at the End of the Enrollment Year</i>
Children with health insurance	257	100%	95.6%
Children with a medical home	257	100%	94.8%
Children with up-to-date immunizations	257	100%	93.6%
Children with a dental home	257	100%	86.2%

Enrollment Eligibility

	<i># of children</i>	<i>% of children</i>
Income below 100%	241	94%
Receives public assistance, TANF, 551	30	12%
Status as a foster child	15	6%
Status as homeless	20	7%
Over-income	9	4%

This report will be amended upon finalization of the 2023 A-133 report.



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start - 4th Floor - Switzer Memorial Building, 330 C Street SW, Washington DC 20024 acfk.o.h.s.acf.hhs.gov

Program Performance Summary Report

To: Authorizing Official/Board Chairperson

Mrs. Frances Phipps
Sharon Baptist Head Start
1925 Bathgate Avenue
Bronx, NY 10457 - 4404

From: Responsible HHS Official

Khari M. Garvin

Date: 10/19/2023
Mr. Khari M. Garvin
Director, Office of Head Start

From June 26, 2023 to June 30, 2023, the Administration for Children and Families (ACF) conducted a monitoring review of Sharon Baptist Head Start Head Start and Early Head Start programs to determine whether the previously identified findings had been corrected. The Office of Head Start (OHS) would like to thank your governing body, policy council, staff, and parents of your program for their cooperation and assistance during the review. This monitoring report has been issued to Mrs. Frances Phipps, Authorizing Official/Board Chair, as legal notice to your agency of the results of the program review.

Based on the information gathered during this review, we have closed the previously identified findings which are included in this report. For any previous findings that are not included in this report and remain open, the recipient will receive a future follow-up review to determine the compliance status of those findings.

Please contact your Regional Office for guidance should you have any questions or concerns.

DISTRIBUTION OF THE REPORT

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

Ms. Carolyn Baker, Regional Program Manager
Ms. Barbara Manners, Chief Executive Officer/Executive Director
Mr. Charles Wright, Head Start Director
Mr. Charles Wright, Early Head Start Director

Glossary of Terms

Compliant	No findings. Meets requirements of Head Start Program Performance Standard.
Area of Concern	An area for which the agency needs to improve performance. These issues should be discussed with the recipient's Regional Office of Head Start for possible technical assistance.
Area of Noncompliance	An area for which the agency is out of compliance with Federal requirements (including but not limited to the Head Start Act or one or more of the regulations) in one or more area of performance. This status requires a written timeline of correction and possible technical assistance or guidance from the recipient's program specialist. If not corrected within the specified timeline, this status becomes a deficiency.
Deficiency	As defined in the Head Start Act, the term "deficiency" means: (A) a systemic or substantial material failure of an agency in an area of performance that the Secretary determines involves: (i) a threat to the health, safety, or civil rights of children or staff; (ii) a denial to parents of the exercise of their full roles and responsibilities related to program operations; (iii) a failure to comply with standards related to early childhood development and health services, family and community partnerships, or program design and management; (iv) the misuse of funds received under this subchapter; (v) loss of legal status (as determined by the Secretary) or financial viability, loss of permits, debarment from receiving Federal grants or contracts, or the improper use of Federal funds; or (vi) failure to meet any other Federal or State requirement that the agency has shown an unwillingness or inability to correct, after notice from the Secretary, within the period specified; (B) systemic or material failure of the governing body of an agency to fully exercise its legal and fiduciary responsibilities; or (C) an unresolved area of noncompliance.

Performance Summary

Service Area	Applicable Standards	Grant Number(s)	Primary Review Finding Status(s)	Timeframe for Correction	Follow-up Compliance Level
Program Management and Quality Improvement	1301.2(b)(2)	02CH011113 02CH011388	ANC	N/A	Corrected
Monitoring and Implementing Fiscal Infrastructure	1303.46(b)(1)-(4)	02CH011113 02CH011388	ANC	N/A	Corrected
Monitoring and Implementing Fiscal Infrastructure	642(d)(2)(A)-(I)	02CH011113 02CH011388	ANC	N/A	Corrected



Program Management and Quality Improvement

Program Governance

The recipient does not maintain a formal structure of program governance to oversee the quality of services for children and families and to make decisions related to program design and implementation.

FA-2 10/19/2022 ANC 1301.2(b)(2) Timeframe for Correction: 120 days

1301.2 Governing body (b) Duties and responsibilities (2) The governing body must use ongoing monitoring results, data on school readiness goals, other information described in §1302.102, and information described at section 642(d)(2) of the Act to conduct its responsibilities.

The governing body did not use ongoing monitoring results or data on program goals, children's school readiness, family needs, and child health status to conduct its responsibilities.

In a discussion, the governing board members could not confirm receiving data related to school readiness goals or child, family, and health outcomes, nor could members describe how they used data to conduct their responsibilities. A review of governing board meeting minutes and materials from December 2021 to June 2022 showed no documentation that data related to health, family needs assessments, or child outcomes were presented. The Head Start director confirmed she did not share data related to family outcomes or comprehensive services with the governing board. Additionally, the Head Start director stated the Board only received child-level assessment data at the end of the school year.

The governing body did not use ongoing monitoring results or data on program goals, children's school readiness, family needs, and child health status to conduct its responsibilities; therefore, it was not in compliance with the regulation.

Follow-up

Corrected

Timeframe for Correction: N/A

The grant recipient established a procedure to ensure its governing body was provided data on program goals, school readiness goals, family needs, and child health status to fulfill its responsibilities.

In an interview, the chief executive officer/executive director (CEO/ED) stated the program received training from the Regional Office Training and Technical Assistance Network related to the development of a Quality Improvement Plan, corrective action strategies, and identification of root causes. A review of training documentation confirmed training occurred.

The CEO/ED also stated she was responsible for ensuring program information was available to the governing body during the year. The CEO/ED further stated some data was only available at certain times of the year. For example, school readiness data was accumulated during the fall, winter, and spring and shared with the governing body subsequent to that period. The program created a checklist to ensure all required information was provided to the governing body in a timely manner. A review of the checklist confirmed the CEO/ED's statement.

A review of the governing body meeting minutes and documents from May and June 2023 found they included data on meals served, enrollment, attendance, information memorandums, and school readiness goals.

The grant recipient established a procedure to ensure its governing body was provided data on program goals, school readiness, family needs, and child health status to enable the governing body to fulfill its responsibilities. This area of noncompliance is corrected.



Monitoring and Implementing Fiscal Infrastructure

Budget Planning and Development

The recipient does not develop and implement its budget to sustain management, staffing structures, and the delivery of services that support the needs of enrolled children and families.

FA-2 10/19/2022 ANC 642(d)(2)(A)-(I) Timeframe for Correction: 120 days

Sec. 642 Powers and Functions of Head Start Agencies (d) Program Governance Administration- (2) CONDUCT OF RESPONSIBILITIES- Each Head Start agency shall ensure the sharing of accurate and regular information for use by the governing body and the policy council, about program planning, policies, and Head Start agency operations, including-- (A) monthly financial statements, including credit card expenditures; (B) monthly program information summaries; (C) program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency; (D) monthly reports of meals and snacks provided through programs of the Department of Agriculture; (E) the financial audit; (F) the annual self-assessment, including any findings related to such assessment; (G) the communitywide strategic planning and needs assessment of the Head Start agency, including any applicable updates; (H) communication and guidance from the Secretary; and (I) the program information reports.

The recipient did not share monthly financial statements, including credit card expenditures, with the governing board.

In discussions, governing body members stated that they reviewed financial reports quarterly, including credit card statements. However, a review of the governing body meeting minutes and materials from April 2021 through March 2022 showed that members received fiscal reports every other month. During a discussion, the executive director confirmed that financial reports were not provided to the governing body monthly.

The recipient did not share monthly financial statements, including credit card expenditures, with the governing board; therefore, it was not in compliance with the regulation.

Follow-up

Corrected

Timeframe for Correction: N/A

The grant recipient created a process to ensure all required financial information was provided monthly to the governing board.

In an interview, the chief executive officer/executive director (CEO/ED) stated she created a checklist of financial documents required for the governing body to ensure they received the correct information.

The program provided a copy of the Board meeting minutes, agendas, and documents used during the May, June, and July 2023 meetings. The program consistently provided all financial information as required.

The grant recipient created a process to ensure all required financial information was provided monthly to the governing board. This area of noncompliance is corrected.

Facilities and Equipment

The recipient does not comply with application, prior approval, and reporting requirements for facilities purchased, constructed, or renovated with Head Start funds.

FA-2 10/19/2022 ANC 1303.46(b)(1)-(4) Timeframe for Correction: 120 days

1303.46 (b) Recording notices of federal interest. (1) If a grantee uses federal funds to purchase real property or a facility, excluding modular units, appurtenant to real property, it must record a notice of federal interest in the official real property records for the jurisdiction where the facility is or will be located. The grantee must file the notice of federal interest as soon as it uses Head Start funds to either fully or partially purchase a facility or real property where a facility will be constructed or as soon as it receives permission from the responsible HHS official to use Head Start funds to continue purchase on a facility. (2) If a grantee uses federal funds in whole or in part to construct a facility, it must record the notice of federal interest in the official real property records for the jurisdiction in which the facility is located as soon as it receives the notice of award to construct the facility. (3) If a grantee uses federal funds to renovate a facility that it, or a third party owns, the grantee must record the notice of federal interest in the official real property records for the jurisdiction in which the facility is located as soon as it receives the notice of award to renovate the facility. (4) If a grantee uses federal funds in whole or in part to purchase a modular unit or to renovate a modular unit, the grantee must post the notice of federal interest, in clearly visible locations, on the exterior of the modular unit and inside the modular unit.

The grant recipient did not record the notice of Federal interest on a property renovated with Federal funds.

Documentation obtained by the OIG during its disallowance audit, including email correspondence with the executive director, confirmed that renovations at the 1925 Bathgate Avenue property were funded by the NYC Administration for Children's Services using Head Start funds. However, a review of the HSES facilities tab showed the program indicated Federal interest had not been filed for this property. The executive director stated to the OIG that the recipient did not record a notice of Federal interest for the property at 1925 Bathgate Avenue.

The grant recipient did not record the notice of Federal interest on a property renovated with Federal funds; therefore, it was not in compliance with the regulation.

Follow-up

Corrected

Timeframe for Correction: N/A

The grant recipient established a process to ensure a notice of Federal interest would be filed, as required.

In an interview, the chief executive officer/executive director (CEO/ED) stated the program received training from the Regional Office Training and Technical Assistance Network on filing Federal interest. A review of evidence confirmed training occurred.

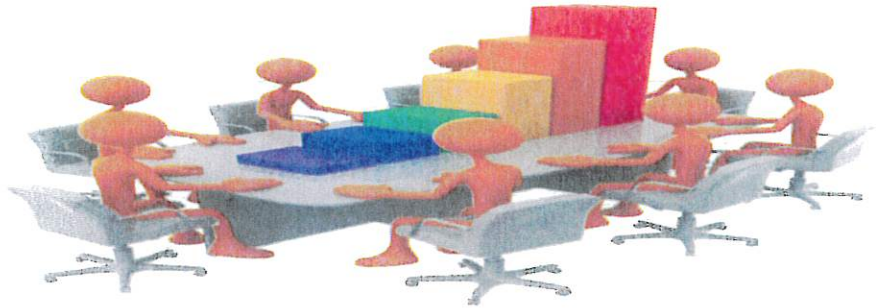
The program revised the existing policy on filing notices of Federal interest to ensure notices would be filed as required in the future. The CEO/ED further stated the board chair reviewed the documents prior to filing the existing notices of Federal interest and would review any future notices prior to filing. The program provided a copy of its amended policy and evidence of the board chair's support in filing the notice of Federal interest.

The CEO/ED stated that a notice of Federal Interest was filed on its property at 1925 Bathgate Avenue, Bronx, NY, and provided a copy of the filing dated March 23, 2023. The amount of the Federal interest reported on the filing was \$1,113,000.

The grant recipient established a process to ensure a notice of Federal interest would be filed. This area of noncompliance is corrected.

----- End of Report -----

Mandated Data



Number of children & families served 257

Average monthly enrollment: 71%

Eligible children served: HS - 18% / EHS – 2%

Completed medicals/exams: 100%

Completed dentals/exams: 100%

The CNA reported the population under age five declined by 13% in ZIP code 10456, from 7,609 to 6,627. In ZIP code 10457, the population under 5 decreased by 4%, from 6,586 to 6,854. Conversely, ZIP code 10458, where some families served by Sharon Baptist reside, saw a 3% increase in the under-5 population.

Although there was a population decline, there remains a significant unmet Head Start and Early Head Start need due to there being a "childcare desert" in the communities we provide services. See chart below.

Zip Code	# of Programs	Capacity	Unmet Need
10456	6 HS	326	933
10457	8 HS	694	671
10456	3 EHS	64	1772
10457	3 EHS	116	1789

Family Engagement 2023



Family Needs – Assessment and Outcomes

Shazeema Lutchman – Deputy Director – Health & Family – Community Services

Sharon Baptist uses various tools to assessment the needs of the parents and the community. Due to the under-enrollment crisis impacting all educational and childcare models in the city, the agency pooled funds with three other Head Start programs to update the 2022 community needs assessment. The findings included:

Zip Code 10456 – 165th Street

- The population under age 5 declined 12.5%.
- 22% of households do not have internet. 13% of Sharon Baptist households reported there is no internet access.
- 35.9% of the population is below the poverty level.
- The unemployment rate is 12.8% and SNAP recipients increased to the same percentage. This is attributed to the pandemic.
- 56.2% of the households are rent-burdened, with 32% severely rent-burdened.
- There was a decline in families with children in shelters, but the length of their stay increased.
- Drug overdoses in CD3 have increased by 54%.
- 24% of children in grades K-8 are obese.
- There was a decline in the birth rate.
- Fewer children with disabilities were identified presumably due to the pandemic and about one-third of those identified received no or partial services.
- The number of children in foster care and placements declined.
- The community saw an increase in crimes.

Zip Code 10457 – Bathgate Avenue

- There were increases in the birth rate, 13.9% and immigration.
- 25% of households have no internet in CD6.
- Crime has increased.

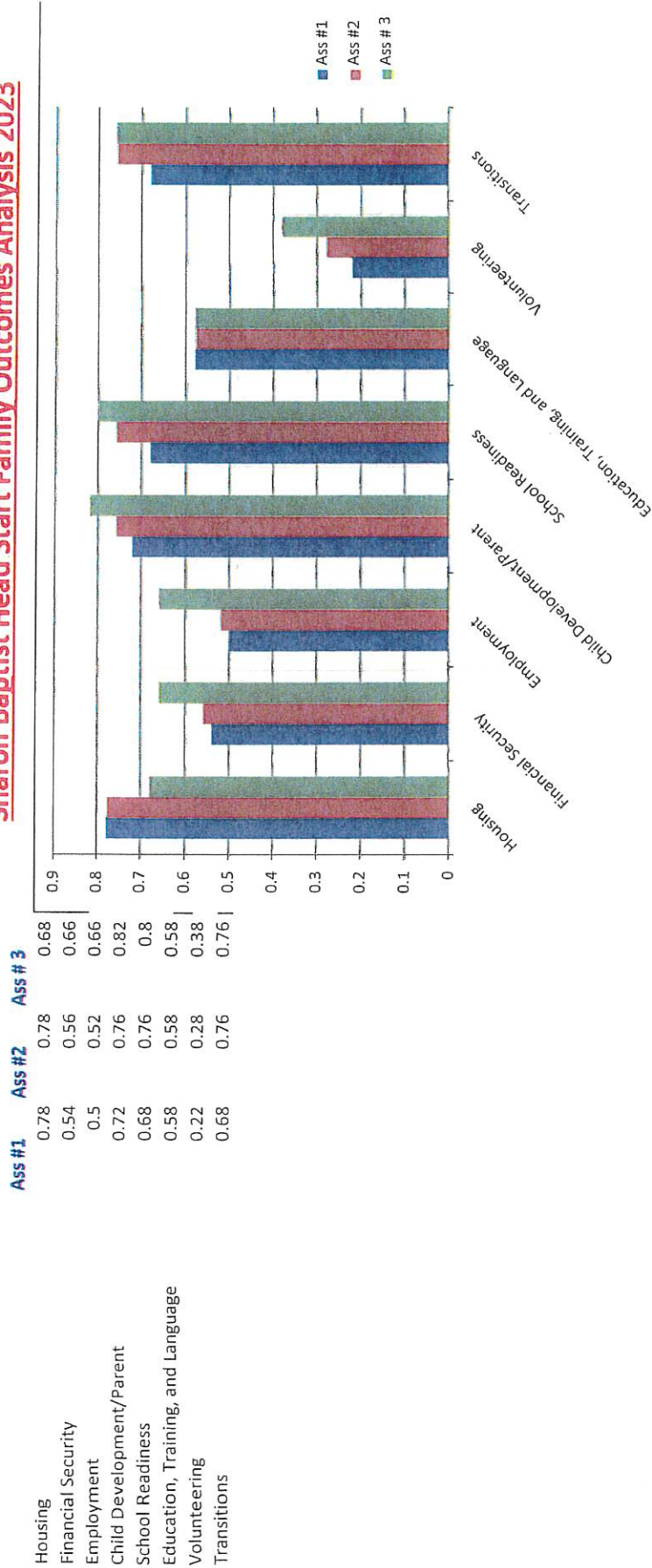
- 36% of the population is below the poverty level. SNAP recipients increased 10.2%.
- 60% of the households are rent-burdened and 38% are severely rent-burdened.
- Families with children in shelters increased in CD6.
- 24% of children in grades K-8 are obese.
- Children with disabilities have the same report as those in 10456.
- The number of child abuse and neglect investigations.
- Foster care declined.

Several surveys are used during the school year to collect and analyze parents' responses. Parent Gauge is a family engagement tool that is designed specifically for Head Start and Early Head Start. It measures the parents' experience in the program and the impact the program has on them and their families. The interview is conducted with the family services staff three times per year and the results are recorded. Sharon Baptist uses the responses to design activities to engage parents on a regular basis. Responses are also used to develop meaningful community partnerships that will help parents engage and rear successful families.

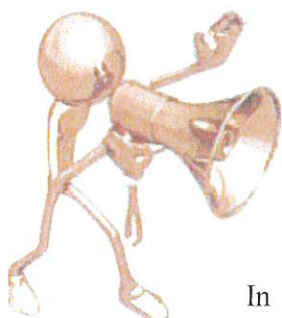
The Family Needs Assessment (FNA) is another tool that is used three times a year. PFCE staff interview parents in 8 categories, rating each on a scale of 1 – 5, and record the information in ChildPlus. The categories are housing, financial security, employment, child development/parent, school readiness, education, training, and language, volunteering, and transitions. The attached chart demonstrates the progress in each of the areas.

Ready4K is an evidence-based family engagement tool that Sharon Baptist uses to send text messages to parents and staff three times per week. The messages sent in English or Spanish, based on the parents' preference, is designed to offer them ideas on how to use common household items to facilitate learning activities that the parent and child can enjoy while away from school. At the end of the year parents reported the activities helped their children learn and grow and they found the texts helpful. Ready4K collects and analyzes data and provides Sharon Baptist with a year-end report that is attached to this narrative.

Sharon Baptist Head Start Family Outcomes Analysis 2023



The Family Outcome Analysis is based on Family Needs Assessment data that is designed to determine the needs of a family. It is conducted three times per year with the parent. The questions are scored on a scale of 1 - 5 and the results are recorded in Child Plus. There are eight questions that are asked of the parents such as housing, financial security, employment, child development/parent, school readiness, education, training, and language, volunteering and transition to kindergarten. Parents are provided with the necessary resources through our community partners. The chart demonstrates the progress in each of the various categories.



School Readiness - Outcomes Reporting

Sharon Baptist prepares children for kindergarten.

Charles Wright, Deputy Director

In the classroom, dedicated professionals foster social, cognitive, language, literacy, and physical growth in children with developmentally appropriate practices. They view play as the primary vehicle through which young children grow and learn about themselves and the world around them. The staff employs The Creative Curriculum for Preschool in each of the classrooms. The Creative Curriculum educational approach is an open framework for children ranging in age from birth-5, which organizes the children's and teacher's environment, daily routine, and interactions.

Creative Curriculum's framework gives the teaching team a systematic method for planning, organizing, and carrying out their responsibilities. The curriculum has and will continue to provide a consistent and secure daily experience that promises exciting things to do, attention by their teachers to their interests and needs, and a sense of control over themselves and their environment. Through play, the children begin to lay the foundations for later learning in math, science, social studies, and language. Teachers regularly record notes on children's behaviors, capabilities, experiences, and interests. They use these notes to assess each child's development and plan activities to facilitate growth and development. The program's staff is dedicated to preparing children for kindergarten and future school experiences.

Furthermore, the staff desires to assist and support parents and caregivers as the primary teachers of their children. To this end, they offer a variety of opportunities for them to become involved in the program. These opportunities include class meetings, volunteering, field trips, and committee involvement in education, health, nutrition, governance, personnel, finance, grievance, policy development, and program design.

Attached to this report are copies of the program goals, school readiness goals, child outcomes, CLASS, ECERS, and ITERS results.



PROGRAM GOALS

Year One	Year Two	Year Three	Year Four	Year Five
Baseline February 2024	Continuation	Continuation	Continuation	Continuation

EDUCATION GOALS - Year 1
1. Teachers will achieve the 70% target of child outcomes for four-year-olds in the areas of science, arts, and social studies by the completion of Spring outcomes.
2. The integrated teaching teams will receive curriculum training by June 2024.
HEALTH GOALS - Year 1
1. Family services staff will collaborate with parents to ensure that hearing, vision, and Brigrance screenings are completed within 45 days of entry.
DISABILITIES GOALS - Year 1
1. Continue the agency's partnership with Sunshine Developmental School to service a total 63 students.
NUTRITION GOALS - Year 1
1. Children will receive healthy nutritious meals and snacks that are low fat low sodium while in care at Sharon Baptist Head Start.
PARENT, FAMILY AND COMMUNITY ENGAGEMENT GOALS - Year 1
1. Family services staff will develop goal-oriented relationships with families.
2. To engage 30% of fathers or significant males in the child's life.
PROGRAM DESIGN AND MANAGEMENT GOALS - Year 1
1. To establish a governing body that is knowledgeable in their roles and responsibilities.
2. To recruit and retain qualified personnel.
3. To improve and maintain the well being of staff
4. Establish ongoing monitoring and data analysis.



PROGRAM OBJECTIVES

EDUCATION GOALS		EDUCATION OBJECTIVES
1. Teachers will achieve the 70% target of child outcomes for four-year-olds in the areas of science, arts, and social studies by the completion of Spring outcomes. 2. The integrated teaching teams will receive curriculum training by June 2024.		1. Education directors create a universal system that assesses children's development in the areas of Science, Social Studies, and the Arts. 2. Educations directors will observe and monitor teachers to ensure that the curriculum base activities in the areas of Science, Social Studies, and the Arts for 4 years old are implemented.
HEALTH GOALS		HEALTH OBJECTIVES
Family services staff will collaborate with parents to ensure that hearing, vision, and Brigance screenings are completed within 45 days of entry.		1. Family Services will facilitate scheduling of the screening appointment as well as follow-up. 2. Teachers will conduct Brigance Preschool screenings for all new students within 45 Days of entry into the program. 3. The Director of Special Services will ensure that all the Brigance data have been entered into the OMS, (Online Management System) and children that scored below the cut off has a rescreening date. 4. The Health Coordinator will monitor ChildPlus for completion and follow-up of hearing and vision screenings.
DISABILITIES GOALS		DISABILITIES OBJECTIVES
Continue the agency's partnership with		1. Sharon Baptist Head Start will continue the partnership with Sunshine



Sunshine Developmental School to service a total 63 students.		Developmental School and update it annually. 2. The Director of Special Services will provide therapists for all needed services within 60 days of receiving a child's IEP.
NUTRITION GOALS		NUTRITION OBJECTIVES
Children will receive healthy nutritious meals and snacks that are low fat low sodium while in care at Sharon Baptist Head Start		1. Nutrition staff will adhere to CACFP dietary recommendations and restrictions for 100% of the students daily. 2. Substitutions will be provided by the nutrition staff based on the child's religious, medical or parent preference. 3. Referrals will be made to the nutritionist for children whose BMI (Body Mass Index) is above 18 or below 14. Additionally, referrals are made for children who are picky eaters.
PARENT, FAMILY AND COMMUNITY ENGAGEMENT GOALS		PARENT, FAMILY AND COMMUNITY ENGAGEMENT OBJECTIVES
1. Family services staff will develop goal-oriented relationships with families. 2. To engage 30% of fathers or significant males in the child's life.		1. With the assistance of the Family Services staff, 75% of parents will be able to identify, develop and accomplish goals for themselves as well as their family. 2. Referrals will be made to services that is offered onsite as well as our community partners to foster growth. 3. Family Services will engage 75% of parents or caregivers by conducting 3 family needs assessment. 1. Father 4 Progress offers parenting classes for males only as well as a men's group. Financial Literacy, computer lab, gym, resume writing, therapeutic referrals, security training, and ESL classes are offered to males



		as well as females. 2. Dad's Take Your Child to School Day- an event that dads as well as significant males are encouraged to bring their child to school. 3. During the Parent Elections dads and males are encouraged to join the various committees.
PROGRAM DESIGN AND MANAGEMENT GOALS		PROGRAM DESIGN AND MANAGEMENT OBJECTIVES
1. To establish a governing body that is knowledgeable in their roles and responsibilities. 2. To recruit and retain qualified personnel. 3. To improve and maintain the well-being of staff. 4. Establish ongoing monitoring and data analysis.		1. Management will design governance training to be conducted by spring of 2024. 2. Align the salary scale and job description with government regulations. 1. Continue the partnership with Teach for America. 2. Align the salary scale with public and charter schools. 1. Managers will conduct quarterly mental wellness activities for staff. 2. Provide a designated wellness area on-site for staff to excuse themselves from their responsibilities should they need to. 1. Managers will establish and maintain a procedure and schedule for inputting and analyzing data. 2. Develop annual goals based on the data that is collected.



EXPECTED OUTCOMES

	EDUCATION OBJECTIVES	EXPECTED OUTCOMES
	1. Education directors create a universal system that assesses children's development in the areas of Science, Social Studies, and the Arts. 2. Educations directors will observe and monitor teachers to ensure that the curriculum base activities in the areas of Science, Social Studies, and the Arts for 4 years old are implemented.	Outcomes Data will reflect continuous progress between each outcome checkpoint. 100% of Sunshine Development teaching members will successfully complete Interated Reliability and independently complete the Spring Outcomes analysis.
	HEALTH OBJECTIVES	EXPECTED OUTCOMES
	1. Family Services will facilitate scheduling of the screening appointment as well as follow-up. 2. Teachers will conduct Brigance Preschool screenings for all new students within 45 Days of entry into the program. 3. The Director of Special Services will ensure that all the Brigance data have been entered into the OMS, (Online Management System) and children that scored below the cut off has a rescreening date. 4. The Health Coordinator will monitor ChildPlus for completion and follow-up of hearing and vision screenings.	80% of students will complete their hearing, vision, and Brigance screenings. Referrals and follow-up are made to the appropriate resources.
	DISABILITIES OBJECTIVES	EXPECTED OUTCOMES
	1. Sharon Baptist Head Start will continue the partnership with Sunshine Developmental School and update it	Children with IEP's will receive the services outlined in their IEP, on site or



	annually. 2. The Director of Special Services will provide therapists for all needed services within 60 days of receiving a child's IEP.	through an outside agency.
	NUTRITION OBJECTIVES	EXPECTED OUTCOMES
	1. Nutrition staff will adhere to CACFP dietary recommendations and restrictions for 100% of the students daily. 2. Substitutions will be provided by the nutrition staff based on the child's religious, medical or parent preference. 3. Referrals will be made to the nutritionist for children whose BMI (Body Mass Index) is above 18 or below 14. Additionally, referrals are made for children who are picky eaters.	Children will receive a range of nutritious foods which is inclusive of fresh fruits and vegetables. This will foster healthy eating habits that are necessary for growth and development.
	PARENT, FAMILY, & COMMUNITY ENGAGEMENT OBJECTIVES	EXPECTED OUTCOMES
	1. With the assistance of the Family Services staff, 75% of parents will be able to identify, develop and accomplish goals for themselves as well as their family. 2. Referrals will be made to services that are offered onsite as well as our community partners to foster growth. 3. Family Services will engage 75% of parents or caregivers by conducting 3 family needs assessment.	Family Services will establish goal-oriented relationships with 75% of the parents and caregivers.



	1. Father 4 Progress offers parenting classes for males only as well as a men's group. Financial Literacy, computer lab, gym, resume writing, therapeutic referrals, security training, and ESL classes are offered to males as well as females. 2. Dad's Take Your Child to School Day an event that dads as well as	Director of the Male Involvement Program will engage 30% of the fathers or significant males in the child's life. Fathers and other significant males will be more knowledgeable in their interaction with their child as well as child development and School Readiness.
	PROGRAM DESIGN & MANAGEMENT OBJECTIVES	EXPECTED OUTCOMES
	1. Management will design governance training to be conducted by spring of 2024. 2. Align the salary scale and job description with government regulations.	To maintain a functioning governing body.
	1. Continue the partnership with Teach for America. 2. Align the salary scale with public and charter schools.	Increase staff attendance, retention, and morale.
	1. Managers will conduct quarterly mental wellness activities for staff. 2. Provide a designated wellness area on-site for staff to excuse themselves from their responsibilities should they need to.	To maintain the mental well-being of staff.
	1. Managers will establish and maintain a procedure and schedule for inputting and analyzing data.	Shareholders and parents will receive current relevant data.



	2. Develop annual goals based on the data that is collected.	
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DATA, TOOLS, OR METHODS FOR TRACKING PROGRESS

OBJECTIVES BY AREA	DATA TOOLS / METHODS USED
EDUCATION OBJECTIVES	➤ Teaching Strategies GOLD Assessment System ➤ CLASS Tool ➤ ECERS (Early Childhood Environment Rating Scale) ➤ Parent-Teacher Conferences ➤ Annual Self-Assessment ➤ School Readiness Committee
HEALTH OBJECTIVES	ChildPlus Food Allergy Plan Child Health Record Oral Exam Form Physical Exam (Form CH 205) Asthma Action Plan Medication Consent
DISABILITIES OBJECTIVES	Daily Observations IFSP (Individual Family Service Plan) IEP (Individualize Education Plan) Brigance Form10's



NUTRITION OBJECTIVES	Parents/Caregivers ChildPlus Child Health Record (Form 6) Allergy Plan In-house Referral
PARENT, FAMILY AND COMMUNITY ENGAGEMENT OBJECTIVES	ChildPlus Family Needs Assessment Family Goal Setting (Family Profile) Family Outcomes Analysis Parent Gauge Ready 4 K
PROGRAM DESIGN AND MANAGEMENT OBJECTIVES	Datasay FundEZ ChildPlus