

Empowering Milwaukee County
residents with the resources to move
beyond poverty



Head Start

4041 N. Richards Street | Milwaukee, Wisconsin 53212
(414) 906-2700 | Fax (414) 906-2754 | www.cr-sdc.org



January 27, 2010

Robert Conrad
SDC Head Start
4041 North Richards Street
Milwaukee, WI. 53212

Dear Mr. Conrad,

This is a letter of understanding between the Social Development Commissions' Head Start Central Office and the Next Door Foundation Head Start regarding the on-site review which was conducted during the week of January 19-22, 2010.

The on-site review team assessed your program's compliance with applicable policies and regulations as outlined in the Protocol Monitoring Instrument.

This report is organized by the three major areas in the Head Start Program Performance Standards. The Financial Management requirements as found in 45 CFR Parts 74 and 92 and issues related to 1301, 1305 and 1306 are included under Program Design and Management and those related to Disability Services (1308) are included under one or more of the three major areas (Early Childhood and Health Services, Family and Community Partnerships and Program Design and Management).

The areas of non-compliance in this report are based on the Governing Body/Policy Committee Interview, Program Design and Management Interview, Transportation Interview as well as on-site observations and a review of documents and records. The non-compliances must be addressed to achieve compliance with the applicable laws, regulations and policies.

Your program is responsible for submitting an agency improvement plan to the Grantee Director thirty days (30) after the monitoring letter date.

The follow-up monitoring will take place sixty (60) days after the monitoring letter date. If at the end of the monitoring visit, your agency has not come in to full compliance, your program may be declared deficient.

Because There's No **One Way** To End Poverty

You are expected to have achieved full compliance by March 12, 2010. On or before that date, please submit to the Social Development Commission's Head Start Central Office, a letter certifying the program's full compliance with the Performance Standards and the Protocol Monitoring Instrument. Documentation of compliance should be placed on file and available for review by the Grantee staff, agency staff and parents

If you have any questions, please call the Manager of Support/Training, Peggy Jemison at 906-2769.

Sincerely,

A handwritten signature in cursive script that reads "Gail Porath".

Gail Porath,
SDC Head Start Director

Cc: Dr. Luiz Baez, Executive Director
Dr. Gary Williams, Board Chairperson
Deborah Blanks, Chief Executive Officer
Fred Royal, Board Chairperson
Herb Byers, CWPC Chairperson
Nateida Jarnigan, SDC Internal Auditor

REVIEW TEAM

INTERVIEW GUIDES

Interview Guides

Policy Council/Governing Body

Facilitator

Brenda Mayfield
Sideena Holt

PROTOCOL

Fiscal Management

Brenda Mayfield

Program Design and Management

Peggy Jemison

Transportation Services

Peggy Jemison

Health Services

Nicole Saffold

Nutrition Services

Sideena Holt

Safe Environments

Nicole Saffold
Sue Horning

Early Childhood Development

Erlinda Ralla

Disabilities/Mental Health

Ann Hicks

Family and Community Partnerships

Samantha Yang
Belinda Knox

ERSEA

Samantha Yang

Management Systems Analysis

Monitoring Team *

REVIEW REPORT

Health Services

There were no non-compliances in the following Sub section:

Sub section I.	Staff Qualifications
Sub-section II	Providing Health Services
Sub-section III	Health Policies and Procedures

Nutrition Services

There were no non-compliances in the following sub-sections

Sub-section II	Understanding Nutritional needs
Sub-section III	Managing Nutritional Services

There was a non-compliances in the following sub-sections.

Sub section I	Staff Qualification
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Compliance Question 1A

Has the program hired staff or consultants as content area experts to oversee nutrition services who are Registered Dietitians or Nutritionists?

Although efforts are being made to hire a consultant, the program does not have a person hired or a contract with a consultant to oversee the nutrition services at this time.

Safe Environments

There are no non-compliances in the following Subsections:

Sub-section I Facilities, Materials and equipment

Sub section II Hygiene

Sub- section III Food Safety and Sanitation

Sub section IV Class Size and Staffing

Transportation Services

Sub-section I Transportation Services Management

Sub-section II Providing Transportation Services

Sub-section III Bus Driver Credentials, Qualifications and Training

Sub-section IV Arranging for Transportation Services

Disabilities Services

There were no non-compliance in the following sub-sections:

Sub-section I Staff Qualifications

Sub-section II Coordinated Activities

Sub-section III Recruitment and Enrollment

Sub-section IV Evaluation and Development of (IEP/IFSP)

Sub-section V Community Partners

Mental Health Services

There were no non-compliances in the following sub-sections:

Sub-Section I Staff Qualifications

Sub-section II Implementation of Mental Health Services

Family and Community Services

There were no non-compliances in the following sub-section

Subsection I: Staff Qualification

Subsection II. Building Relationship with Families

Subsection III. Strengthening Families through the Family Partnership Process

Sub-section IV Encouraging Parent Participation

Subsection V: Building Maintaining Community Partnerships

Education and Early Childhood Development Services

There are no non-compliances in the following sub-sections:

Sub-section I Teacher Credentialing and Qualifications

Sub-section III Social-Emotional Development

Sub-section IV Cognitive and Language Development

Sub-section V Physical Development

There is a non-compliance in the following sub-section

Sub-section II Curriculum, Individualization and Assessment

Compliance Question 2A

45CFR 1304.3(a)(5)

Head Start Act/Section 641A

Does the written curriculum include the required elements?

The Guadalupe Curriculum is a locally designed curriculum and is not Scientific Researched Based.

Fiscal Management

There are no non-compliances in the following sub-sections

Sub-section I Governance and internal control

Sub-section II Use of Head Start Grant Funds

Sub-section III Compensation

Sub-section IV Financial Reporting

Program Design and Management

There were no non-compliances in the following sub-sections

Sub-section II Policy Committee

Sub-section III Planning

Sub-section V Communication

According to the Performance Standards, communication between the two groups is improved if there is at least one representative from each group serving on the other.

This is a year of transition for Guadalupe as they began to implement a new curriculum (Creative Curriculum). The Grantee wants to acknowledge that the program had developed their own curriculum (Guadalupe) that was not in accord with Head Start's new re-authorization (Scientifically Researched Based), yet supportive of each child's individual pattern of development and learning. Therefore, the Guadalupe head Start program along with the Grantee had to make a change.

The Council for the Spanish Speaking Guadalupe Head Start Director and Education coordinator has met with the Social Development Commission Head Start Grantee on December 3, 2009 and have decided to transition to the use of the Creative Curriculum as their primary curriculum, from current center's designed CSS Guadalupe Curriculum. A time line to introduce and implement the Creative Curriculum was submitted. The initial Creative Curriculum training was presented on January 8, 2010 to the staff. Previous contact with the IT Specialist was made on 11/23/09 to discuss the possibility of designing an assessment program and/or entering it into COPA's Data Entry System. There is an on-going dialogue in regards to the Assessment piece and according to the time line submitted, teachers will be trained on the assessment tool by the end of February. Classroom forms are pending revision and/or modification based on the transitioning and implementation of the Creative Curriculum and the specific needs of the Guadalupe Head Start Centers.

The Head Start Education Coordinator is recommending that she be given an update on the Creative Curriculum continual training (s), impending the assessment tool and revised classroom forms.

Effective record keeping provides the information needed to ensure the delivery of quality services. Therefore, it is important that you develop new forms and design an assessment tool that relate to the new curriculum. It is important that proper documentation is provided in a accurate and timely manner.

While there are no non-compliances being given in the health area, several of the children's files reviewed failed to show documentation of up to date physical exams, dental exams, lead and hemoglobin. However, documentation was present of efforts being made to obtain the missing health requirements.

The Performance Standards state that these requirements must be completed within ninety days of enrollment. Therefore, the agency is strongly being urged to continue efforts to follow-up on all missing health requirements and ensure that 100% of all health requirements are complete as this will be followed up on.

Although there were no non-compliances being given in the Safe Environment area, there are recommendations for St. Raphael.

St Raphael will need some staff assistance in being brought to compliance. There were medications on top of a cabinet and not in a locked box. There were no emergency cards in the first aide kit, no flash lights available in classroom B and first aide kit policies need to be reviewed with St. Raphael staff. Allergy list should be posted in the classroom and in the kitchen and all outlets should be covered.

The system in place to identify, refer, ensure timely assessments and provide service to children with disabilities is strong. Each year, the Disabilities Coordinator, continuously exhibits exemplary status in meeting and/or exceeding the 10% Head Start Federal requirements for the enrollment of children with disabilities.

It was observed that children are being served meals in a pleasant well-lit and ventilated area, that encourages socialization, child size furniture and utensils are provided by the agency and the opportunity for children to experience different foods; however, nutrition services must be supported by staff or consultants who are registered dieticians or nutritionist. According to the Performance Standards, this individual must have experience in menu planning, the abilities to interpret nutrition assessment data, provide nutrition counseling for families and the expertise to assist staff in dealing with children with feeding problems or special nutritional needs.

Although you have an on-going monitoring system in place, it is not being implemented in the area of nutrition services. There is not a staff or consultant hired to ensure that the necessary steps are being taken to meet Federal regulations as well as local goals and objectives, and ensure that appropriate interventions are taken in a timely manner.

Guadalupe is to be applauded for its efforts in the Family and Community Services area. It is evident that the program has a strong commitment to parents.

There were non-compliances in the following sub-sections:

Sub-section I Governing Body

Compliance Question 1A

Is there at least one member of the board a parent of a child currently or formerly enrolled in the Head Start program?

There is no evidence that a parent of a child currently or formerly enrolled in the Head Start program serving as a member on the board. This was confirmed during the governing Body/Policy Committee Interview and the Policy Council Protocol Interview.

Sub-section IV On-going Monitoring

Compliance Question 4A

Has the program established and implemented procedures for on-going monitoring of its Early Head Start and Head start operations at the grantee and delegate levels?

The program has an on-going monitoring system in place; however, based on the non-compliance cited in the area of Nutrition Services (Staff Qualifications) there is no one with the expertise to monitor the area.

Sub-section VI Record-Keeping

Compliance Question 6A

Does the program establish and maintain a record keeping system that provides accurate and timely information regarding children, families and staff and ensure appropriate confidentiality of this information?

Based on the non-compliance cited in the area of Education and Early Childhood Development Services (Curriculum, Individualization and Assessment) classroom forms have not been developed that relate to the implementation of the Creative

Curriculum; additionally, an assessment program has not been established that will generate child outcomes in an accurate and timely manner.

Compliance Question 6C

Does the program publish and make available to the public an annual report?

There is an annual report published and made available to the public by the agency; however, there is no annual report published by the Head Start program.

Sub-section VII Human Resources

Compliance Question 7B

Has the program hired staff or consultant who meet the required qualifications to provide regularly scheduled, on-going content area expertise and oversight?

Based on the non-compliance cited in the area of Nutrition Services (Staff Qualification) there is no one who meet the qualifications to provide regularly scheduled on-going content area expertise and oversight.

Management Systems Analysis *

In this area of the report, the grantee may make comments on the overall Governing Body and Policy Committee functions, summarize the program's process for planning, on-going monitoring, communication, human resources, and whether the program is effective or ineffective in keeping up to date and accurate records. The report may also recognize strengths and recommend improvement for weaknesses.

It is evident that the Guadalupe Head Start and its sponsoring agency have functioning decision making bodies. There is a Policy Committee for the Head Start program and a Governing Body for the agency. However, in a joint interview with the Governing Body and Policy Committee and Protocol Interview with the Parent Involvement Coordinator it was shared that there is no parent representation on the Governing Body and no member of the Governing Body on the Policy Committee.

There was evidence of high parent participation in numerous parent activities; especially, parent participation in the Healthy Relationship/Marriage Program

Each center was visibly parent friendly, and the observed interaction between parents and staff were admirable, to say the least.

Guadalupe Head Start is to be commended for the excellent system it has developed and implemented in the area of transition services. Your method for tracking children and families as well as your system of documenting those efforts are exemplary.

Last but not least is the beautiful brochure that you have so professionally developed to showcase your program. The brochure is just another way of providing the community the opportunity to see the outstanding work that you are doing to better the lives of Head Start children and their families.