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In appreciation to **Community Supporters** that help Knox County Head Start strive to offer quality Head Start and child care programs to the community and to nearly 500 children and their families annually.

Our heartfelt thanks....

to the individuals, businesses, and organizations who have contributed cash, goods, and talents in support of our children and their families.



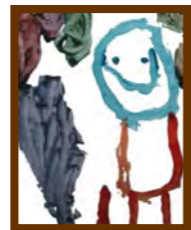
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PEAS
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 Women's Basketball
 Women's Swimming
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 Knox County Career Center
 Knox County Educational Service Center
 Knox County Family and Children First Council
 Knox County Health Department
 Knox County Juvenile Courts
 Mount Vernon City Schools
 Mount Vernon Nazarene University
 Mount Vernon Seventh-Day Adventist School
 New Directions
 Public Libraries of Mount Vernon and Knox County
 Ohio Children's Trust Fund
 Ohio Department of Job & Family Services



All artwork by Head Start preschool students



Knox County Head Start, Inc.
 11700 Upper Gilchrist Rd—Suite B
 PO Box 1225—Mt Vernon, OH 43050
 740-397-1344 www.knoxheadstart.org

Businesses and Organizations

Alfred Nickles Bakery, Inc.
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 Centerburg Fire Department
 Community Foundation of Mount Vernon and Knox County

Volunteer Services at Knox County Head Start



For the past several years, The Corporation for Ohio Appalachian Development Foster Grandparent Program has supported our classrooms by placing volunteers with KCHS. During 2011-2012, seven volunteers provided 3,350 hours in KCHS' classrooms. This opportunity allows volunteers to make a difference in the lives of children as well as to heighten self-esteem for themselves.

KCHS enjoyed assistance provided by a Goodwill client who worked 80 hours of clerical support. The opportunity allowed the client to work in an office environment and to explore work opportunities for the future.



An individual served by the Knox County Board of Developmental Disabilities has been assisting as an aide in a child care classroom one or two days a week for the past several years. This provides the individual with the opportunity to gain work skills, to increase independence, and to be an active member of the community.



Knox County Head Start, Inc.

2011-2012 Annual Report

A National Head Start Center of Excellence

www.knoxheadstart.org



Our Mission

Committed to the future of Knox County and its changing and diverse needs, Knox County Head Start works in partnership with the community to provide quality preschool, child care, and family services. Our purpose is to engage children, families, and staff in reaching their full potential.





Together with parents and families, KCHS teachers and other professionals open doors for children's success in school and in life.



"Programs targeting children from disadvantaged families have the greatest economic and social returns."

-Dr. James Hockman,
 Nobel Laureate Economist,
 "Exceptional Returns"

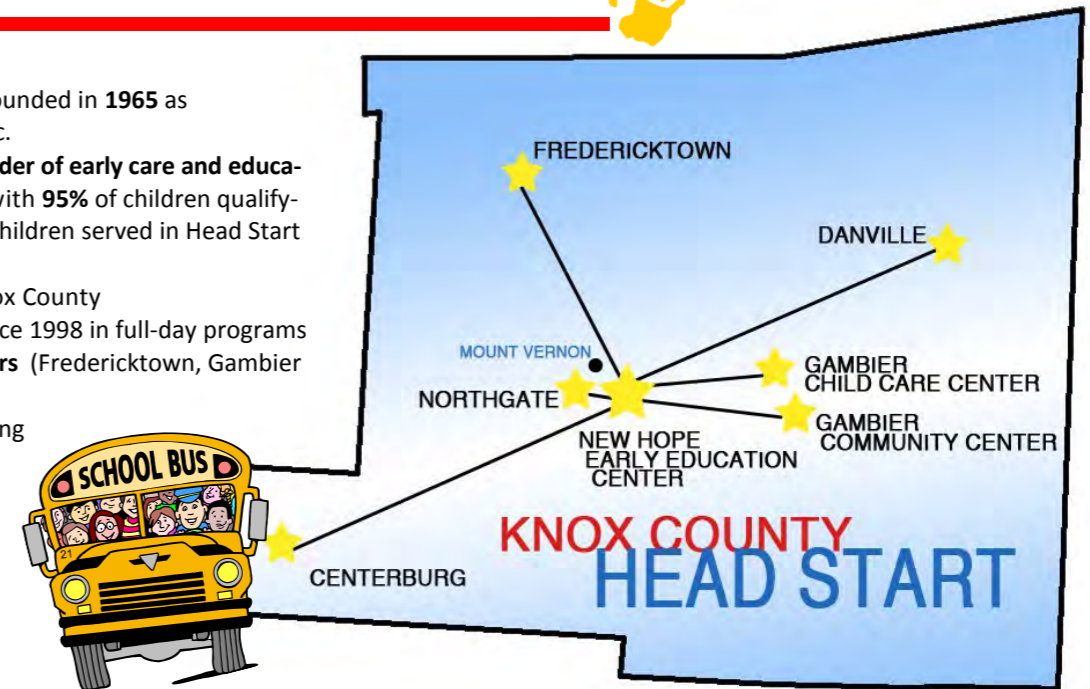
Guiding Values

- A. We value families, fathers, mothers, and primary caregivers as the first and most important teachers and advocates for their children.
- B. We strive to make a difference through the education, care, and support of our children, families, and staff by:
 -  Committing to provide quality services
 -  Hiring, training, and retaining competent staff
 -  Providing opportunities for personal and professional growth
 -  Developing and nurturing personal and professional, trusting relationships built on honesty and open communication
 -  Acknowledging and seeking diversity through our program design
 -  Creating and maintaining healthy and productive community partnerships

To learn more about Head Start visit "Head Start Early Childhood Learning and Knowledge Center" at www.eclkc.ohs.acf.hhs.gov and search for "Leading the Way for Families, Children and Communities" video.

Did You Know?

- Knox County Head Start was founded in 1965 as Kokosing Day Care Centers, Inc.
- We are the **largest single provider of early care and education services** in Knox County with **95%** of children qualifying as low-income. Over 280 children served in Head Start and Early Head Start
- **Seven centers** throughout Knox County
- **Largest child care provider** since 1998 in full-day programs for **143** children in **three centers** (Fredericktown, Gambier & Mount Vernon)
- Operating **6 bus routes**, traveling **503 miles** per day, exceeding **71,554 miles** annually, transporting **130 children**.
- **238 volunteers** provide **1544 hours** of service



KNOX COUNTY HEAD START

Head Start Monthly Enrollment

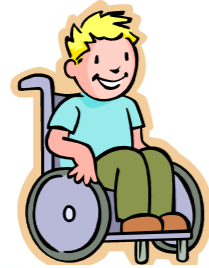


Average monthly enrollment for Knox County Head Start was 100% of funded enrollment, translating to **216 Head Start preschool children** and **66 Early Head Start pregnant moms, infants and toddlers** served each month at KCHS!

According to a 2011-2012 census of preschool-age children in Knox County, approximately 482 were Head Start eligible. The census indicated 437 of these children attended a preschool while an estimated 45 were not enrolled in any preschool.

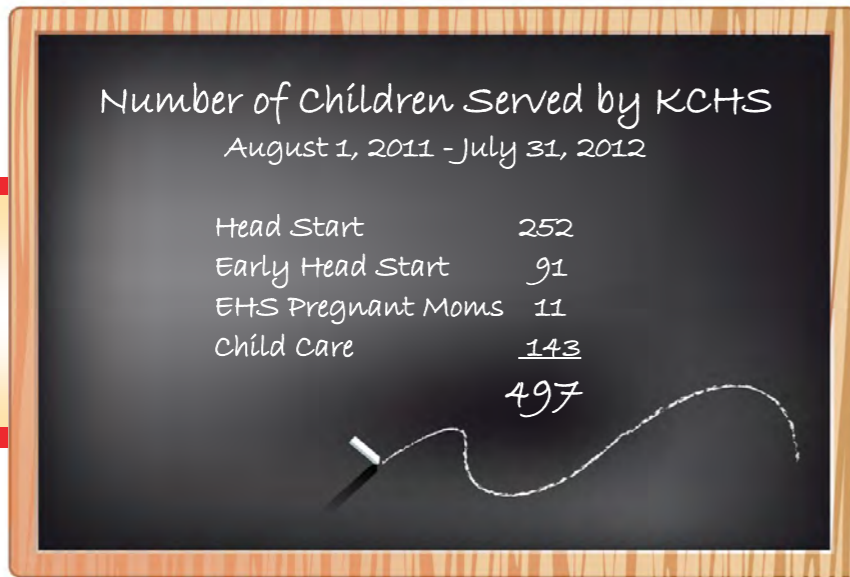
Services to Children with Identified Disabilities

Knox County Head Start collaborated with partner agencies, including the **Help Me Grow** program and **Early Intervention** with the **Knox County Board of Developmental Disabilities**, and with two local education agencies, **Knox County Educational Service Center**



and **Mount Vernon City Schools**, to provide special education services to children with disabilities. As such, many children were able to receive special services for their individual, identified disabilities.

- **43 children** received services under an Individualized Education Plan (IEP).
- **36 children** had speech/language identified as their primary IEP disability.
- **5 children** had a non-categorical/developmental delay identified as their primary IEP disability.
- **10 infants and toddlers** received services under an Individualized Family Service Plan (IFSP).



KCHS held **20 parent events** this year. **88%** (312) of enrolled children and their families attended at least one event. Total attendance: **3,934!**

Over **92,031** breakfasts, lunches, snacks, and dinners were served to children and their families!

More Pieces to the Puzzle

The support of local grants is greatly appreciated and recognized as important to KCHS' providing quality services to children and families in Knox County.

The United Way of Knox County provided significant funding for Head Start and Early Head Start programs and parent trainings. This funding is an important part of the required 25% local match of federal funding.

The Community Foundation of Mount Vernon and Knox County provided \$40,000 toward the purchase of the

Fredericktown Center. The Energy Cooperative Operation Round Up the Energy Foundation, Inc. provided funding for upgrades to Building 1 at the

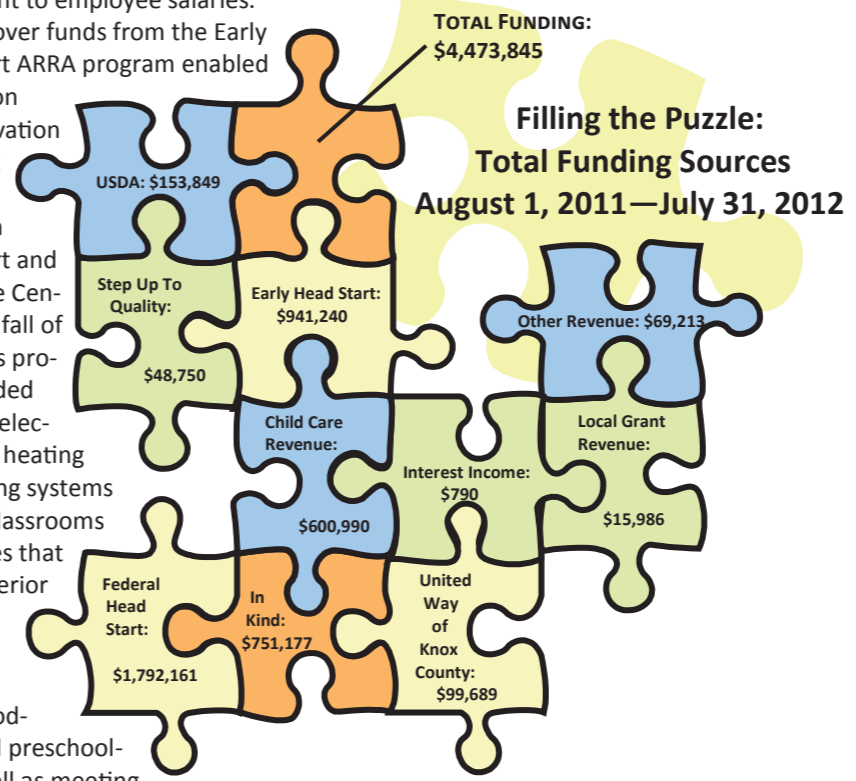
Fredericktown Center. AEP OHIO AEP provided funding support for dental, vision, and medical treatment for uninsured and underinsured children and adults engaged with KCHS. The Ohio Children's Trust Fund, operating through the Knox County Family and Children First Council, supported parent training for the Knox County Career Center's GRADS and

Knox County Head Start and our local community benefit from federal funding to support Head Start services to 216 children and families and Early Head Start services for 66 pregnant mothers, infants, toddlers, and their families. (Funding is based on available slots; the actual number of children served in these programs last year was 354). The current funding year includes a .72% increase in the Head Start and Early Head Start base grant funding, resulting in a .72% cost of living adjustment to employee salaries.

Carryover funds from the Early Head Start ARRA program enabled completion of a renovation project at the Fredericktown Head Start and Child Care Center in the fall of 2012. This project included updating electrical and heating and cooling systems for four classrooms and offices that house interior gross motor space for infants, toddlers, and preschoolers, as well as meeting and training space and storage space.

KCHS was named one of ten National Head Start Centers of Excellence in September 2010 and was awarded a five-year, \$200,000 annual grant to improve the implementation of Conscious

Discipline® in KCHS classrooms; to increase partnerships with Knox County schools, social service agencies, and mental health agencies, including Head Start teacher participation in the Mount Vernon City Schools Kindergarten Camps and Conscious Discipline® teacher education opportunities; to increase Conscious Parenting trainings; and to share lessons learned with the larger Head Start and early childhood community.

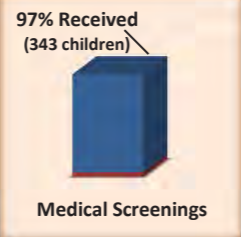


Child Health Services

are designed to ensure children receive age-appropriate screenings, follow up for health & dental concerns when needed, and are healthy and ready for success.

Immunization Services (EHS & Preschool Age)

- **306** children are categorized as up-to-date on their required immunizations
- **35** children are categorized as in-progress, having received all possible shots for their age group



Medical Screenings (Physicals)

- **343 (97%)** children (EHS & Preschool-Age) received an annual physical and all medical screenings, including hearing, vision, lead, and hemoglobin
- **56** children needed medical follow-up
- **56 (100%)** children received follow-up

Dental Services (Preschool Age)

- **223 (88.5%)** children received a dental exam
- **36** children needed follow-up
- **30 (83%)** children received follow-up

Mental Health Services



KCHS' Child Mental Health Coordinator partners with Behavioral Health Partners of Central Ohio to provide **Jump Start** services for children exhibiting ongoing, challenging behaviors at home and/or in the classroom. Our goal is to provide effective interventions at as early an age as possible.

- **58** parents were provided with consultations about their child's behavioral or mental health.

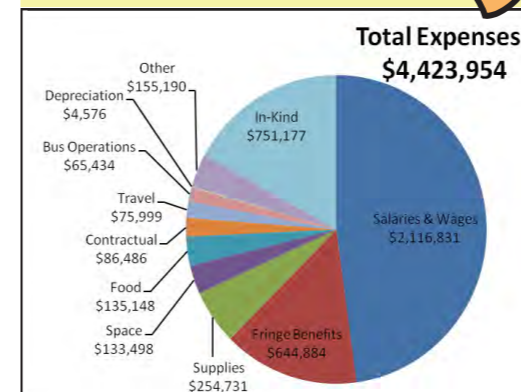
Proposed 2012-2013 Federal Head Start Budgets

Total Estimated Expenses: **\$3,270,778**

	Head Start Grants	EHS Grant	Center of Excellence
Salaries	\$1,031,312	\$478,613	\$107,047
Fringes	\$330,020	\$173,808	\$53,523
Supplies	\$38,501	\$44,189	\$1,466
Space	\$70,775	\$23,212	
Contracts	\$40,794	\$17,850	\$7,500
Travel	\$15,169	\$15,231	\$22,799
Bus Operations	\$39,137	\$22,794	
Other	\$37,970	\$37,247	\$7,665
Total Estimated Funding	\$1,603,678	\$812,944	\$200,000
In-Kind Funds (required local match)	\$400,920	\$203,236	\$50,000
Total Estimated Expenses	\$2,004,598	\$1,016,180	\$250,000

*Other funds include: volunteer costs; parent services; accounting and legal services; publications/advertising/printing; training and staff development (including college coursework); and insurances (bonding, directors' and officers' liability, and general liability).

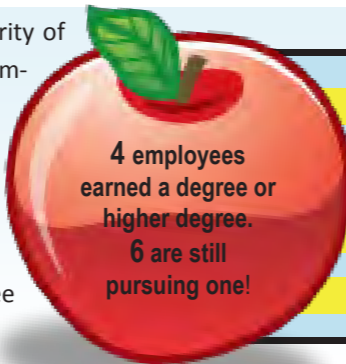
2011-2012 Functional Expenses



Our Staff

Knox County Head Start's employment has grown over the years, with the majority of classroom staff holding an associate or bachelor's degree. In the past six years, 16 employees have received their college degrees or an advanced degree.

KCHS exceeds the Head Start 2007 standards for classroom quality in terms of education and professional development of teachers. All classroom preschool teachers hold a minimum of an associate's degree, with 78.6% of them holding their bachelor or master's degree. All infant/toddler teachers hold a minimum of a Child Development Associate (CDA) credential. Fifty percent (50%) hold a bachelor's degree and 30% hold an associate's degree in early childhood education.



Stacy Butler, MSE
JoAnn Clark, MBA
Heather Wares, BA
Rachel Webber, AA



KCHS observes and assesses teacher performance throughout the program year, in particular assessing the quality of teacher-child interactions. KCHS' Center of Excellence funding has enabled the program to enhance teacher mentoring so as to support the creation of a high-quality learning environment in which purposeful interactions with children support learning. Reliable assessors complete the Classroom Assessment Scoring System (CLASS) twice a year in each preschool classroom to illustrate growth in teacher performance.

CLASS Scores range from 1-7, with 7 being the highest possible score. The tool looks at 10 dimensions, including language modeling, positive climate, teacher support, productivity, and concept development. These dimensions are grouped into summary domains of Emotional Support, Classroom Organization, and Instructional Support. The chart to the above right demonstrates that KCHS' average teacher scores exceed national averages in all domains.

CLASS Domain Areas	Domains Summary KCHS Summary Spring 2011-2012	Domains Summary National Averages 2011-2012
Emotional Support	5.91	5.55
Classroom Organization	5.16	4.95
Instructional Support	4.27	3.14

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Knox Community Hospital

Jessica Scurlock
Policy Council Representative

96 TOTAL EMPLOYEES

Benefited Positions

- 17 Early Head Start—Full-Time
- 2 Child Care/HS/EHS/COE
- 28 Head Start—Part-Time (School Year)
- 15 Head Start/Child Care
- 27 Head Start/EHS/Child Care

Non-Benefited Positions

- 2 Part-Time Employees
- 5 Substitutes



Encouraging Literacy: KCHS Participates With IMAGINATION LIBRARY

The United Way of Knox County, in partnership with Dolly Parton's Imagination Library Foundation and other area sponsors, implemented a literacy program for the children of Knox County in April 2010.

In the program, all children in Knox County from ages birth to five years old are eligible to receive a FREE age-appropriate book delivered to their home each month, resulting in 12 books per year and 60 books in the child's lifetime. Once children turn age five, they receive their final book, for example, *Mrs. Bindergarten Goes to Kindergarten*, and

graduate from the Imagination Library program.

Knox County Head Start's staff make referrals to the Imagination Library for age-eligible children, with parent permission, as soon as possible after entrance into KCHS. Currently, United Way identifies 362 unduplicated referrals from KCHS to the Imagination Library program since 2010. Countywide, 1,297 books were mailed to children in December 2012.

KCHS believes participation in Imagination Library has improved literacy development, with 98% of our kindergartners meeting or exceeding developmental expectations, according to the Spring 2012 assessments.



Promoting Excellence

Preparing Children for Success in Kindergarten

Knox County Head Start's classrooms implement The Creative Curriculum for Preschool®, The Creative Curriculum for Infants, Toddlers, and Two's®, and the Conscious Discipline® philosophy of "brain smart" classroom management. Supplemental resources include the following: Handwriting Without Tears: Get Set for School, Second Step: Violence Prevention, and Talking About Touching: Personal Safety.

KCHS promotes overall wellness, including dental health, good nutrition, and the importance of movement and exercise, with the *Healthy Smiles*, *Color Me Healthy*, and *I Am Moving I Am Learning* programs.

Teachers use *The Creative Curriculum's® Objectives for Development and Learning* to track individual child progress and to plan les-

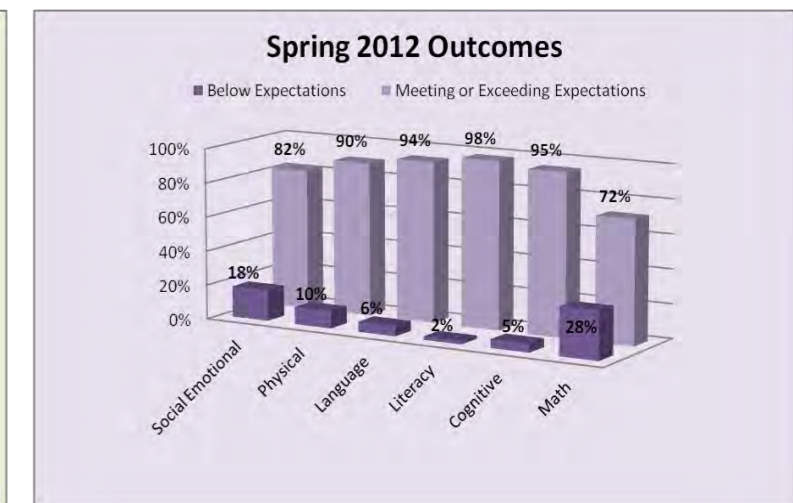
sons for large and small groups.

As shown in the left chart below, initial assessments in Teaching Strategies GOLD in Fall 2011 showed a significant percentage of Head Start prekindergarten children entering the school year performing *below* widely held expectations, most significantly in Math (76%), Social Emotional (55%), and Cognitive (51%) development.

By the end of the school year, in Spring 2012, children improved, as shown in the chart below right. KCHS continues to be concerned with children's progress in math and social-emotional development, particularly for children who have been exposed to trauma in their early years. At the start of the 2012-2013 school year, KCHS preschool teachers participated in targeted trainings in math and social emotional development strategies.

KCHS supports parents in registering their children for kindergarten, and arranges visits from kindergarten teachers or coordinates visits to kindergarten classrooms when possible.

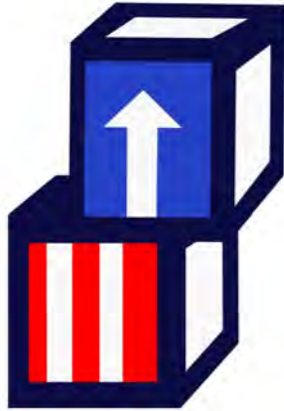
During the 2012-2013 school year, all KCHS preschool teachers completed professional development and testing in the Teaching Strategies GOLD assessment system to achieve inter-rater reliability,



As one of ten National Head Start Center of Excellence programs, Knox County Head Start continued to expand Conscious Discipline® training to the larger Head Start community in Ohio, as well as nationally, during this second year of the five-year program.

The grant provides for enhancing KCHS' classrooms and service delivery, as well as for enhancing the transitions of Head Start children from preschool to kindergarten, through increased opportunities to communicate effective strategies between kindergarten and Head Start teachers, as well as through the partnership with the Mount Vernon City Schools and our staff in assisting with kindergarten camps.

The grant allowed KCHS to extend Conscious Discipline® training and resources into the larger Knox County community, including other early childhood education and child care providers, elementary schools, and social service organizations. KCHS was able to extend Conscious Parenting trainings to a broader population within the Knox County community, as well as reach the broader



Head Start and early childhood community throughout Ohio and the nation.

A Conscious Discipline® consultant observed and mentored KCHS teachers during the program year, and several trainings were provided for KCHS staff and community educators. KCHS staff and two elementary school teachers from Mount Vernon City Schools attended a week-long Conscious Discipline® training in Orlando, Florida, during June and July. KCHS staff provided trainings at the Ohio Head Start June Leadership Conference, the National Head Start Conference, and the Region V Head Start Conference.

In February 2012, the KCHS' Center of Excellence team collaborated with researchers from Harvard University Graduate School of Education in support of a research project titled "Rigorous and Regulated Learning Environments," which was funded by the Robert Wood Johnson Foundation. The project explores the impact of two generational approaches to social emotional well-being. KCHS anticipates the release of this case study during 2012-2013.



In a letter dated October 23, 2012 to the Board of Directors, Laura MacDonald, CPA, wrote that she has audited the Agency's financial statements for year ended July 31, 2012. The audit was conducted for the purpose of forming an opinion of compliance requirements of laws, regulations, contracts and grants applicable to each of its major federal programs. In her opinion, KCHS complied, in all material respects with the compliance requirements. She also audited the Agency's financial statements. She reported that the information is fairly stated in all material respects in relation to the financial statement taken as a whole. She did not identify any deficiencies in internal control over compliance that could be considered to be material weaknesses. She also states on internal control over financial report, "the results of my tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*."

MacDonald reviewed the audit draft in detail with the Board on October 31, 2012, stating "the audit went well, no findings, no adjustments." The Board approved the final audit document at the December 5, 2012 Board meeting.



Nurturing Potential through Conscious Discipline®

KCHS' implementation of the Conscious Discipline® (CD®) philosophy provides a comprehensive and holistic approach to child and family mental health, improves classroom management, and gives staff and parents tools to promote healthy behaviors. KCHS' approach to CD® begins at the leadership and service-area levels. It is fully incorporated into classrooms and transportation operations and guides mental health services and parenting trainings.

KCHS embraced CD® in response to the repeated results of community assessments, self assessments, and employee and parent surveys. These responses identified a critical need for supports for behavioral and classroom management.

A central tenet of the CD® philosophy revolves around adults' taking responsibility for their own behavior — learning to discipline themselves first and their children second. This helps adults to best model appropriate behavior for children and to be the person they want the child to be.

We know that **fathers are important** in the lives of children. This year, **202 Head Start fathers or father figures** participated in family or classroom events.

Teachers and support staff are trained to intentionally create classroom safety, to develop rituals and structures for creating a school family, and to increase the use of movement and music to encourage healthy brain development in young children.

The common language used in CD® and its consistent use is one of the strongest methods of implementing the practices and a significant reason why CD® improves quality at every level. When collaborators work within classrooms, when children transition between centers due to family changes, and when substitute employees move between centers, this common language creates cohesiveness and safety. Everywhere, employees remind each other and students to breathe, to be a STAR (Smile, Take A Deep Breath, and Relax), to recognize that "It is what it is," to assume positive intent when dealing with difficult situations, and to approach conflicts as opportunities to teach.

KCHS conducts at least two six-week Conscious Parenting trainings annually; three two-hour, single-topic trainings for expectant parents and parents of infants/toddlers; and one six-hour "Conscious Couples" training. The charts below detail statistics for these trainings in 2011-2012. KCHS also provided a six-week Conscious Parenting training for 13 Knox County

Working With Our Families

Partnerships

- **299** families were served in Head Start and Early Head Start
- **274** families (91.6%) participated in a family goal setting process, which results in an individualized family partnership agreement
- **23** families qualified due to homelessness, with **6** families eventually acquiring housing
- **214** families received WIC services

Referrals

- **258** families (86.2% of families served) received over **412** referrals for community supports
- **200** families (76% of families served) were documented to have received at least one successful service from a referral

Career Center GRADS students and for 15 parents from the Juvenile Court system by utilizing funding from the Ohio Children's Trust Fund through Knox County Family and Children First Council. KCHS also facilitated a CD® video training series for 15 of KnoHoCo's Foster Grandparents and a 12-week book study in CD® with KCHS staff and five area early childhood education providers.

KCHS' Executive Director reports that use of CD® has improved human resources management by promoting a positive approach to employee training, performance management, and discipline, ultimately re-



Office of Head Start Completes Federal Reviews

Since 2009-2010, all Knox County Head Start Centers have been annually recognized with Step Up To Quality awards by the Ohio Department of Job and Family Services – Bureau of Child Care and Development for exceeding state licensing standards and providing high-quality early childhood services. During 2011-2012, five of seven centers achieved or maintained three stars and two centers achieved or maintained two stars.

Three Star Centers:

Centerburg Center, Danville Legion Center, Fredericktown Head Start and Child Care Center, Gambier Community Center, Northgate Center

Two Star Centers:

Gambier Child Care Center
New Hope Early Education Center

The new Early Head Start program was reviewed in its first year of operation during a Federal Review from 4/17/2011 to 4/20/2011. One finding was noted by the Review Team—that transitions from Early Head Start to Head Start and other preschool programs were not consistently initiated 6 months prior to a child turning three years of age. A follow-up review took place from 10/16/2011 to 10/22/2011 and confirmed that this finding had been corrected. The Office of Head Start affirmed that the finding was corrected and closed the report in a letter dated November 30, 2011, to Board Chairperson, Mark

Kohlman.

A comprehensive triennial review of both Head Start and Early Head Start programs was conducted in December 2012 with no findings. Additional information on that review will be provided in the 2012-2013 Annual Report.

