

2010-2011 Annual Report

Union County Community Action, Inc.

Executive Summary

Union County Community Action, Inc. is a 501(C) (3) not-for-profit organization based in Monroe, North Carolina. Currently the UCCA, Inc. workforce consists of 160 employees dedicated to building better communities through two key divisions: Employment and Training, and Family Services. The Family Services division of UCCA, Inc. operates Home Based and Center Based Head Start/Early Head Start Program options in Anson, Richmond, and Union Counties¹

This report will provide an overview of the services provided by Union County Community Action, Inc. to the citizens of Anson, Richmond, and Union Counties during the 2010-2011 Fiscal Year.



¹ A list of Head Start/ Early Head Start Center locations, operated by UCCA, Inc. can be found in appendix 1.1

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Introduction to Union County Community Action

Community Action Agencies were formed during the 1960's to aid individuals and families living in poverty to become "self-respecting and self-supporting." Research of the time suggested this task would be nearly impossible without support from local communities. It was determined that the efforts of community aid should focus on health, education, welfare, housing, and employment opportunities. Head Start, vocational training, and day care became basic community action services in the 1960's. These services are still offered today, but have evolved to best meet the needs of changing communities.

The comprehensive services of the Head Start Program ensure children and families receive educational services and literacy training. The Head Start Program also ensures children from birth to age five receive proper dental screenings and medical services. Head Start also provides transportation to Head Start Centers, dental offices, and to other health and developmental service providers. Continuing with established Community Action principles, these services provided under Head Start serve to meet the needs of children with disabilities, as well as social and emotional development needs. Additionally, Head Start regulations ensure children receive proper nutrition, a diversity of food options while in the program, and promote nutritional training for parents.

On January 6, 1966, public officials, civic leaders, and representatives of people living in poverty in Union County, North Carolina, formed Union County Community Action, Inc. For more than forty years UCCA, Inc. and its tripartite representation; consisting of a Volunteer Board of Directors from the public sector, private sector, and target population have led UCCA, Inc. in establishing a strong community presence in not only Union County, but also Anson and Richmond Counties.

With years of success upon which to build, Union County Community Action looks forward to continuing to meet the challenges associated with improving the quality of life for the citizens in the communities served.²

² See appendix 1.4 for a list of UCCA, Inc. contacts.

Family Services Division

The Family Services Division of UCCA, Inc. operates Head Start and Early Head Start Programs in Anson, Richmond, and Union Counties. For the purposes of this report, in most instances, the Head Start Program will include Head Start, Early Head Start, and Early Head Start Expansion. At specific times, such as with budget discussion, the Programs will be discussed individually. Unless mentioned separately, the reader can assume discussion of the Head Start Program includes all the affiliated programs listed above.

For the 2010-2011 Head Start Program Year, UCCA, Inc. utilized standard Head Start Funds, standard Early Head Start Funds, and ARRA³ Expansion funding for Early Head Start. The budgeted amount for Head Start for the 2010-2011 Program Year was \$3,563,962.00. These funds, in their entirety, were successfully expended during the 2010-2011 Head Start Program Year. In addition, UCCA, Inc. successfully matched the non-federal share requirement of 20%, a total of \$712,792.40 in additional contributions for the Head Start Program.

The Early Head Start and Early Head Start Expansion Programs were allocated \$1,696,639.00 during the 2010-2011 Program Years. It should be noted that a substantial amount of the Early Head Start allocation came from Expansion dollars⁴.

Due to economic hardships in the service area, and the dramatic increase in Early Head Start Funds as a result of Expansion, UCCA, Inc. failed to meet the 20% Non-Federal Share Requirement for Early Head Start. UCCA, Inc. has never missed this provision, and has created a committee to review Non-Federal Share



³ ARRA: Refers to the American Recovery and Reinvestment Act of 2009. For more information please follow this link: www.recovery.gov/

⁴ Please see appendix 1.3 for a breakdown of budgeted allocation, and actual expenditures of all Head Start Programs operated by UCCA, Inc.

Matching to ensure the required 20% is reached for the 2011-2012 Early Head Start Program Year.

Head Start & Early Head Start

Head Start provides an educational experience for children of low-income families focused on three key areas of child development: cognitive, social, and nutritional. Head Start utilizes best practices curriculum from across the nation to promote cognitive development in the classroom. Head Start provides children with an opportunity to begin social development at an age that helps ease the transition to grade school. The nutritional component of the Head Start Program, often overlooked, ensures children receive a diversity of food experiences in a family setting; helping to further social and nutritional development. By combining these key aspects of child development, Head Start Programs across the Nation aid in preparing children for the future, and ensuring they begin school with the knowledge, health, and social aptitude necessary for success in the early years of life.

The Head Start Programs operated by Union County Community Action, Inc., served 629 children from birth to age four. Through partnerships with local government, school districts, and non-profits, children are screened for physical and mental health issues immediately, provided diverse meals prepared on location daily, and educated following the National Head Start Standards continuously.

Triennial Review

In February, 2011, the Head Start/Early Head Start programs operated by UCCA, Inc. were reviewed by the Office of Head Start as part of the Head Start Triennial review process. There were three findings noted by the reviewers, and one recommendation. Of the three findings, the first was corrected, and noted by the reviewers, on site. The remaining findings were corrected within 120 days of the review process.

Finding 2

Unlike Centers in Union and Richmond Counties, Anson County Head Start locations do not have a kitchen operated internally by UCCA, Inc., and therefore during the 2010-2011 Program Year UCCA, Inc. relied on Anson County Public Schools to provide meals to our children. During the Triennial review it was determined that Head Start children in Anson County were receiving cereals with a higher sugar content than allowed under Head Start regulations, and that the meals being provided to the children did not provide a diversity of meal options that was in line with Head Start regulations. Following this issue of non-compliance, UCCA, Inc. met with the Anson County Schools Child Nutrition Program to negotiate meal options to alleviate this area of non-compliance. It was determined that the Anson County School's Food Service Authority could not provide the changes that were required for the 2011-2012 school year. UCCA, Inc. proceeded to issue RFPs for food service vendors for the Anson County Head Start Centers, and now has an executed contract with a vendor to provide the necessary meal options to address this area of non-compliance for the 2011-2012 Head Start year. This area of non-compliance has been resolved.

Finding 3

The second area of non-compliance identified by the Triennial Review Team cited a lack of an agency procurement procedure. It was noted by UCCA, Inc. administration that such procedure did exist at the time of the review. UCCA, Inc. addressed this area of non-compliance by sending the Office of Head Start a copy of the agency's procurement procedures. This area of non-compliance has been resolved.

Recommendation

During the Triennial Review it was recommended to UCCA, Inc. Head Start Staff provide training on the Family Goal-setting process. This process requires Case Managers to be more detailed when documenting the services families are receiving. Accepting this recommendation, UCCA, Inc. provided training to all Case Managers on Establishing and Tracking an Effective Family Partnership Agreement in March, 2011.

Enrollment & Attendance

During Program Year 2010-2011, the Family Services and ERSEA⁵ content areas were closely monitored to ensure that program services met the requirements outlined in the Head Start Performance Standards.⁶

In program year 2010-2011 the Head Start and Early Head Start Programs of UCCA, Inc. met full enrollment on the first full day of service. A total of 580 Head Start children were served, including 257 three year olds and 323 four year olds. In Early Head Start a total of 165 clients were served, including 159 children and 6 pregnant mothers. For both Head Start and Early Head Start Programs over 90% of our enrolled children were considered income eligible, with less than 10% over the federal poverty guidelines. Early Head Start program services across Anson, Richmond, and Union counties continue to serve 50 children and their families in a home-based program option.

In program year 2010-2011 the Head Start and Early Head Start Programs of UCCA, Inc. tracked attendance for children on a daily basis. For the Head Start program a total of 160 operating days were completed with an average daily attendance over 90%. For Early Head Start, which includes home-based services, children were served over 180 operating days with an average

⁵ERSEA pertains to Eligibility, Recruitment, Selection, Enrollment, & Attendance for Head Start/ Early Head Start Children. For more information on regulatory requirements please visit: http://eclkc.ohs.acf.hhs.gov/hslc/tta-system/family/Family%20and%20Community%20Partnerships/Family%20Services/ERSEA/famcom_pps_00135_091905.htm

⁶ For more information on the Head Start Performance Standards please visit: http://eclkc.ohs.acf.hhs.gov/hslc/resources/ECLKC_Bookstore/Chapter%20XIII%20Performance%20Standards%20without%20Guidance.htm

daily attendance over 85%. Each program and program option remained in compliance with Federal Head Start Performance Standards.⁷

In program year 2010-2011 a total 616 English-speaking children and 129 Spanish-speaking children living between 184 two-parent families and 501 single-parent families were served in the Head Start and Early Head Start Programs operated by UCCA, Inc. As families were served and needs were identified, over 90% of families received additional services for their family provided through the Head Start/Early Head Start Program, or through referral to an outside service agency. The Head Start and Early Head Start Programs of UCCA, Inc. identified 73 families defined as being homeless under the McKinney Vento Act. Out of the 73 homeless families, only 19 of them acquired housing.

In addition to identifying the Homelessness needs among families begin served by UCCA, Inc. Head Start, UCCA, Inc. Family Services Staff received a supplemental Homelessness Grant to promote awareness, and provided assistance to additional families in the communities served.

Homelessness Grant

During Program Year 2010-2011, the Head Start and Early Head Start Programs of Union County Community Action, Inc. received a supplemental Homelessness Grant in the amount of \$4,575.00. This grant, funded by the North Carolina School District and the North Carolina Head Start Collaboration Office, was intended to strengthen the partnerships between North Carolina's Public Schools and Head Start Programs to identify and raise awareness for children and families defined as being homeless. To aid this collaboration, UCCA, Inc. entered into Collaborative Agreements with Richmond County and Anson County Public School Systems.

The following objectives were defined in this initiative:

- identify and educate community partners regarding families experiencing homelessness as defined under the McKinney Vento Act⁸,
- serve as a universal referral source to refer homeless families and children ages birth to five for Head Start and Early Head Start program services, and
- refer families with school-aged children for education services provided by the local school systems of Anson and Richmond counties.

As a part of this supplemental grant and the subsequent collaboration with community partners, UCCA, Inc. was able to provide outreach services and meals for over 140 homeless individuals across Anson and Richmond Counties. In addition, UCCA, Inc. strengthened its collaborative relationships with the outside agencies that provide support services to children and families in need.

⁷ Federal Head Start Standards require each Head Start/Early Head Start Program to an average attendance of at least 85%.

⁸ For more information on the McKinney Vento Act, and its definition of Homelessness please visit the following link: <http://www.dpi.state.nc.us/program-monitoring/homeless/>

Perhaps the greatest accomplishment of this supplemental grant, and subsequent collaboration was the securing of housing for a single homeless family. Upon completion of this grant period, UCCA, Inc. and its Homelessness Partners are still committed to maintaining partnerships in hopes of continuing our efforts to serve the children and families identified as being homeless across our 3-county service area.

In addition to identifying the Homelessness needs among families begin served by UCCA, Inc. Head Start, UCCA, Inc. Family Services Staff received a supplemental Homelessness Grant to promote awareness, and provided assistance to additional families in the communities served.

Disability Services

Site Managers and Child Development Managers and Case Managers followed up with teachers to ensure screenings were taking place and results were properly documented in Child Plus during Program Year 2010-2011. During this program year 100% of screenings for developmental, social-emotional, and speech/language were completed with 45 days of the first full day of operation.⁹

Mental Health Services

UCCA, Inc. policy requires that children with behavioral concerns be addressed individually. The family is included in this assessment process, and through the evaluation process. Including the family ensures a safe and conducive environment and to discuss child's ability to be successful in the future. Families and children in need of support services are referred to agencies which contract with a license Mental Health Consultant. A behavioral plan is put into place for counseling, strategies and goals.

During the 2010-2011 Program Year UCCA, Inc. fulfilled the Head Start requirement to have at least 10% of the children served to be classified as having a disability. Along with ensuring proper representation of disabled children, the number of children classified as having a mental health condition increased during the 2010-2011 Program Year.

⁹ Children who failed the screening were re-screened either within 30 days or 90 days depending whether the child has been in a program previously. Returning children are to be rescreened in 30 days and those who have never been in a childcare setting will be rescreened in 90 days. For children who failed significantly they will be immediately referred for evaluation to the public school system for ages 3-5 and/or the Children's Developmental Service Agency for children from birth to age 3.

Health & Nutrition

During Program Year 2010-2011 100% of the children we serve received a hearing and vision screenings within the first 45 days of enrollment. During the months of October and April grow assessments were completed on each child, and results were shared with the parents. Within 90 days of enrollment all dental screenings were completed on each student. A follow up was performed on children requiring additional treatment.

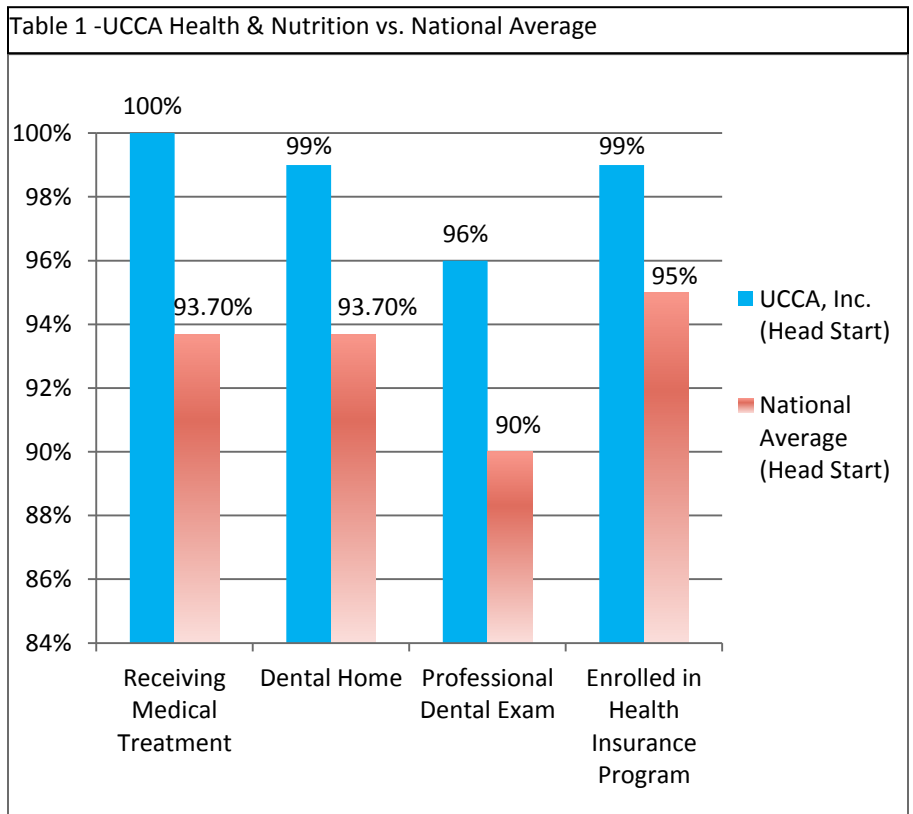
In Union and Richmond Counties Head Start children receive nutritious meals and snacks provided by UCCA, Inc. kitchen staff. UCCA, Inc. The food provided to UCCA, Inc. Anson County Head Start Centers was provided by the Anson County School System’s Child Nutrition Program during Program Year 2010-2011. Children that required a specialized diet were handled on an individual bases. UCCA, Inc. kitchen staff adapted menus to fit specialized diets on an individual basis. A six week rotational menu was developed and used to meet the daily nutritional requirements for children without specialized diets, which were specific to the age group served.

As demonstrated in Figure 1-1,

the Head Start program of UCCA, Inc. has excelled in assisting with the provision of medical and dental services. For Program Year 2010-2011: 100% of all enrolled children received medical treatment, 99% of Head Start and 96% of Early Head Start Children had a dental home¹⁰ by the conclusion of the school year, 96% of Head Start Children received a professional dental exam, and 99% of all enrolled children were a member of a health insurance program.

Child Outcomes

For the 2010-2011 Program Year, Child Outcomes began at the first home visit by Head Start teaching staff, with the family and children present. Observation notes were taken by the teachers and entered into Teaching Strategies GOLD,



¹⁰ A dental home refers to the child having a dentist to provide continuous care post screening.

which is our ongoing monitoring tool. The teaching staff, for the next two weeks, interacted with, and gathered notes on, the children. This information was used to aid staff in setting baselines for each child. UCCA, Inc. Head Start utilized the Dial-3 screening tool, combined with two weeks of observation to aid in determining the preexisting skills set of our three and four year old children.

The Dial-3 screening tool was provided in English and Spanish, whichever being most appropriate for a child's linguistic background. The Head Start teachers then made a, post screening, to determine which children were behind, and planned specific ways to work with those children to aid in development. Areas investigated in the screening were:

- Physicals Health Practices
- Gross Motor
- Social Emotional
- Cognitive
- Language Literacy
- Early Math

The information from observation notes were used to chart progress in the areas listed above. Individual charts were aggregated, and analyzed prior to the beginning of the 2011-2012 Program Year. This information is shared with the families we serve, and also analyzed to aid in future curriculum planning.

Fatherhood Involvement

During Program Year 2010-2011, the Head Start and Early Head Start Programs of Union County Community Action, Inc. received an increase in support services for its families in need. Partnering with South Piedmont Community College's Impact Program, UCCA, Inc. staff helped to provide Father Involvement workshops to promote and encourage male involvement in activities in Union County. Through this partnership, two Head Start Program fathers were enrolled in the Adult Education Program at South Piedmont Community College.

Winter Wear Drive

The Head Start/Early Head Start Programs of UCCA, Inc. are tasked with helping children in all aspects of their early life. This social aspect of Head Start hopes to promote Nutrition and Health, along with Early Education. Being cognizant of this role, during the 2010-2011 Head Start/Early Head Start Program Year several children were identified as needing winter clothing. In response to this need, Head Start Staff of UCCA, Inc. sponsored a Winter Wear Drive in late 2010 to collect gently used coats, and other winter clothing for Head Start and Early Head Start children in need.

This effort is another example of the need, and devotion of UCCA, Inc., to establish partnerships in the community to help those in need. UCCA, Inc. partnered with the Spirit Committee of Tyson Foods during this clothing drive. The committee donated numerous coats, gloves, hats, and undergarments for children, age birth to five. This collaboration between UCCA, Inc. and

Tyson Foods helped to provide clothing and undergarments for children at all sites in Anson, Richmond, and Union counties. In addition this drive helped UCCA, Inc. establish an inventory of extra clothes for each classroom to have available for children during an emergency.

Information Technology Services

The Information Technology department of UCCA, Inc. is committed to providing staff with the most appropriate technology for each department served. During the 2010-2011 the IT department made significant advancements in technology services for the Head Start/Early Head Start Programs, operated by UCCA, Inc.; details are provided below.

Head Start/ Early Head Start

The Information Technology department, in conjunction with the E-Rate team, applied for E-Rate funding for the 2010-2011 Head Start Program Year. E-Rate funding is provided to eligible entities through the USAC, and allows for up to 90% funding reimbursement or vendor discounts. Through a laborious process, funding was secured under E-Rate at a 90% discount. This provided UCCA, Inc. with over \$50,000 in discounts from Time Warner and Verizon Wireless. The IT department also replaced classroom computers in Richmond County, and Case Manager's computers in each of the three counties served by UCCA, Inc.

Recognizing the natural separation created by the UCCA, Inc. service area, the IT department installed Video Conferencing Equipment at a location in each county to bring the staff together more easily. In addition, the IT department installed Video Surveillance Cameras in all classrooms at the Winchester Center, the Central Center for Children and Families, and the South Hamlet Head Start/ Early Head Start Center. The Winchester Center also benefited from the installation of a new EHS computer training lab, and all Head Start staff have benefited from the upgraded online curriculum assessment tool, Teaching Strategies Gold.

For the upcoming Head Start Program Year the UCCA, Inc. IT department will work to meet the following objectives: replace computers at the Winchester Center, Upgrade cabling and network infrastructure at the Winchester Center, Refurbish old office computers to be used for teaching assistance for our four year old classrooms.

Appendix

1.1

UCCA, Inc. Head Start/ Early Head Start Center Locations			
Location	Address	Site Manager	Phone Number
Anson County			
Faison Head Start	905 South Main Street, Wadesboro, NC 28170	Clara McNair	(704) 694-9558
Central Center for Children and Families	351 White Store Road Wadesboro, NC 28170	Clara McNair	(704) 694-2120
Richmond County			
Fayetteville Street Head Start	105 Fayetteville Street Hamlet, NC 28345	Jean Douglas	(910) 582-2366
South Hamlet Head Start/ Early Head Start Center	205 Thomas Street Hamlet, NC 28345	Jean Douglas	(910) 582-2366
Union County			
Winchester Center	1102 Fairley Avenue Monroe, NC 28110	Cheryo Johnson	(704) 282-4151

1.2

- UCCA, Inc. Fiscal Year begins October 1st, and ends September 30th.
- The Head Start and Early Head Start Program's begin September 1st, and end August 31st.
- Early Head Start Expansion begins September 30th and ends September 29th.

1.3

Figure 1.3) H.S./ E.H.S Budget Allocation and Actual-2010-2011		
Program	Budget	Actual
Early Head Start Expansion		
Training	\$58,289.00	\$58,289.00
Operating	\$1,165,772.00	\$1,165,772.00
TOTAL	\$1,224,061.00	\$1,224,061.00
Early Head Start		
Training	\$11,329.00	\$11,329.00
Operating	\$461,249.00	\$461,249.00
TOTAL	\$472,578.00	\$472,578.00
Head Start		
Training	\$44,650.00	\$44,650.00
Operating	\$3,519,312.00	\$3,519,312.00
TOTAL	\$3,563,962.00	\$3,563,962.00
All Head Start Programs Total	\$5,260,601.00	\$5,260,601.00

1.4

UCCA, Inc. Contact Information			
Administrative Office			
Executive Director	Jenny R. McGuirt	(704) 363-1947	jmcguirt@uccainc.org
Director of Finance	Wendy Campbell	(704) 283-7583 ext. 222	wendy.campbell@uccainc.org
Director of Human Resources	Sandra Watkins	(704) 283-7583 ext. 226	swatkins@uccainc.org
Contract Administrator	Eric C. Faulkner	(704) 283-7583 ext. 227	eric.faulkner@uccainc.org
Program Services Office			
Director of Family Services	Martha Durhal	(704) 283-1114 ext. #226	mdurhal@uccainc.org
Director of Employment & Training	Eunice McGee	(704) 283-1114 ext. #237	eunice.mcgee@uccainc.org
Family Services Manager	Kishi Tillman	(704) 283-1114 ext. #223	ktillman@uccainc.org
Child Development Manager	Terrance Hornes	(704) 283-1114 ext. #224	thornes@uccainc.org
Technology Specialist	Darren Cole	(704) 283-1114 ext. #235	dcole@uccainc.org



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