



*2011 - 2012*

# Head Start Annual Report



**NEW OPPORTUNITIES**  
Building Relationships to End Poverty

## Mission Statement

"To improve the quality of life for economically disadvantaged individuals by providing the necessary resources to increase their standard of living, foster self-improvement, and maximize self-empowerment."

## Vision Statement

"Building on our roots and branching out to transform our community into a safe and prosperous place."

# Leadership

## New Opportunities Board of Directors

### Officers

<b>Rachel Perez</b>	Chairperson
<b>Joyce Kennedy-Jones</b>	Vice-Chairperson
<b>Maritza Rivera</b>	Secretary
<b>Melissa Fuller</b>	Treasurer

### Members

*(Listed alphabetically)*

Jacqueline Butler	Margaret Holmes	Edward Nixon
Roland Cockfield	Dr. Eddie Joyce	Anthony Pietrafesa
Mary A. Conklin, Esq.	Victor Lopez Jr.	Patricia Rush
Deneen Fryer	Patrice McCaskey	Maureen Torrance
Charles Hoffer	Angelica Medina	Belinda Weaver



## Early Childhood Development Policy Council

*(Listed alphabetically)*

Jacqueline Butler	Jenny DosSantos	Charles Minchenko
Michelle Castillo	Barbara Jones	Carla Perrella
Martin Crum	Crystal Lee Martinez	Karla Ramos
Kajuan Davenport	Patrice McCaskey	Nina Trent



# About Our Program

## Annual Program Performance Indicators

	<b>HS</b>	<b>EHS</b>
Funded enrollment*	338	48
<i>*Including Federal, State and private monies</i>		
Number of children served	500	59
Children who received dental treatment	71%	61%
Children with IEP's served	6%	24%
Percentage of children who received physical exams or preventative care	92%	92%
Children up-to-date on immunizations	100%	100%
Number of families that volunteer	198	40
Community and family service referrals	100%	100%

## Cost per Child

	<b>HS</b>	<b>EHS</b>
Annual cost per child	\$10,484	\$15,560
Hourly cost per child	\$6.16	\$8.16

## Highly Qualified Staff

Percentage of teachers who hold State Certificate or CDA credentials	100%	100%
Percentage of teachers who hold an Early Childhood Education (ECE) or a related degree, or are in process	82%	50%
Retention rate for teachers in the program	91%	100%

## Program Sites

Number of centers	3
Number of classrooms	30 (22 HS, 8 EHS)
Number of program staff*	143
<i>*Including all funding source and positions</i>	

**DATA SOURCE:** 2011-2012 Program Information Report (PIR)



# Excelling in Education

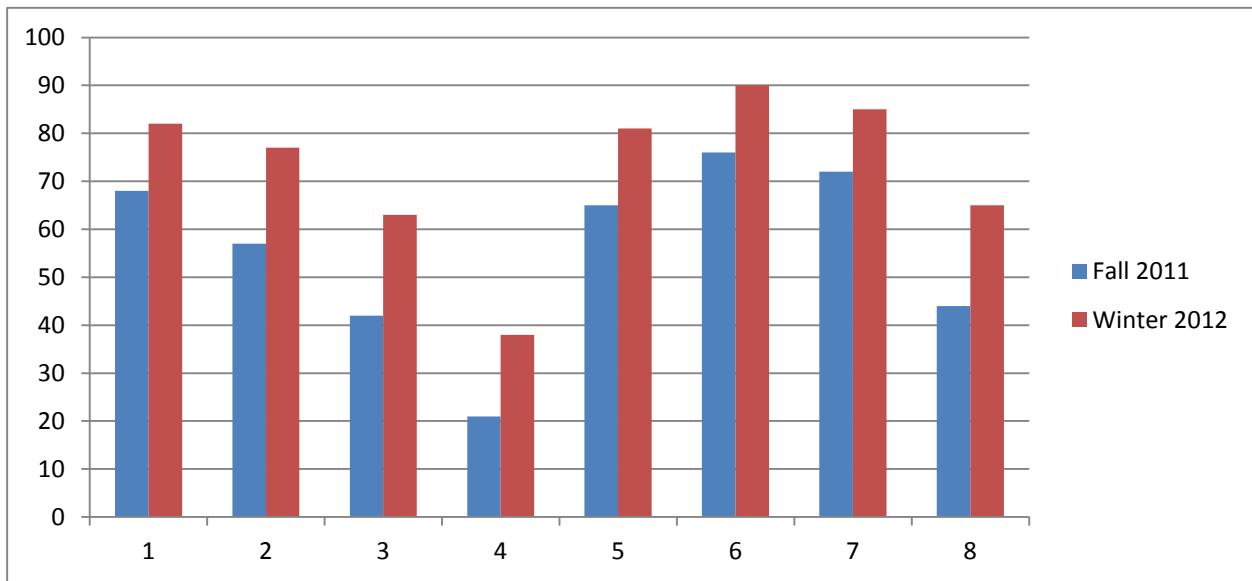
## Social and Emotional Development

### School Readiness Goals

Children will demonstrate:

- » the ability to recognize and regulate their emotions, behaviors, attention and impulses.
- » the ability to establish and sustain positive relationships with adults and peers.
- » the ability to participate cooperatively and constructively in group situations.

### Percentage of students who meet or exceeds expectations



### GOALS

1. Manages feelings
2. Follows limits and expectations
3. Takes care of own needs
4. Forms relationships with adults
5. Responds to emotional cues
6. Interacts with peers
7. Balances needs and rights of self to others
8. Solves social problems

**DATA SOURCE:** Creative Curriculum Teaching Strategies

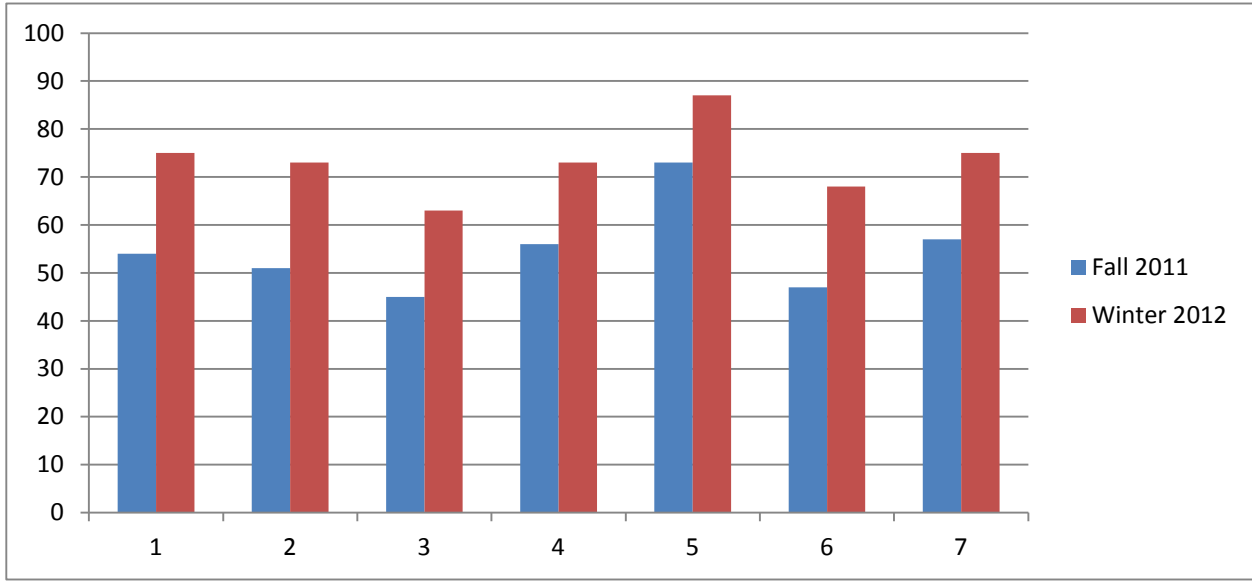
## Approaches to Learning

### School Readiness Goals

Children will demonstrate:

- » the ability to begin and finish activities with persistence and attention.
- » the ability to remember and connect experiences.

### Percentage of students who meet or exceeds expectations



### GOALS

1. Attends and engages
2. Persists
3. Solves problems
4. Shows curiosity and motivation
5. Shows flexibility and inventiveness in thinking
6. Recognizes and recalls
7. Makes connections

**DATA SOURCE:** Creative Curriculum Teaching Strategies

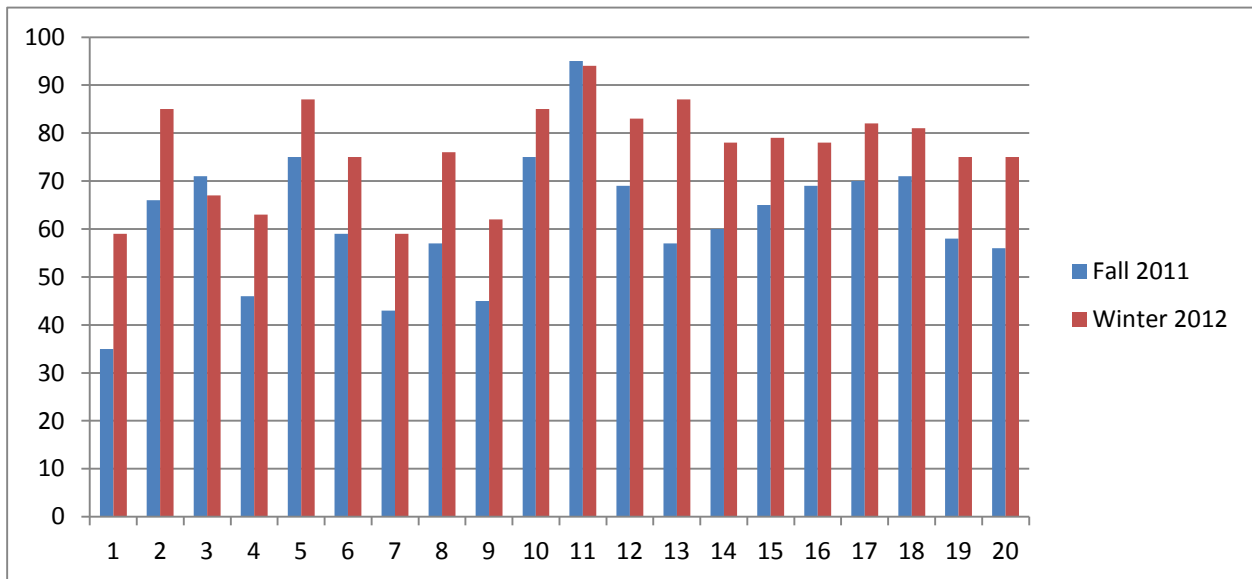
## Literacy and Language Development

### School Readiness Goals

Children will demonstrate:

- » the ability to comprehend or understand increasingly complex language.
- » the ability to use language to express thoughts and needs.
- » the ability to use appropriate conversational and other communication skills.
- » knowledge of the names and sounds associated with letters of the alphabet.
- » knowledge of print and its uses.
- » the ability to comprehend and respond to books and other texts.
- » emergent writing skills.

### Percentage of students who meet or exceeds expectations



### GOALS

1. Comprehends language
2. Follows directions
3. Uses an expanding, expressive vocabulary
4. Speaks clearly
5. Uses conventional grammar
6. Talks about another time or place
7. Engages in conversation
8. Uses social rules of language
9. Notices and discriminates rhyme
10. Notices and discriminates alliteration
11. Notices and discriminates smaller and smaller units of sound
12. Identifies and names letters
13. Uses letter-sound knowledge
14. Uses and appreciates books
15. Uses concepts of print
16. Interacts during read alouds and book conversations
17. Uses emergent reading skills
18. Retells stories
19. Writes name
20. Writes to convey meaning

**DATA SOURCE:** Creative Curriculum Teaching Strategies

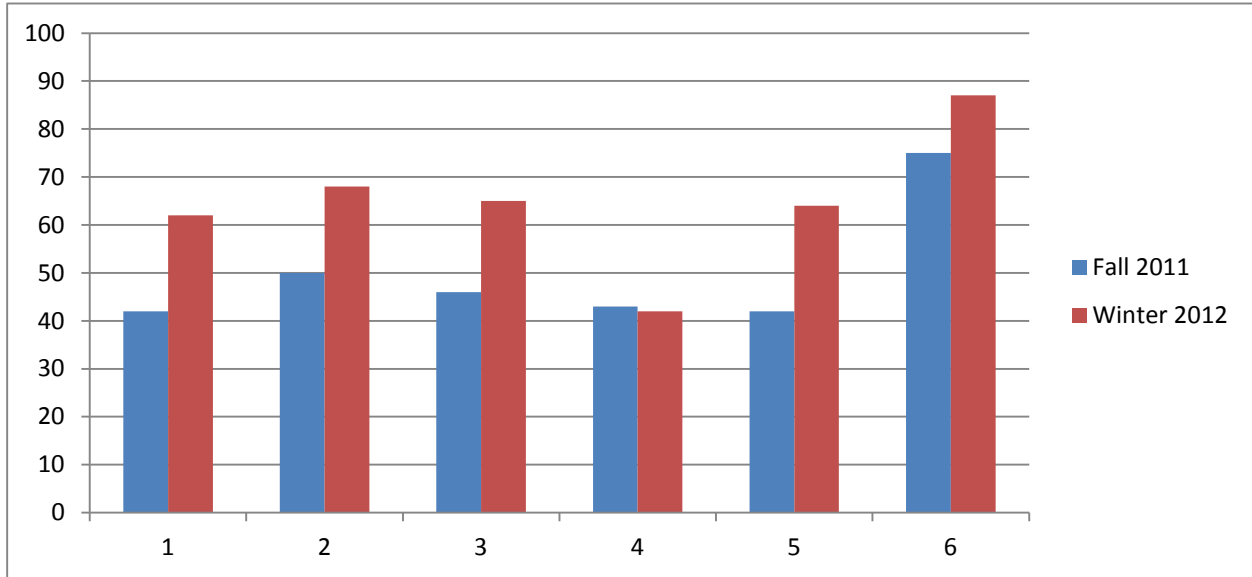
## Physical Well Being and Motor Development

### School Readiness Goals

Children will demonstrate:

- » the ability to practice healthy and safe habits.
- » control of large muscles of movement, navigation and balance.
- » control of small muscles for such purposes as using utensils, self care, building and exploring.

### Percentage of students who meet or exceeds expectations



### GOALS

1. Takes care of own needs
2. Demonstrates traveling skills
3. Demonstrates balancing skills
4. Demonstrates gross motor manipulative skills
5. Uses fingers and hands
6. Uses writing and drawing tools

**DATA SOURCE:** Creative Curriculum Teaching Strategies



# Families We Serve

## Program Eligibility

	<b>HS</b>	<b>EHS</b>
Income below 100% of Federal poverty level	53%	68%
Families who receive public assistance	32%	22%
Children with status as a Foster Child	10%	7%
Families with Homeless status	2%	3%
Families over program income level*	3%	0%
Number of students on a waiting list	111	199

\* Federal requirements allow for up to 10% of families to be above program income guidelines

## Race / Ethnicity

	<b>HS</b>	<b>EHS</b>
Hispanic / Latino origin	42%	53%
Non-Hispanic / Non-Latino origin	58%	47%
Black / African American	38%	18%
White	11%	7%
Other	42%	53%

## Family Demographics

	<b>HS</b>	<b>EHS</b>
Single parent households	54%	7%
English is a second language at home	28%	37%
Parent(s) with less than a High School diploma	25%	22%
Parent(s) with a college degree	28%	37%

## Family Services Provided to Families

- » Emergency / crisis intervention (e.g. emergency food, clothing or shelter)
- » Housing assistance
- » Mental health services
- » English as a second language training
- » GED program referral
- » Job training
- » Child abuse and neglect services
- » Domestic violence services
- » Child support assistance
- » Domestic violence services
- » Health education
- » Assistance to families of incarcerated individuals
- » Parenting education
- » Relationship and marriage education



**DATA SOURCE:** 2011-2012 Program Information Report (PIR)

## Program Audit and Compliance

The Administration for Children and Families conducted an onsite monitoring, triennial review of New Opportunities Head Start and Early Head Start programs in March of 2012.

Based on the information gathered during the review, New Opportunities was found to be out of compliance with five (5) regulations and policy requirements. The areas identified as non-compliance will be corrected by December 21, 2012. A followup review will be conducted to ensure compliance.

Please see below for detailed information in each area where program performance did not meet applicable Head Start Program Performance Standards, laws, regulations and policy requirements:



1. Part 74.21(b)(3)- Financial and Program Management
  - a. The grantee did not ensure it provided effective control over and accountability for Head Start funds.
2. Part 230. A- Cost Principles for Non-Profit Organizations (OMB circular A-122)
  - a. The grantee did not obtain advance parental or guardian authorization for health and developmental procedures administered through the program.
3. Part 1304(e)(5)(i)(2)- Program Performance Standards for Operation of Head Start Programs by Grantees and Delegate Agencies
  - a. The grantee did not ensure teachers in center-based programs conducted two parent conferences and two home visits per family per program year.
4. Head Start Act- Sec. 641a (g)(3)(a1). Standards; Monitoring of Head Start Agencies and Programs
  - a. The grantee did not implement procedures for the ongoing monitoring of its program operations to ensure they worked toward meeting program goals and objectives. A system was in place but not yet implemented.
  - b. Health services were not thoroughly monitored and/or up to date on a schedule of preventive health care.
  - c. Family contacts were not monitored to ensure home visits and parent conferences were conducted for each family.
5. Head Start Act- Sec. 642(d)(2)(A) Powers and Functions of Head Start Agencies
  - a. The grantee did not ensure the governing body and the Policy Council received financial reports including information on credit card expenditures.

## Program Initiatives

### I Am Moving, I Am Learning

The agency hired a part-time Recreational Aide to implement training for staff and parents on the integration of increased physical movement throughout Children's time in the classroom at the centers. The increase impacted not only the physical well-being of the children, but also the social and emotional development of pre-schoolers. Other goals of the initiative focused on improving healthy nutrition choice daily, as well as engaging and developing a community level response to the issue of childhood obesity.

### Family Reading Night

Family Reading Night is a monthly social event held for the children and families of the NOI Early Childhood Program. Currently, on the last Monday of each month from 6pm-7pm (March-November) unless otherwise specified, ECD families and ECD staff come together for an evening of community, food and reading. We often feature a celebrity or special reader for this great family and educational literary event.

### Parent Breakfast

The Parent Breakfast is a monthly social event designed to benefit the children and families of the NOI Early Childhood Program. On the third Wednesday of every month parents have an opportunity to eat a nutritious breakfast with their child in the child's classroom. This event helps to strengthen the bond between parents/caregivers and children as well as the bond between the parents (child's first teacher) and the child's teacher and classroom staff.



### Father Read

Father Read is a program designed to provide fathers and/or male care-givers or role models the opportunity to volunteer their time to read to the children of NOI Early Childhood Division. This program will provide an opportunity for children to see men positively promoting literacy while also providing additional opportunities for men to be involved in their child's early education.

### Fall Family Harvest Fest

This is an annual event for all of the families of ECD during the month of October. During the event families have an opportunity to socialize, eat, and participate in a variety of wholesome games and activities.

### ECD Family Events

The Early Child Division sponsors events for families that focus on a particular topic. During the event food is provided and a key-note speaker presents a presentation or training for the benefit of the families. An orientation is provided to inform families of the various components of the program and the commitments and responsibilities of both the program and the families.

# Financial Audit

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Shelton, CT 06484-1488

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## BlumShapiro

Accounting | Tax | Business Consulting

### Independent Auditors' Report

To the Board of Directors  
New Opportunities, Inc.  
Waterbury, Connecticut

We have audited the accompanying combined statements of financial position of New Opportunities, Inc., and affiliates as of October 31, 2011 and 2010, and the related combined statements of activities and cash flows for the years then ended. These combined financial statements are the responsibility of the Agency's management. Our responsibility is to express an opinion on these combined financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the combined financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the combined financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the combined financial statements referred to above present fairly, in all material respects, the financial position of New Opportunities, Inc., and affiliates as of October 31, 2011 and 2010, and the changes in their net assets and their cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued a report dated March 13, 2012 on our consideration of New Opportunities, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in conjunction with this report in considering the results of our audit.

*Blum, Shapiro & Company, P.C.*

March 13, 2012

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An Independent Member of Baker Tilly International

## Financial Statements

New Opportunities, Inc. and Affiliates Combined Statements of Financial Position - October 31, 2011 & 2010

### Assets

	<u>2011</u>	<u>2010</u>
<b>Current Assets</b>		
Cash and cash equivalents	\$ 2,414,658	\$ 1,244,810
Custodial Cash	429,687	434,312
Restricted Cash	349,071	223,990
Grants receivable	4,167,585	3,721,445
Notes receivable	--	50,000
Other current assets	97,463	116,298
Total current assets	<u>7,458,464</u>	<u>5,890,855</u>
<b>Property and Equipment</b>		
Operating property and equipment, net	8,952,784	9,168,380
Rental property, net	1,701,176	1,776,034
Real estate held for development	565,408	563,618
Construction in progress	--	45,536
Net property and equipment	<u>11,219,368</u>	<u>11,553,568</u>
<b>Other Assets</b>		
Deferred financing costs, net	211,392	224,064
Restricted cash	--	792,830
Total other assets	<u>211,392</u>	<u>1,016,894</u>
<b>Total Assets</b>	<u>\$ 18,889,224</u>	<u>\$ 18,461,317</u>

### Liabilities and Net Assets

<b>Current Liabilities</b>		
Current portion of bonds payable	\$ 195,000	\$ 143,333
Current portion of notes payable	88,744	80,342
Accounts payable and accrued expenses	4,672,149	4,302,447
Due to funding source	79,088	7,806
Custodial liabilities	429,687	434,312
Deferred revenue	4,197,364	3,964,484
Total current liabilities	<u>9,662,032</u>	<u>8,932,724</u>
<b>Long-Term Liabilities</b>		
Deferred compensation	406,728	368,613
Bonds payable, net of current portion	3,845,000	4,476,667
Notes payable, net of current portion	166,724	139,470
HUD capital advance	1,870,700	1,870,700
Total long-term liabilities	<u>6,289,152</u>	<u>6,855,450</u>
Total liabilities	<u>15,951,184</u>	<u>15,788,174</u>
<b>Net Assets</b>		
Unrestricted	<u>2,938,040</u>	<u>2,673,143</u>
<b>Total Liabilities and Net Assets</b>	<u>\$ 18,889,224</u>	<u>\$ 18,461,317</u>

The financial statements for New Opportunities, Inc. for the year ended October 31, 2011 were audited by Blum, Shapiro & Co. PC of West Hartford, whose report was dated March 13, 2012. The complete financial statement and the auditor's report can be obtained by contacting the business office of New Opportunities, Inc.

# Financial Statements

New Opportunities, Inc. and Affiliates Combined Statements of Financial Position - October 31, 2011 & 2010

## Changes in Unrestricted Net Assets

	<u>2011</u>	<u>2010</u>
<b>Changes in Unrestricted Net Assets</b>		
Revenues, gains and other support:		
Grants	\$ 53,483,220	\$ 48,304,420
Program income	5,146,805	3,615,453
Contributions	1,330,379	1,087,742
Bond debt service funding	391,130	389,003
Rental income	232,362	217,971
Other income	12,178	59,604
Total revenues, gains and other support	<u>60,596,074</u>	<u>53,674,193</u>
Expenses		
Specific assistance	23,209,736	21,654,507
Salaries and benefits	18,167,716	18,015,026
Materials, supplies and other consumables	9,637,319	7,293,740
Delegate agencies	2,542,000	1,821,267
Occupancy	2,029,625	1,943,547
Other	1,529,180	1,438,574
Professional and contracted services	1,411,656	1,458,189
Depreciation and amortization	906,848	810,305
Transportation and travel	596,984	486,935
Interest	300,113	338,350
Total expenses	<u>60,331,177</u>	<u>55,260,440</u>
<b>Changes in Unrestricted Assets</b>	264,897	(1,586,247)
<b>Unrestricted Net Assets - Beginning of Year</b>	<u>2,673,143</u>	<u>4,259,390</u>
<b>Unrestricted Net Assets - End of Year</b>	<u>\$ 2,938,040</u>	<u>\$ 2,673,143</u>

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# Head Start Budget

New Opportunities, Inc. budget synopsis for fiscal year 2011-2012

## Early Head Start

	<u>2010-2011</u>	<u>2011-2012</u>
<b>Federal Resource Summary</b>		
Total Federal Funds - PA25	\$ 578,765	\$ 582,932
Total Federal Funds - PA26	14,469	14,573
Total Non-Cash / In-Kind	148,309	149,377
<b>Total Head Start Budget</b>	<b>\$ 741,543</b>	<b>\$ 746,882</b>
<b>Non-Federal Resources Summary</b>		
<b>State / Family Contributions</b>		
Volunteer Support	\$ 58,621	\$ 60,881
Child Services Consultants	40,734	40,734
Fiscal Accounting Consultants	8,990	7,090
Other / In-Kind	39,964	40,672
<b>Total</b>	<b>\$ 148,309</b>	<b>\$ 149,377</b>

## Head Start

<b>Federal Resource Summary</b>		
Total Federal Funds - PA22	\$ 2,911,655	\$ 2,932,619
Total Federal Funds - PA20	32,292	32,292
Total State HS Funds In-Kind	260,883	209,958
Total Non-Cash In-Kind	50,727	6,648
<b>Total Head Start Budget</b>	<b>\$ 3,386,541</b>	<b>\$ 3,386,541</b>
<b>Non-Federal Resources Summary</b>		
<b>State</b>		
State of CT / Dept. of Education Enhanced Funds	\$ 48,493	\$ 44,450
State of CT / Dept. of Education Expansion Funds	182,390	133,140
State of CT / Dept. of Education ECD Link Funds	30,000	32,368
<b>In-Kind</b>		
Other / In-Kind	50,727	6,648
<b>Total</b>	<b>\$ 311,610</b>	<b>\$ 216,606</b>



# NEW OPPORTUNITIES

Building Relationships to End Poverty

## About our Program

New Opportunities welcomes you to its Early Childhood Program. We are excited that you have selected our Head Start, School Readiness and Child Care Program.

The Early Childhood Division (ECD) is a full day, full year comprehensive child development program that provides services to both the child and his/her family. It is our pleasure to serve your family. With your help, ECD hopes to provide the best possible program for your children by working in a two-way partnership with you which includes, sharing talent, knowledge and information so your child can receive the greatest benefit and be ready for kindergarten.

Our goal is to provide a safe environment where a child can enjoy an exciting, well-rounded, educational program, which includes not only stimulating intellectual activities, but also many opportunities for both directed and free

Are you interested in enrolling your child in our program?

Call our enrollment specialists at (203) 759-0841 or email [info@newopportunitiesinc.org](mailto:info@newopportunitiesinc.org).

## Our Locations



Muriel H. Moore  
Child Development Center  
444 North Main Street  
Waterbury, CT 06704  
T: (203) 759-0841



Pierpont Child Care Center  
101 Pierpont Road  
Waterbury, CT 06705  
T: (203) 596-7875



Slocum Child Care Center  
74 North Walnut Street  
Waterbury, CT 06704  
T: (203) 754-5214

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