



DEPARTMENT OF HEALTH & HUMAN SERVICES

ADMINISTRATION FOR CHILDREN AND FAMILIES
Office of Head Start
8th Floor Portal Building
1250 Maryland Avenue, SW
Washington, DC 20024



Woonsocket Head Start

Child Development Association, Inc.

June 24, 2009

The Office of Head Start (OHS) recently completed a triennial review of your Head Start program. The OHS Monitoring Protocol Tool was used to gather information through interviews, observations and document reviews. Results of the triennial review demonstrate that your program is in full compliance at this time.

The OHS wishes to acknowledge this accomplishment to the Governing Body, Policy Council, staff, and families. We know that meeting and sustaining compliance with the regulations requires an ongoing commitment to self assessment and continuous improvement. Your official triennial review report is enclosed. We look forward to working with your program to successfully meet the new challenges and opportunities to strengthen Head Start services to children and families.

Sincerely,

Patricia E. Brown
Acting Director
Office of Head Start



DEPARTMENT OF HEALTH & HUMAN SERVICES

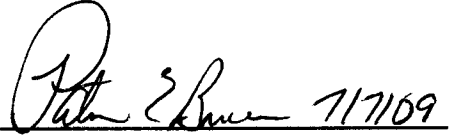
ADMINISTRATION FOR CHILDREN AND FAMILIES
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To: Board Chairperson

Mr. Charles Champagne
Board Chairperson
Woonsocket Head Start Child Development
Association, Inc.
204 Warwick St.
Woonsocket, RI 02895

From: Responsible HHS Official

Ms. Patricia E. Brown
Acting Director, Office of Head Start


Patricia E. Brown 7/7/09
Date

Overview of Findings

From 05/03/2009 to 05/08/2009, the Administration for Children and Families (ACF) conducted an on-site monitoring review of the Woonsocket Head Start Child Development Association, Inc. Head Start program. We wish to thank the governing body, Policy Council, staff, and parents of your program for their cooperation and assistance during the review. This Head Start Review Report has been issued to Mr. Charles Champagne, Board Chairperson, as legal notice to your agency of the results of the on-site program review.

Based on the information gathered during our review, it was determined that your Head Start program is in compliance with all applicable Head Start Program Performance Standards, laws, regulations, and policy requirements. Accordingly, no corrective action is required at this time.

Beginning in Fiscal Year 2009, two new features will be included, as applicable, to triennial and first-year monitoring reports. First, if during the course of a review an area of noncompliance was identified and corrected on site, the report will include a narrative to describe the area of noncompliance and a narrative to describe the corrective action the grantee took to correct the finding. No further corrective action is necessary for an area of noncompliance reported as corrected on site.

Secondly, program strengths identified during the on-site review will also be included in triennial and first-year review reports as applicable. The ACF Regional Office will contact you soon to address any questions you may have about this report.

Distribution of the Head Start Review Report

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

Ms. Louise Eldridge, Regional Program Manager

Mr. Patrick Elkins, Policy Council Chairperson

Ms. Karen Bouchard, CEO/Executive Director/Head Start Director

Overview Information

Review Type: *Triennial*
Organization: *Woonsocket Head Start Child Development Association, Inc.*
Program Type: *HS*
Team Leader: *Ms. Brenda Robinson*
Funded Enrollment HS: *196*
Funded Enrollment EHS: *Not Applicable*

Area of Strength

The Woonsocket Head Start Child Development Association, Inc., Head Start program was National Association for the Education of Young Children (NAEYC), accredited since 1988, and all centers received continuous and comprehensive NAEYC accreditation. The new NAEYC re-accreditation system established new program standards and specific criteria for meeting those standards. The Early Childhood Program Standards and Accreditation Criteria were based on a conceptual framework, with four areas of focus, including Early Childhood Education and Development, Teaching Staff, Partnerships, and Administration, to establish an effective and durable support structure for a quality program.

During the latter part of the 2007-08 school year, the grantee assessed its structural systems, methods, and practices compared with the new NAEYC accreditation criteria, implemented changes as necessary to meet the standards, and gathered evidence to verify it met the criteria. Specifically, the 10 standards were Relationships, Curriculum, Teaching, Assessment of Child Progress, Health, Teachers, Families, Community Relationships, Physical Environment, and Leadership and Management. As a result, in March 2008, the grantee was notified it obtained and maintained NAEYC accreditation at each of its centers. The written report included percentage of met criteria for each of the 10 program standards, percentage of met criteria for each classroom observed, and topic areas for ongoing improvement.

The results for each center were high. For Cass Park Center, the Teachers standard was rated 86 percent; Physical Environment, 95 percent, and the remaining eight Standards, 100 percent or higher. A rating in excess of 100 percent was possible because the grantee met NAEYC Emerging Criteria.

For Bourdon Boulevard Center, Physical Environment was rated 95 percent, and the remaining nine Standards were 100 percent or higher. For Park Square Center, Teachers was rated

80 percent; Health, 89 percent; Physical Environment, 91 percent; and the remaining seven Standards, 100 percent or higher. Individual classrooms were rated from 95 to 100 percent.

The grantee was part of an innovative approach to dental care. The Molar Express was one of 20 specially designed, 40-foot-long mobile dental offices developed by Ronald McDonald House Charities. The Molar Express was operated by three Rhode Island health and human services agencies: the Comprehensive Community Action Program (CCAP), East Bay Community Action Program (EBCAP), and Thundermist Health Centers (THC). THC-Woonsocket's federally qualified health center continued to be the major oral health partner for the Woonsocket Head Start program, ensuring the majority of the Head Start children received dental examinations, prophylactic cleanings, and fluoride varnish applications. On-site dental exams at Head Start reduced appointment no-shows and promoted better use of staff time and resources, resulting in the grantee maintaining 100 percent completion of dental services for children in the program.

The grantee developed and implemented a Briefing Book to provide the Board of Directors Finance Committee with tools to effectively monitor the financial health of Woonsocket Child Development Association Head Start. The Fiscal Office, led by the Fiscal Manager, who worked collegially with the Finance Committee and other members of the Board of Directors, developed a Briefing Book. The book included comprehensive and detailed content as well as an effective pictorial presentational guide, making the Briefing Book a superior information and educational instrument.

The first principal element of the Briefing Book, the Accounting and Financial Policies and Procedures manual, described the roles and responsibilities of the Board of Directors, committee structure, roles and responsibilities of the Executive Director and staff, and Finance Committee responsibilities. The Policies and Procedures contained in the manual were instructive, lucid, and uniformly understandable by persons within and without the fiscal sphere of interest. The Procedures presented the Federal regulations for governance as well as a flowchart illustrating the major steps for carrying out particular operations, achieving maximum informational impact.

In an interview, the Fiscal Manager--who was the catalyst for the Briefing Book and an individual who excelled in converting complex information into simple, readable form--acknowledged the foundation of the book was a prototype manual for Wipfli CPAs and Consultants, adapted to describe the policies, procedures, and operations of Woonsocket Child Development Association Head Start. She acknowledged the input of members of the Board of Directors, including the Board President, who possessed a CPA Certification; Chair of the Finance Committee, who was an accountant; Board Secretary, who was an insurance broker and former Head Start parent; Board Vice President, who was a former State Government

Human Services Administrator; another Board member who was an attorney; and an educator. Collectively, the Board members succeeded in adapting the Wipfli prototype manual and developed a Briefing Book ensuring readability, with a significant and positive impact on the Board of Directors' ability to carry out its responsibilities.

The Board of Directors, Chair of the Finance Committee, and the Board at large were uniformly complimentary of the effectiveness of the Briefing Book. In an interview, the Chair of the Finance Committee stated the Briefing Book was not only instrumental in helping the Board carry out its responsibilities on an ongoing basis, but was an exceptional teaching instrument to quickly educate newly elected Board members and prepare them to serve in an effective manner. Based on a thorough review of the Finance Committee Briefing Book, the positive comment from the Chair of the Finance Committee, who used it to carry out the responsibilities of the Finance Committee, and the overall positive impact it had on the Board of Directors as a body, the development and implementation of the Finance Committee Briefing Book was a strength exceeding the requirements.

— END OF REPORT —