



## Spring 2021

### Yeled v'Yalda Early Childhood Center, Inc.

#### *Early Childhood Education*

#### *Head Start/ Early Head Start Programs*

A dynamic not-for-profit social service agency whose mission is to serve New York City area children and families with a variety of educational programs and social services, offering a seamless blend of childcare and developmental services. Primary funding is provided by: the U.S. Department of Health & Human Services, U.S. Department of Agriculture, New York State Department of Social Services, New York State Education Department, New York State Department of Health, New York City Department of Health and Mental Hygiene, and the New York City Department of Education.



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*Dear Friends,*

*For nearly 40 years now, Yeled v'Yalda (YvY) has built and delivered the first-class Early Childhood Service Program that its constituents deserve and have come to expect. In the last several years, despite the economic challenges that our families face and the increased demands it has placed on YvY's services, YvY has made significant strides in building a community organization that answers and addresses the growing developmental, social, and health needs of the communities it serves. YvY has always focused on child care and education as the central components of the organization, and its service expansion and enhancement has targeted social services programming that directly affects and improves the health, development, and well being of the families we serve.*

*YvY's Head Start program, the linchpin of the organization, has grown over the years in response to community needs. From its inception in 1981 as a delegate agency to New York City's ACS servicing 78 children, it has now grown to serve over 2,000 children with direct federal Head Start/EHS funding. In 1996, YvY became a direct grantee, adding many more Head Start classrooms as well as becoming one of the first Early Head Start programs in Brooklyn and Staten Island, servicing children through both center-based and home-based models, in addition to providing an Expectant Mom's Program. The YvY Early Head Start program now serving over 500 children/families. YvY's partnership with the New York City Universal Prekindergarten (UPK) program has added an additional stream of funding to enhance Head Start programming for over 400 of the four (4) year olds, and this past year also three(3) year olds in Head Start.*

*At this time, YvY is one of the largest, most comprehensive, Head Start programs in New York City. It has over 100 classrooms in 26 sites which consistently earn high grades in federal Head Start and New York City UPK reviews. Its children are well served by a qualified, well-trained staff. Its partnerships with other YvY programs and affiliates helps YvY Head Start/EHS to serve the social service, medical and dental needs of its children, which also includes special needs children and their families. YvY's partnership with our Special Education Department helps to ensure that our Head Start children with developmental delays and disabilities get the early identification and intervention in an inclusion setting that is needed in order to ensure school readiness. Please feel free to contact us for more information.*

*Sincerely,*

*Noami Auerbach, Director*

*Wayne Goldberg, Director HeadStart / EHS*



### Mission Statement:

Yeled v'Yalda, a dynamic, multifaceted, not-for-profit social service agency, addresses the needs of the whole child and of the family through a network of educational and social service programs. As a single source of education, child care, developmental services, health and physical fitness services, nutritional guidance, and family support, YvY is committed to providing a broad scope of services within an environment that is culturally sensitive, honoring each family's unique heritage and parents' role as their children's primary teachers.

YvY seeks to fulfill its mission of helping children and families through a range of programs which are designed to promote maternal health and optimal child development; provide low-income children with a quality preschool education; enable children with special needs to reach their potential; promote physical fitness and healthy lifestyles; help families access resources; provide guidance and instruction in programs work in synergy to achieve YvY's mission of supporting healthy families and fiscal responsibility, as well as provide a venue for low-cost weddings. All of YvY's healthy marriages.

YvY owes its dynamism and vitality to its continuing responsiveness to a broad range of community needs with a focus on family stability, health, education and social service. YvY's commitment to the communities and individuals it serves guides its programs and assures that it provides services that are essential to the overall health and well being of both the community and the individual.

**Vision:** To offer each family that YvY services in Brooklyn and Staten Island a full spectrum of services to start their children on the road to success.

**Values:** To provide high quality programs to the children, families and communities we serve.

**Yeled v'Yalda:**

- ◆ **Coordinates** the services it offers to families and children;
- ◆ Employs **professionals** in their respective areas;
- ◆ Offers all of its programs in a **culturally sensitive** environment;
- ◆ Honors each family's **distinctive heritage**;
- ◆ Recognizes the **interconnection** between child, family, school, and community and strives to unite these for the benefit of the children we serve;
- ◆ **Builds strong families so that children can succeed.**



Yeled v'Yalda (YvY) has three(30) Head Start grants: Head Start started in 1981 and includes the partnership programs formerly operated as a delegate agency under the NYC Administration for Children's Services (ACS); (Head Start II was converted to a direct federal Head Start on July 1, 2014). YvY became a Direct Federal Grantee in 1996 with 4 classrooms in Staten Island. Early Head Start started in 1996 and includes the 2 Staten Island sites, the agency owned sites in Brooklyn at 1257-38th Street and 6002-12 Farragut Road. For FY2020-21 these programs have a combined funded capacity of 1,574 children and their families in Head Start, and another 534 infants, toddlers, and pregnant women in Early Head Start.

1)On April 1, 2017, Yeled v'Yalda applied for, and in July 17, 2017 the Office of Head Start approved, the grantee's request to convert four(4) under-enrolled Head Start classrooms into four(4) Early Head Start classrooms for which there is a great unmet need. Two(2) of these classrooms are in our Borough Park Early Learning Center at 1257-38th Street where two(2) of the 13 Head Start classrooms are being converted to EHS, increasing the number of EHS classrooms from seven to nine. The other two(2) of these classrooms are in our Canarsie Child Care Center at 6002-12 Farragut Road where two(2) of the 13 Head Start classrooms are also being converted to EHS, increasing the number of EHS classrooms from two to four. As a result of these changes in the ages of the children served, YvY was able to increase enrollment in our Head Start program to near 100% and achieve full enrollment in our EHS expansion as well. More EHS conversions are planned in the future, as the EHS unmet need is so great.

2)In July 2019, YvY was awarded another Head Start/EHS expansion, to serve 257 Head Start Children and their families, and 136 EHS infants, toddlers, and expectant mothers. This expansion enabled the creation of 3 more EHS classrooms at our 1257 38th Street Learning Center, the creation of a new Head Start/EHS service location in Staten Island, the expansion of our ABA/Head Start site at 275 Kingston Ave., including an EHS/Early Intervention classroom, and several new child care locations.

3)The new Five(5) Year Head Start grants and Aligned Monitoring System—The Office of Head Start (OHS) have stopped giving Head Start grants of indefinite durations and have replaced them with 5 year grants. Previously the indefinite grants had a comprehensive on-site review every 3 years. Under the 5 year grants' process, OHS has introduced a new aligned monitoring system with a series of on-site reviews in years 1, 2, & 3; with years 4 and 5 reserved for corrective action plans and determinations. The aligned monitoring system includes separate reviews for: A) Environmental Health and Safety; B) Fiscal Integrity/Eligibility, Recruitment, Selection, Enrollment & Attendance (ERSEA); C) CLASS; D) Comprehensive Services and School Readiness; E) Leadership, Governance, and Management Systems. YvY had the first round of these reviews in FY2016-17 and FY2015-16, and again currently.. Please see the Most Recent Reviews section of this Annual Report for more information. Because of our satisfactory performance, YvY was notified that it qualified to be awarded another five(5) years beginning July 1, 2018.

4)YvY has over the past decade supplemented HS services in many of our sites with Universal PreKindergarten (UPK) services funded through the NYC Department of Education. In YvY's partnership sites these have been only UPK half-day. In YvY's own sites, YvY has recently introduced UPK full-day classrooms for the 4 year old Head Start children. This has been done for the 2 sites in Staten Island, and our 1257-38th Street site in Brooklyn for some of the UPK classrooms. In Staten Island, the 2 full-day UPK/Head Start partnerships have been extended to include the classes for 3 year olds.



## Enrollment Summary

The Federal Government has provided YvY FY 2020-2021 funding to serve 1,601 children and their families, and another 534 infants, toddlers, (and expectant mothers) Head Start and EHS respectively, for a total of 2,135 children. Based on our HS Community Assessment, the number of children under 5 years of age eligible to receive Direct Federal Funded Head Start/EHS services in the areas YvY serves is 31,862; accordingly, YvY serves 6.7% of the Head Start/EHS eligible children. YvY provides services in the Brooklyn neighborhood of Boro Park, Carnarsie, Crown Heights, E. Flatbush, Flatbush and Williamsburg. And Staten Island neighborhoods on the North Shore and Willowbrook.

The Head Start Reauthorization Act and Head Start Program Performance Standards provide for the sharing of regular information about Head Start program planning, policies, and agency operations, including “monthly program information summaries”, some of which is given here. Please find the enrollment and attendance report summaries below.

2019-2020	# Participants				
Enrollment	02CH011085 Head Start	02CH011085 EHS	02CH011124 Head Start	02CH010813 EHS	02CH010813 Head Start
<b>Funded</b>	<b>273</b>	<b>136</b>	492	398	876
<b>Actual</b>					
September	273	64	473	397	876
October	273	100	476	395	876
November	273	96	469	396	876
December	273	109	491	402	876
January	273	115	491	398	876
February	273	136	492	398	876
March	273	135	492	398	876
April	273	130	492	398	876
May	273	133	492	398	876
June	273	133	492	398	1,368
<b>2020-2021 # Participants</b>					
Enrollment	02CH011085 Head Start	02CH011085 EHS	02CH011124 Head Start	02CH010813 EHS	02CH010813 Head Start
<b>Funded</b>	<b>273</b>	<b>136</b>	Grant merged	398	1,368
<b>Actual</b>					
July	273	133	Grant merged	398	1,368
August	273	133	Grant merged	398	1,368
September	257	126	Grant merged	398	1,317
October	257	136	Grant merged	398	1,318
November	257	136	Grant merged	534	1,305
December	257	136	Grant merged	534	1,268



## Attendance Summary

2019-2020	# Attendance & Percentage				
Enrollment	02CH011085 Head Start	02CH011085 EHS	02CH011124 Head Start	02CH010813 EHS	02CH010813 Head Start
Funded	273	136	492	398	876
<b>Actual</b>					
Sept.	157 / 57.5%	64 / 47.0%	492 / 100%	397 / 99.7%	852 / 97.3%
Oct.	171 / 62.6%	100 / 73.5	492 / 100%	395 / 99.2%	835 / 95.3%
Nov.	188 / 68.9%	96 / 70.1%	492 / 100%	396 / 99.5%	831 / 95.0%
Dec.	195 / 71.4%	109 / 80.1%	492 / 100%	402 / 2.03%	852 / 97.2%
Jan.	199 / 72.9%	115 / 85.0%	492 / 100%	398 / 100%	866 / 99.0%
Feb.	237 / 86.8%	136 / 100%	492 / 100%	398 / 100%	876 / 100%
Mar.	254 / 93.0%	135 / 99.3%	492 / 100%	398 / 100%	876 / 100%
Apr.	254 / 93.0%	130 / 95.6%	492 / 100%	398 / 100%	876 / 100%
May	256 / 93.8%	133 / 97.8%	492 / 100%	398 / 100%	876 / 100%
Jun.	253 / 93.0%	133 / 97.8%	492 / 100%	398 / 100%	876 / 100%
2020-2021	# Attendance & Percentage				
Enrollment	02CH011085 Head Start	02CH011085 EHS	02CH011124 Head Start	02CH010813 EHS	02CH010813 Head Start
Funded	273	136	Grant merged	398	1,368 / <u>1,344</u>
<b>Actual</b>					
Jul.	253 / 93.0%	133 / 97.8%	Grant merged	398 / 100%	1,368 / 100%
Aug.	253 / 93.0%	133 / 97.8%	Grant merged	398 / 100%	1,368 / 100%
Sept.	229 / 84.0%	126 / 93.0%	Grant merged	398 / 100%	<u>1,317 / 98.0%</u>
Oct.	234 / 86.0%	136 / 100%	Grant merged	399 / 100%	<u>1,318 / 96.3%</u>
Nov.	235 / 86.0%	136 / 100%	Grant merged	400 / 100%	<u>1,305 / 95.4%</u>
Dec.	237 / 87.0%	136 / 100%	Grant merged	396 / 99.5%	<u>1,268 / 94.3%</u>

**Enrollment** – Head Start programs are required to be fully enrolled. As you see in the chart the data shows that the EHS program is fully enrolled, but Head Start is significantly under-enrolled.

Part of the under-enrollment was cured by the conversion of some Head Start classrooms to EHS to better meet community need, and this trend may recur in the future. Also, the Office of Head Start approved a capacity reduction to align the Head Start group size to the limitation of 15 children 3 years of age given by the NYC Department of Health. The other factor, which is temporary, is that the Farragut Road site with 9 classrooms was closed this year because of a fire, but should reopen soon.



### Child Outcomes Report / School Readiness

#### Fall Progress checkpoint 2020

Teaching Strategies Gold provides Yeled v'Yalda teachers and administrators with valuable data that is collected and reported three times a year to track each child's progress as well as to assess progress in each classroom and each site. Amassing and analyzing the data provides an overall snapshot of performance agency wide. The domains covered by TSG are aligned with the domains of school readiness in the Head Start Child Early Learning Framework.

Results for the fall checkpoint 2020-2021 are provided in the data table attached, both for Early Head Start and Head Start, which shows children's performance level by age in each of the six areas of development. In addition, we compared our DLL to English Language Learners, Females to Males, those with an IEP to those without services and finally we compared our 2020-2021 fall data to our 2019-2020 fall data to study the impact COVID has had so we can understand the needs of our children and provide training and services accordingly.

"Epidemics and pandemics", such as COVID-19, produce potential risks to child development due to the risk of illness, protective confinement, social isolation, and the increased stress level of parents and caregivers. This situation becomes an adverse childhood experience (ACE) and may generate toxic stress with consequent potential losses for brain development, individual and collective health, and the long-term impairment of cognition, mental and physical health, and working capacity of future adults." (The potential impact of the COVID-19 pandemic on child growth and development: a systematic review; Elsevier Public Health Emergency Collection)

Yeled v'Yalda Early Childhood Center has been working tirelessly to find ways to support our children's social emotional growth and mitigate the impact COVID-19 has had on them. Before the onset of the school year, all teaching, family, disability, and mental health staff received training and support from Massiel Almond-Frias, LMHC, RPT, a bilingual licensed psychotherapist and registered play therapist from The Wellness Center. Her training focused on signs of acute stress disorder and the red flags to look for. During this training, the presenter shared activities that teachers can use in the classroom for ALL children; creative art activities that reduce stress and increase pro-social behavior, as well as movement exercises. Massiel linked her training to the Pyramid Model which all staff were previously trained in. Furthermore, Massiel A. Frias, LMHC, pre-recorded a short training on "How to Identify Stress in Children" for parents. Parents learned how to distinguish between normal development and concerning behavior in their children, as well, as ways to support their children through stressful situations such as beginning in person school after many months at home, the importance of routines, some relaxation and meditation techniques to do with children, and when to get additional help.

Additionally, Education Directors were given a "booster" trauma training where Alyssa Alexander, Director of Mental Health, reviewed with them the main points of Massiel's training and intervention strategies. Education Directors then ensured that their teachers would utilize these activities in their respective classrooms.

Finally, we are also looking forward to training managerial staff who support teachers and SEITS in working with traumatized and dysregulated children. Andrea DeSantis, an OT, PT, PhD psychologist, and Somatic Experience Practitioner, will be training staff on January 20<sup>th</sup> in Supporting the Traumatized and Dysregulated Child. She will give body-based intervention ideas and cognitive strategies that can be used in both individual and group settings based on Dan Siegal's work on The Whole Brain-Child. Staff will then train teachers individually on ways to incorporate these strategies in the classroom.



## Measuring School Readiness

In the social emotional domain, the data shows 80% of our Early Head Start 0-2-year-old children are meeting the widely held expectations, and 54% of our 2-3-year-old children are meeting expectations. In our HS program, our three and four-year-old children in both FHS and HSIII have 47% meeting expectations in this area. Statistically, these scores are relatively high following school closures, social isolation and increased stress at home. Our TSG Fall checkpoint data reflects the training and supports we have implemented prior to the onset of school and during the first months to mitigate the impact of COVID-19. In addition, our data demonstrates the strong family/school connection which we addressed throughout the pandemic and continue to do so. Our Deputy Director of Mental Health and Family Engagement Coordinator work tirelessly to connect parents with our community partners who had and continue to have many webinars and Zoom sessions on dealing with COVID stress, anxiety and depressions. Ohel, Chai Lifeline, BPJCC, Flatbush Community Fund and Shalom Task Force had weekly sessions for parents on managing children, reducing stress, sheltering with protections as well as financial webinars and free courses to help families generate new income. Furthermore, during October and November all staff participated in small group training sessions on Best Practices in the classroom which focused on positive climate in the classroom, awareness and responsiveness to children, flexibility and autonomy for children, routines, rules and transitions in the classroom. Teachers will continue to utilize supports from the CLASS tool and the NCQTL videos that focus in on the Emotional Support domain to further develop warm, supportive relationships, feel comfortable in the classroom and experience appropriate levels of autonomy and independence. With continued support in this domain, we project that the children will continue to progress during the winter checkpoint.

In the area of physical development, 74% of our EHS children are meeting or exceeding the widely held expectations, approximately 59% of our three and four-year-old children are meeting / exceeding the widely held expectation in this domain which includes gross motor skills and fine motor skills. These scores fell just below our base-line scores of the previous year which reflects the limited outdoor play and increased screen-time that our children had during Zoom sessions. Per the suggestions of DOH, we have increased outdoor time, weather permitting, which will combat these scores in the coming months. In addition, guidance and support are being shared with families to help them maintain healthy activity, eating, screen-time and sleeping routines to protect child health and ensure unhealthy habits are not adopted.

In the area of language, our Early Head Start and Head Start children are meeting or exceeding the widely held expectations for their age group. While in the cognitive domain, most of our Head Start three and four-year-old children fell below the 50% mark of children meeting expectations. Upon further review of the data, these scores are directly impacted by our past school closures and increased screen-time. The physical environment of a classroom and the kinds of interactions children have with adults and other children influence the way children approach learning and influence all aspects of their cognitive development. Teachers will use their training and resources from CLASS, Best Practice and video clips from ECLKC and NCQTL teacher series to address positive approaches to learning, remember and connect experiences, and classification skills to improve their overall cognitive scores.

In the area of literacy, our 0-2 and FHS 2-3-year-old children are meeting or exceeding expectations, while our HSIII 2-3-year-old children had only 42% meeting expectations. In our FHS program, literacy scores were similar to those of our baseline for the previous year while our HSIII scores were slightly higher. Literacy was our agency wide initiative for the school year 2019-2020 however, due to COVID teachers did not have ample time to implement strategies to do any comparisons. Therefore, teachers will use and receive further research-based supports, strategies, resources on a continuous cycle for implementation. We are confident that with time, training and special emphasis we will see improved scores at our winter checkpoint period. In addition, Education and Family Engagement departments are working together to provide parents with materials to support both social emotional and literacy goals by providing books on social emotional topics for home use.



## Measuring School Readiness

Following the implementation of our two-year math initiative from spring 2017- spring 2019, we were extremely pleased with the results showing consistent improvements in our math scores. They have remained consistent possibly due to the training the teachers received as part of our math initiative, children's exposure to the benefits of this training and the extensive math materials and lessons shared with children during COVID.

In addition, we reviewed data and compared scores from children whose home language is English and those of our Dual Language Learners (DLL) who are in the process of learning English while still developing proficiency in their home language to better understand their individual needs. Overall our DLL children have scored higher supporting research that DLL children catch up to their English speaking counterparts and may eventually surpass them, both academically and linguistically. We noticed that DLL Learners scored higher than they have in past years which may be attributed to spending so much time at home with their parents using their primary language. Furthermore, we compared child data for children with and without IEP/IFSP. Our EHS children with an IFSP outdid their counterparts as they receive one-on-one interventional services that exposed them to basic concepts, had fine and gross motor supports and were in a language based environment that helped these children exceed expectations. On the other hand, our two, three and four year old children without IEP's are outdoing those with IEP's across all domain areas. We will continue to support our children with IEP/IFSP and will hope to see success across both groups of children

We compared our female to male children in all six areas of development as well as by age and program. Our findings indicate that female children outscore their male counterparts across all domains, ages and programs. The greatest differential areas are in social emotional and language scores as evidenced in the attached graphs. This aligns with current research that shows that during the early childhood years, girls demonstrated higher scores compared to boys in all cognitive and school readiness skills. (Gender Differences in Cognitive Development and School Readiness; Grain-ee Kent, Vasliki Pitsai 2018). To address the effects of gender development differences, additional resources and training will be provided to staff regarding differentiated curriculum and instruction.

In conclusion, it will be interesting to collect and analyze data during our winter and spring checkpoints to note the short and long terms effects of COVID on our children. We are hoping that children's natural resilience will come to the fore and scores will be in alignment with scores from previous years.



**School Readiness Child Outcomes Report**  
**Comparison of Fall 2019-2020 and Fall 2020-2021 Progress Checkpoints**  
**Head Start / Early Head Start Grantee – Brooklyn & Staten Island**  
**All Classrooms / Centers – Including Home Based**

<b>% Children Meeting or Exceeding Widely Held Expectations: All Children</b>																		
Grant		FALL (1 <sup>st</sup> ) 2019-2020 FHS/EHS <sup>A</sup>				FALL (1 <sup>st</sup> ) 2019-2020 HS II <sup>B</sup>			FALL (1 <sup>st</sup> ) 2020-2021 FHS/EHS <sup>A</sup>				FALL (1 <sup>st</sup> ) 2020-2021 HS/EHS III <sup>C</sup>					
AGES	N=	0-2	2-3	3-4	4-5	N=	3-4	4-5	N=	0-2 <sup>C</sup>	2-3	3-4	4-5	N=	0-2	2-3	3-4	4-5
		639	(143)	(117)	(188)	(191)	789	(458)	(331)	1,419	(192)	(124)	(631)	(472)	314	(51)	(68)	(107)
Areas of Development	Social-Emotional	89.5%	66.7%	56.9%	42.4%		56.3%	56.2%		88.6%	66.1%	48.9%	47.0%		80.5%	54.4%	59.8%	51.1%
	Physical	84.5%	75.2%	70.2%	49.7%		61.6%	65.9%		86.9%	74.2%	59.3%	63.6%		82.3%	57.3%	57.9%	71.6%
	Language	83.1%	67.5%	59.6%	48.7%		59.0%	70.0%		77.2%	66.1%	56.5%	62.1%		70.6%	66.2%	64.5%	60.2%
	Cognitive	97.1%	75.2%	53.7%	46.1%		51.5%	51.7%		92.1%	68.5%	46.8%	57.8%		92.2%	64.7%	53.3%	46.6%
	Literacy	98.5%	60.6%	43.1%	48.2%		25.6%	54.1%		97.7%	58.9%	30.0%	51.3%		96.2%	42.7%	45.8%	57.4%
	Mathematics	94.2%	65.0%	56.9%	33.5%		49.8%	46.2%		91.6%	62.1%	47.9%	46.2%		76.4%	67.7%	45.8%	44.3%

**SOURCE: Teaching Strategies GOLD**

- A) FHS/EHS- funded capacity is 1,344 Head Start and 398 Early Head Start, exclusive of 72 expectant mothers, to total 1,742.
- B) HS II-funded capacity was 876 Head Start, exclusive of non-operating classrooms.
- C) HSIII funded capacity is 257 Head Start and 136 Early Head Start, exclusive of 14 expectant mothers, to total 393.



## Family Economic Needs / Family Employment Needs

### Family Economic Needs

Eligibility for Yeled v'Yalda is based primarily on income and other types of categorical eligibility, such as homelessness, foster care, and receipt of public assistance. Yeled v'Yalda is allowed to enroll up to 10% of “over income” families. The table below shows that Yeled v'Yalda serves nearly 90% of children/families with income below 100% of Federal Poverty Line and other types of categorical eligibility. Another cohort of eligible families are the near poor between 100-130% of the Federal Poverty Line by family size. The FHS eligibility percentage is allowed to exceed 10% because it is offset by the low percentage of over income children in EHS.

2018-2019 Enrollment by Eligibility	# of Children			% of Children		
	HS II	EHS	HS	HS II	EHS	HS
<b>Funded Enrollment</b>	<b>876</b>	<b>398</b>	<b>530</b>	-	-	-
Income Below 100% of Federal Poverty Line	747	418	347	78%	82%	65%
Receipt of Public Assistance such as TANF, SSI	21	31	60	2%	6%	11%
Status as a Foster Child	0	0	1	0%	0%	0%
Status as Homeless	1	4	5	0%	1%	1%
Enrollees exceeding the allowed over income enrollment (as noted below) with family incomes between 100% and 130% of the Federal Poverty Line.	89	22	47	9%	4%	9%
Over Income	94	32	70	10%	6%	13%

### Family Employment Needs

2018-2019 Employment Status of Parents or Guardians	# of Families			% of Families		
	HS II	EHS	HS	HS II	EHS	HS
<b>Two-Parent Families:</b>	<b>874</b>	<b>468</b>	<b>431</b>	-	-	-
Both Parents/Guardians are Employed	302	110	125	35%	25%	29%
One Parent/Guardian is Employed	538	318	283	62%	72%	66%
Both parents/Guardians are not working such as those that are Unemployed, Retired, or Disabled	34	12	23	4%	3%	5%
<b>Single-Parent Families:</b>	<b>32</b>	<b>28</b>	<b>78</b>	-	-	-
The Parent/Guardian is Employed	22	17	40	69%	61%	51%
The Parent/Guardian is not Employed	10	11	38	31%	39%	49%

The table below shows Yeled v'Yalda sites serve many families receiving Head Start/EHS that are not



## Specific Services

All of our Head Start / EHS families received one or more of these specific services during the year. Many of our families are provided with parenting education, health education, mental health services, marriage/relationship education, and asset building services. Yeled v'Yalda sites also provided crisis intervention and other emergency services to families in need. This documents the comprehensive services needs and services provided by the YvY Head Start / Early Head Start program.

2018-2019 Specific Services	# of Children			% of Children		
	HS II	EHS	HS	HS II	EHS	HS
Emergency or Crisis Intervention	54	80	8	6%	17%	2%
Housing Assistance	9	22	1	1%	5%	0%
Mental Health Services	76	89	157	8%	19%	31%
English as a Second Language (ESL) Training	1	8	-	0%	2%	-
Adult Education	3	2	7	0%	0%	1%
Job Training	10	4	10	1%	1%	2%
Substance Abuse Program	2	23	-	0%	5%	-
Substance Abuse Treatment	0	-	-	-	-	-
Child Abuse and Neglect Services	146	-	-	16%	-	-
Domestic Violence Services	0	-	-	-	-	-
Child Support Assistance	6	-	-	1%	-	-
Health Education	644	408	437	71%	87%	86%
Assistance to Families of Incarcerated Individuals	0	-	1	0%	-	0%
Parenting Education	631	440	443	70%	94%	87%
Relationship or Marriage Education	147	131	115	16%	28%	23%
Asset Building services	73	66	23	8%	14%	5%
<b>Families with 1 or more services</b>	<b>644</b>	<b>408</b>	<b>437</b>	<b>73.5%</b>	<b>2.5%</b>	<b>82.5%</b>



## Health

**Health Insurance – 99.8% ; Medical Home – 100% ;  
Immunizations – 92.% ; Dental Home – 100%**

The Health Services table shows substantially all of the Head Start children have health insurance, a medical and dental home. And 97.7% of the children have up-to-date immunizations. YvY serves children from birth, and is striving to increase the rate of up to date immunizations in EHS.

2018-2019 Health Services	Number and Percentage at End of Enrollment Year		
	HS II	EHS	HS
Children with Health Insurance	950 99.8%	366 100%	529 99.8%
Children with a Medical Home	952 100%	366 100%	530 100%
Children with up-to-date Im- munizations or all Possible Immunization to Date, or Ex- empt	930 97.7%	254 69.4%	515 97.2%
Children with a Dental Home	952 100%	366 100%	530 100%
<b>TOTAL ENROLLMENT</b>	<b>952</b>	<b>366</b>	<b>530</b>

**YvY’s significant provision of preventative dental treatment is directly correlated with and indicative of the Agency’s highly successful school-based dental mobile clinic and other health partnerships. YvY also offers professional dental exams through the school-based dental mobile clinic to all of our Head Start sites, and to the two year olds in EHS center-based classrooms.**

2018-2019 Dental Services (based on Cumulative Enrollment Performance Indicators)	Number and Percentage at End of Enrollment Year		
	HS II	EHS	HS
Children with a Dental home	952 100%	366 100%	532 100%
% of preschool children completing profes- sional dental exams	848 89.1%	364 99.5%	522 98.1%
Of the preschool children receiving profession- al dental exams, the % of preschool children needing professional dental treatment	209 22.1%	-	75 14.4%
Of the preschool children needing dental treatment, the % of preschool children who received dental treatment	169 81.1%	-	62 87.7%



## Health

Yeled v'Yalda's Head Start/EHS program assists families to meet their health needs. The Medical Conditions table shows the number of children who received treatment for specified medical conditions. The most common condition was found to be hearing difficulties, followed by anemia and vision problems. YvY's family services staff work to help parents obtain medical treatment for their children. Although over two-thirds of our Head Start/EHS children are of healthy weight. The data also shows that the YvY service population includes a high proportion of preschool children who are overweight or obese, according to the federal Center for Disease Control and Prevention BMI-for-age- growth charts. Accordingly, YvY continues to apply for grants to promote nutrition and exercise to address obesity and overweight issues in our population. Head Start/EHS has a full-time nutritionist to ensure that our daily menus provide for at least 2/3 of the recommended dietary allowances, and that food allergies and sensitivities are properly addressed. YvY is also one of the largest providers of WIC services in NYC with its main site in Borough Park and satellite site in Canarsie.

2018-2019 Medical Conditions (children at end of enrollment)	# of Participants			% of Participants		
	HS II	EHS	HS	HS II	EHS	HS
Anemia	42	46	3	4.4%	12.6%	3.7%
Asthma	3	0	9	.3%	-	3.1%
Hearing Difficulties	63	3	27	6.6%	0.8%	7.8%
Vision Problems	27	3	21	2.8%	0.8%	5.3%
High Lead Levels	9	12	7	0.9%	3.3%	1.8%
Diabetes	0	0	0	-	-	1.9%
<b>Body Mass Index (BMI) # of children at enrollment</b>	<b>HS II</b>	<b>EHS</b>	<b>HS</b>	<b>HS II</b>	<b>EHS</b>	<b>HS</b>
Underweight (BMI less than 5 <sup>th</sup> percentile for child's age and sex)	52	-	35	5.5%	-	6.6%
Healthy weight (at or above 5 <sup>th</sup> percentile and below 85 <sup>th</sup> percentile for child's age and sex)	659	-	328	69.2%	-	61.7%
Overweight (BMI at or above 85 <sup>th</sup> percentile and below 95 <sup>th</sup> percentile for child's age and sex)	136	-	83	14.3%	-	27.0%
Obese (BMI at or above 95 <sup>th</sup> percentile for child's age and sex)	105	-	86	11.0%	-	16.2%
<b>Total Enrollment</b>	<b>952</b>	<b>366</b>	<b>530</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Health Insurance**

The Health Insurance table shows the number of children with various types of health insurance. It documents that nearly 95% have Medicaid/CHIP, as would be expected given that at least 90% must be below the federal poverty line. EHS had 97.0% Medicaid/CHIP. Medicaid utilization is higher in EHS than in the Head Start grantee program because pregnant women and young children are prioritized for Medicaid and WIC services. Thus, very few children had no health insurance.

2018-2019 Health Insurance (children at end of enrollment)	# of Participants			% of Participants		
	HS II	EHS	HS	HS II	EHS	HS
Number of children enrolled in Medicaid and/or CHIP	899	354	472	94.4%	97.0%	88.7%
Number of children enrolled in state-only funded insurance	0	0	0	-	-	-
Number with private health insurance	51	12	59	5.4%	3.3%	11.1%
Number with health insurance other than those listed above	0	0	0	-	-	-
Number of children with no health insurance	2	0	1	-	-	0.19%

**Mental Health Services**

2018-2019 Mental Health Insurance (children at end of enrollment)	# of Participants			% of Participants		
	HS II	EHS	HS	HS II	EHS	HS
a) # of children for whom the MH professional consulted with program staff about the child's behavior / mental health	565	267	347	59.3%	73.1%	65.2%
Of these, the number for whom the MH professional provided three or more consultations with program staff since last year's PIR was reported	287	105	243	50.8%	39.3%	70.0%
b) # of children for whom the MH professional consulted with the <u>parent(s) / guardian(s)</u> about the child's behavior / mental health	204	36	177	21.4%	9.8%	33.3%
Of these, the number for whom the MH professional provided three or more consultations with the <u>parent(s) / guardian(s)</u> since last year's PIR was reported	103	19	110	50.1%	53.1%	62.1%
c) # of children for whom the MH professional provided an individual mental health assessment	232	81	85	24.4%	63.4%	16.0%
d) # of children for whom the MH professional facilitated a referral for mental health services	76	13	45	8.1%	3.6%	53.0%

Some of the Head Start children for whom YvY provided a mental health assessment were referred for services, because of identified concerns, to YvY's own Head Start mental health consultants. Parents of infants and toddlers tend to access our mental health consultants more than the parents of preschool children. YvY is very proud of the mental health and disabilities services provided by our HS/EHS program. This chart documents the substantial number of consultations, often three or more, provided to the staff and parents of Head Start children served by YvY. And some of the children/families with identified concerns were referred for services to a mental health provider/agency for additional services.



***Disabilities Services***

The table below shows the number and percent of children with disabilities served in YvY's Head Start / EHS program. It documents that 36.6% of the children - well more than the required 10% of the children served, have disabilities that warrant an IEP or IFSP. The grantee Head Start and Head Start II shows an even higher percentage of children with disabilities. Many of the HS children with disabilities are served in Inclusion Classrooms. EHS (infants and toddlers, with the majority served in the home-based option) has less than 10% children with disabilities who received Early Intervention by the end of the school year because most of the young children in EHS are served in the home-based option rather than center-based.. Because YvY has an in-house disabilities services capability, most of the children with IEP's and IFSP's receive disabilities services. The tables also show that, among the 674 Head Start children with disabilities, YvY was able to serve 34 children with Autism Spectrum Disorders (ASD) with behavioral intervention in our Applied Behavioral Analysis (ABA) clinics. These 34 Head Start children with ASD are enrolled in our ABA program, along with Yeled v' Yalda Head Start and other preschool children, as well as other children in kinderfarten and grade school.

2018-2019 Diagnosed Primary Disabilities	# of Participants			
	HS II	EHS	HS	Totals
Health impairment (i.e. meeting IDEA definition of 'other health impairments')	6	-	10	16
Hearing impairment, including deafness	-	-	1	1
Visual impairment, including blindness	-	-	1	1
Autism	-	-	34	34
Non-categorical/developmental delay	350	36	240	601
<b>Totals</b>	<b>356</b>	<b>36</b>	<b>286</b>	<b>674</b>
Total of Cumulative Enrolled Children	952	366	530	1,841
% of Total with IEP	37.4%	9.8%	54.1%	36.6%



## Most Recent Reviews

**Independent Audit** YvY's fiscal 2020 audit was conducted by a Certified Public Accountant, BKD LLP to make certain that Yeled v'Yalda procedures meet compliance standards. The most recent external audit for the period ending June 30<sup>th</sup>, 2020, completed January 12, 2021, included no material findings and stated that YvY's financial statements present fairly, in all material respects, the financial position of Yeled v'Yalda Early Childhood Center Inc. as of June 30<sup>th</sup>, 2020, and the changes in the net assets, statement of activities, and cash flows for the year ended June 30<sup>th</sup>, 2020, are in conformity with accounting principles generally accepted in the United States of America. A complete copy of the audit is available upon request.

**Comprehensive Integrated Monitoring System.** As part of the current five year Head Start grant cycle, YvY's Head Start program was assessed through the Focus Area One (FA1) Comprehensive Integrated Monitoring System. During Fiscal Year 2019-20. YvY's Head Start/EHS program was reviewed for program design and management, design quality, education and child development program services, designing quality health program services, designing quality family and community engagement services, and effective eligibility, recruitment selection, enrollment, and attendance strategies and fiscal infrastructure. The findings show that there were no deficiencies nor areas of noncompliance nor areas of concern that required corrective action plans. As a result of this determination, YvY was offered another Head Start/EHS five year grant without the need for recompetition.

### Self Assessment

A required annual self-assessment is completed as a part of YvY's Head Start/EHS internal ongoing monitoring process. YvY staff, management, and parents use the Head Start Self-Assessment Tools and techniques to determine the effectiveness of our service delivery across several content areas and our adherence to the Head Start Program Performance Standards (HSPPS). The 2019-20 Self-Assessment contains a detailed descriptive statement that responds to each of the nineteen (19) core questions of the original Program Review Instrument for Systems Monitoring (PRISM) Framework, along with an additional core question on child outcomes. The self-assessment documented that the Head Start/EHS program is in full compliance, with the Head Start Act, as amended, and new sites are being identified in order to relocate any under-enrolled classrooms.



## Funding

Yeled v'Yalda is exempt from income taxes under Section 501(c)3 of the Internal Revenue code and is a charitable organization registered under applicable New York State law.

The Yeled v'Yalda Early Childhood Center Inc. Head Start/Early Head Start grantee program is funded by the U.S. Department of Human Services, Administration for Children and Families, Office of Head Start, and other public and private funding that constitutes the required non-federal share. The accompanying schedule enumerates the private and public funds, including Federal expenditures, received by Yeled v'Yalda to operate the Head Start program in FY2019-20 and projections for FY2020-21.

The U.S. Department of Agriculture provided \$1,293,737 of reimbursements for daily breakfast, lunch and snacks, through the Child and Adult Care Food Program (CACFP) administered by the New York State Department of Health, and \$1,738,888 for the Special Supplemental Nutrition Program for Women, Infants, and children passed through the New York State Department of Health.

The Grantee's total FY2019-20 Head Start program expenditures is \$40,285,700 including \$29,164,235 of total Federal Funds received during the fiscal year, and \$11,121,465 in non-Federal share and payments-in-kind including Universal Pre-Kindergarten ("UPK"), Special Education, Early Intervention, Daycare/ Childcare, in-kind rent and parent volunteers that benefits the Head Start / EHS program (see below). The Federal sum includes \$27,022,317 in program expenditures and the balance in allowable administrative and development expense, which at 9.3% is well below the 15% Head Start cap.

**The Agency benefited from 60,490 hours of volunteer services during the year. These hours, when calculated at the Head Start teacher aide hourly minimum pay rate, amount to \$1,309,184 of the in-kind non-federal share component.**

**AGENCY EFFICIENCY**  
**Management & General Percentage**  
**10.1% for YvY 9.3% for Head Start/EHS alone**



## Budgetary Expenditures & Projections

The accompanying schedule details the operating expenditures necessary to staff 24 Yeled v'Yalda Early Childhood Centers. In all, Yeled v'Yalda expended \$27,022,317 of Federal Funds to implement the YvY Head Start and Early Head Start program sites, over 75% of which supports the personnel expenses (salaries & benefits) required to staff our centers. Our certified financial statement reports the following:

### Yeled v'Yalda Early Childhood Center, Inc. Schedule of Child Care Expenses Year Ended June 30, 2020

	Federal/ Early Head Start	Federal Head Start 2	Federal/ Early Head Start 3	Universal Pre- Kindergarten	Child Care Food	Child Care Total
Salaries and related benefits	\$ 6,475,364	\$ 7,166,244	\$ 2,125,712	\$ 2,041,933	\$ 148,906	\$ 17,958,159
Benefits	1,418,633	1,550,091	400,518	341,093	38,595	3,748,930
Contract services and professional fees	3,741	4,321	15,739	-	-	23,801
In-kind rent	254,321	833,406	144,267	-	-	1,231,994
Occupancy	408,802	977,595	516,522	156,458	-	2,059,377
Repairs and maintenance	241,131	97,617	123,305	8,317	3,635	474,005
Insurance	116,562	82,174	17,333	8,875	-	224,944
Supplies	349,398	437,707	921,975	88,112	52,339	1,849,531
Food	100,580	38,557	4,386	-	677,584	821,107
Automobile costs and travel	80,402	17,462	5,143	-	812	103,819
Office expenses	9,046	4,136	1,765	129	-	15,076
Telephone	73,576	81,609	12,424	9,074	849	177,532
Interest	220,698	150,801	30,800	59,928	-	462,227
Depreciation and amortization	580,851	228,097	45,205	116,975	-	971,128
Other costs	250,033	294,343	109,925	53,701	2,608	710,610
<b>Total expenses</b>	<b>\$ 10,583,138</b>	<b>\$ 11,964,160</b>	<b>\$ 4,475,019</b>	<b>\$ 2,884,595</b>	<b>\$ 925,328</b>	<b>\$ 30,832,240</b>

For the upcoming 2020-2021 fiscal year, management anticipates budgeted expenditures to be in line with the prior year with a slight year over year increase. The budget takes into account a small cost of living adjustment (COLA) in staff salaries and fringe benefits. The cost of health insurance is also going up substantially, so management will have to make continuous changes in order to bring these costs into line with budget.



## Budgetary Expenditures & Projections

### Fiscal Year 2020-2021 Total Head Start Budgeted Expenditures

		Head Start		
		Head Start	Covid-19	Total
<b>Personnel Expenditures</b>				
Salaries		\$ 20,540,304	\$ 1,109,553	\$ 21,649,857
Fringe		\$ 2,643,805	\$ 130,536	\$ 2,774,341
Health Insurance		\$ 2,386,122	\$ 65,268	\$ 2,451,390
<b>Sub Total</b>		<b>\$ 25,570,231</b>	<b>\$ 1,305,357</b>	<b>\$ 26,875,588</b>
<b>Other Than Personnel Expenditures</b>				
Rent		\$ 1,443,965		\$ 1,443,965
Mortgage		\$ 510,991		\$ 510,991
Utilities		\$ 393,456		\$ 393,456
Telephone		\$ 217,288		\$ 217,288
Insurance		\$ 293,126		\$ 293,126
Service Contracts		\$ 545,808		\$ 545,808
Contractual Consultants		\$ 634,318		\$ 634,318
<b>Sub Total</b>		<b>\$ 4,038,952</b>	<b>\$ -</b>	<b>\$ 4,038,952</b>
<b>Non Fixed Cost</b>				
Supplies		\$ 908,230	\$ 108,750	\$ 1,016,980
Equipment		\$ 64,264	\$ 52,000	\$ 116,264
M&R		\$ 154,312	\$ 235,000	\$ 389,312
Misc.		\$ 759,686	\$ 210,298	\$ 969,984
<b>Sub Total</b>		<b>\$ 1,886,492</b>	<b>\$ 606,048</b>	<b>\$ 2,492,540</b>
<b>Total Expenses</b>		<b>\$ 31,495,675</b>	<b>\$ 1,911,405</b>	<b>\$ 33,407,080</b>

The above projections after the 2/1/2021 grant consolidation, and including the COVID-19 remediation funds awarded to date, are based on YvY’s total Head Start / EHS federal funds, both for programmatic and administrative expenditures. The expenditure categories (above) are those used by YvY to project and control costs. The “Non-Fixed Lost” categories are the ones easiest to control in response to budget changes. The health insurance costs will need to be adjusted further in order to bring them into line with budget availability.



## Budgetary Expenditures & Projections

### *Non Federal Share*

The non-federal share / in-kind match requirement is obtained annually through grant revenue, fees for services, and donated services that are generated by parents and community members /organizations. In all, the \$11,121,465 in non-federal income constituted 27.6% of the reported program expenditures, which is well above the 20% required by Head Start. In addition, Yeled v'Yalda provided, on a pass through basis, CACFP subsidized meals reimbursed at \$925,027 to its children, serving daily breakfast, lunch, and snack to all children in the centers, all without an additional charge to Head Start. Also, YvY received \$9,446,617 in WIC Special Supplemental Nutrition Program funds, a significant part of which was to benefit our Head Start/EHS families.

<i>Non-Federal Share Components</i>					
<i>Federal Head Start Expenditures</i>	Total (\$)	Head Start II	FHS	EHS	HS III
		Ending 6/30/20			
<i>In-Kind (NFS) Total</i>	11,121,464.85	5,380,792.64	4,955,982.52	252,144.74	532,544.95
Special Education	6,231,873.95	3,298,956.34	2,589,524.98	-	343,392.63
UPK	2,898,842.51	781,389.47	2,117,453.04	141,652.47	-
In-Kind Rent	1,231,994.67	833,406.24	112,688.96	105,831.01	44,885.32
Volunteers	754,092.46	467,040.59	136,335.54	105,831.01	44,885.32
Other	4,661.26	-	-	4,661.26	-

**NON-FEDERAL SHARE  
PROGRAM RATIO  
27.6%**



## Other Program and Services

**Special Education—Dept. of Education Model:** This program provides monolingual & bilingual evaluation and therapy services to children ages 3-5 who are suspected of having developmental delays. Children are referred to our program through the New York City Department of Education Committee on Pre-School Special Education (CPSE). We also provide related services to children ages 3-21, who are referred to our program through the New York City Department of Education Committee of Special education (CSE). We provide Special Education Itinerant Teacher Services (SEIT), Speech and Language Pathology, Occupational Therapy, Physical Therapy, Counseling, Social Work and Health Paraprofessionals.

**NYS Official Health Plan Marketplace:** YvY continues to assist those in Brooklyn and Staten Island to enroll in the Affordable Care Act (ACA) aka Obamacare. The goal of the ACA is to ease the process for New Yorkers to access high quality, affordable health insurance. Navigators assist as well as educate clients about the different types of health insurance offered and help enrollees select a health insurance plan. Yeled v'Yalda has 5 sites in Brooklyn and Staten Island to assist those in need.

**Early Intervention Program:** This program, licensed by the New York State Education Department and funded by the New York City Department of Health, provides core and supplemental evaluations and interventions to developmentally delayed children through age 3, in the family's dominant language. After developing an Individualized Family Service Plan (IFSP), YVY provides the services to address the child's cognitive, communicative, physical and occupational, emotional, and psychological needs.

**Behavior Intervention Therapy/ABA:** The ABA program helps children with more complex needs such as those diagnosed with Pervasive Developmental Disorder or autism. Each child receives an individualized prescriptive programs to address appropriate areas of communication, daily living activities, and social interactions. designed Services are provided within an individualized center-based program or a home-based program, where families can receive training and support in dealing with the autistic child. Services follow the child after the transitioning from preschool.

**WIC -- Women, Infants, and Children Services:** Our WIC center is funded by the New York State Department of Health. Our services provide nutrition education, lactation counseling, and healthcare referrals for expecting, nursing, and postpartum women, and for infants and children up to five years of age. In addition, supplemental nutritious foods are provided along with information on healthy eating, lactation support, and referrals to healthcare and community services. Our main center is in Borough Park with a satellite center in Canarsie.



## Program Structure and Sites

### Early Childhood Education

Our Head Start programs offer both home-based and center-based option to low-income families. Each child’s development is supported by our array of comprehensive services.

- ◆ Head Start
  - ◆ Early Head Start
    - \* Home-based
    - \* Center-based
  - ◆ Pre-K for All
  - ◆ Project Reach
- Head Start Support Services**
  - ◆ Dental Assessment
  - ◆ Vision / Hearing Screening
  - ◆ Mental Health / Wellness
  - ◆ Expectant Mom Program

### Special Education & Disability Services

We evaluate each child and deliver a full range of specialized therapy to ensure their optimal development during their crucial years of growth.

- ◆ Early Intervention (0-3yrs)
  - ◆ Evaluations
  - ◆ ABA Insurance Services
  - ◆ ABA Centers
  - ◆ Home Health Services
  - ◆ OPWDD Services
- Therapy Services (3+yrs)**
  - ◆ SEIT & SEIT ABA Services
  - ◆ Speech Therapy
  - ◆ OT Therapy
  - ◆ PT Therapy
  - ◆ Counselling
  - ◆ Pendency Services

### Student Success Services

Helps guide students by partnering with parents and teachers, with the goal of increasing independent learning and academic success.

- ◆ Title I
- ◆ Title II
- ◆ Title III
- ◆ Title IV

### Community & Social Services

These programs and services are dedicated to providing social services, support, and mentorship for families and local communities.

- ◆ WIC Department
- ◆ NYS Marketplace Navigation
- ◆ Parental Education

### Fitness & Health

Our fitness center and health programs are designed to help families improve their general health and well-being.

- ◆ Fitness Center



## CONTACT YVY

Site Location	City
6002-6012 Farragut Rd	Brooklyn
1257-63 38th St	Brooklyn
20 Park Hill Cir	Staten Island
10 Gregg Pl	Staten Island
99 Heyward St	Brooklyn
1326 38th St	Brooklyn
407 E 53rd St	Brooklyn
600 McDonald Ave	Brooklyn
667 Eastern Pkwy	Brooklyn
712 Bedford Ave	Brooklyn
1200 Ocean Pkwy	Brooklyn
1353 50th St	Brooklyn
1377 42nd St	Brooklyn
2166 Coney Island Ave	Brooklyn
4206 15th Ave	Brooklyn
2433 Ocean Pkwy	Brooklyn
1017 45th St	Brooklyn
835 Forest Hill Rd	Staten Island
49 Avenue T	Brooklyn
4421 15th Ave	Brooklyn
867-869 45th Street	Brooklyn
585 Marcy Ave	Brooklyn
275 Kingston Ave	Brooklyn
739 E New York Ave	Brooklyn

*Program Governance*  
*Chairman of the Board*  
**Jacob Ungar**  
*Chief Executive Officer*  
**Solomon Igel**  
*Policy Council Chairperson*  
**Chaya Moskowitz**

**Solomon Igel**  
 CEO, Chief Executive Officer

**Zvi Pinter**  
 COO, Chief Operating Officer

**Rebecca Gutman, CPA**  
 CFO, Chief Financial Officer

**Ruth Akerman, Esq.**  
 Director of Compliance &  
 Legal Affairs

**Wayne Goldberg, MA, MPA**  
 Director, Federal Programs

**Naomi Auerbach, MsEd**  
 Executive Director

**Nathan Salomon, MA**  
 Deputy Director, HS/EHS/UPK

**R. Chaim Szanzer, MaEd, SAS**  
 Director, Special Services

**Mina Sputz, MS, SAS**  
 Director, Disabilities Program

**Gitty Lichtenstein, MsEd**  
 Director, Human Resources

**Jonas Friedman, CPA**  
 Comptroller and Budget Officer

**Martin Schwartz**  
 Director, Property Management

**Samuel Feferkorn**  
 Director, Information Technology

**Henny Kohn**  
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 & Timekeeping

**Rochel Abelsky, BS, MsEd**  
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 Deputy Director, Head Start/EHS/UPK

**Henny Krasnianski, MS, SpEd**  
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 Director, Infant/Toddler Services

**Eti Moskovits, MsEd**  
 Director, Title I/IIa/III/IV Programs

**Kreindi Myers, MsEd**  
 Director, Autistic & Pervasive  
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**Emly Chernoff**  
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 WIC Program Coordinator

**Nava Sivan**  
 Program Coordinator, NYS Official  
 Health Plan Marketplace

**Chaim Sabel**  
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**Janie Friedman, BS, RN**  
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**Alyssa Alexander, LCSW**  
 Director of Mental Health, Social  
 & Family Services

**Libby Chein, BA, MS, SpEd.**  
 Director, Parent, Family  
 & Community Engagement

**Dina Lipkind, MS, RD, CDN**  
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