



**From the Desk of:**  
**Patricia Salvarezza**  
**Program Director**  
**Head Start / Early Head Start**

To: Policy Council and Board of Directors

From: Patricia Salvarezza

Date: 11/16/21

Re: Director's Report- October 2021 Program Report

**Updates from Office of Head Start:**

- By January 2022, OHS will begin tracking monthly enrollment numbers. Four consecutive months of under enrollment will flag a program as needing an "enrollment plan." Programs will be given 12 months to reach full enrollment. After that enrollment slots will be reduced along with the corresponding funding.  
Recommendation: We may apply for an enrollment reduction and provide a rationale to maintain funding at current level.

**Program Updates**

- **Holiday Assistance:** Program Coordinators are working with local partners to ensure families have nice holidays. Staff are providing lists to Salvation Army.
- **Open House:** All centers conducted a virtual Open House. These provided families with an opportunity to see classrooms and meet program staff who talked about their role in the program.
- **Staff Wellness Efforts-** Staff morale is low. Long term vacancies and recent resignations are impacting morale. Day to day there are absences which impact the consistency of staff in various positions. Wellness activities and support are imperative to helping staff remain healthy and satisfied in their roles.
- **Hiring: No changes:** Interviews are ongoing for all open positions; the following positions are vacant:
  - Assistant Director of Education and Center-based Services: Vacant, not posted yet
  - 3 Lead Teacher vacancies: 1 HS- Dix, 1 HS- Granville, 1 EHS- Cambridge
    - The Cambridge EHS classroom is receiving Home-based services while we look for staff replacements.
  - 2 Assistant Teacher & Aide positions: 2 HS- Dix; 1-EHS Teacher Aide- Cambridge
    - Cambridge Head Start Classroom: In person center-based classroom opened on 9/27. The CC is acting as Lead Teacher with a new Assistant Teacher and a sub.
    - A Double Session Classroom at Dix Avenue is without an entire team and is not operating. We do not have the enrollment numbers to fill this classroom at this time (Lead, Assistant and Teacher Aide).
  - 2 Family Advocate vacancies: Granville and River Street
  - Need several aides: transportation and classroom floaters.
- **Funding Year 2022 Grant Application is in process.** Narrative is completed; Grant needs Policy Council and Board of Director approvals to enable timely submission before the December break. Grant deadline is January 1, 2022.
- Refer to attached service area reports for updates on data and service delivery.