

2025 Annual Report



NCO Head Start
Child Development Program

Empowering children, staff, and families to reach their highest potential, since 1968.



ABOUT US

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Annual Report

The Head Start Act requires that each Head Start agency produce a publicly available Annual Report (Sec. 644. [42 U.S.C. 9839]). We are pleased to present the **2025 Annual Report** for North Coast Opportunities, Inc. Head Start Child Development Program, for the funding period of July 2024 - June 2025.

Agency Overview

North Coast Opportunities, Inc. (NCO) is a nonprofit serving Lake and Mendocino Counties, with additional programs in Humboldt, Sonoma, Del Norte, Napa, and Solano Counties. Founded in 1968, NCO provides opportunities to disadvantaged individuals to become self-reliant through a wide range of services and community-based initiatives.

With a dedicated team of over 250 employees and thousands of volunteers, NCO manages an annual budget of approximately \$33 million. Through responsive advocacy, engagement, and services, NCO continues to strengthen communities across Northern California.

Program Overview

The Head Start Child Development Program (NCO HSCDP or HSCDP) offers comprehensive, family-centered services to support the well-being and development of young children in Lake and Mendocino Counties.

The program serves children from 3 months to 5 years of age, providing a holistic approach that includes education, health, mental health, nutrition, disabilities services, and other family support. Services are offered in both English and Spanish.



STAFF AND GOVERNANCE

Program Governance

NCO HSCDP is guided by both the NCO Governing Board and the Program Policy Council (PPC). The Board meets monthly to make key decisions that shape the agency's direction and ensure it meets community needs. The PPC is made up of elected parents from each Head Start and Early Head Start site, along with community representatives. The PPC meet monthly to review and approve key program plans, policies, and receive updates from the program and respective sites.

Program Staff

Staff at NCO HSCDP are united by a shared passion for supporting the growth and success of young children and their families. The program offers a wide range of roles, from early childhood educators working directly with children ages 0–5, to team members managing site operations, administration, and facility maintenance. Regardless of position, staff are connected by common values and a commitment to making a daily impact in their communities.

In 2024-2025, the program employed 118 regular staff members and 20 substitute staff. 100% of all Early Learning Supervisors, Site Supervisors, and Lead Teachers are permitted through the California Commission on Teacher Credentialing. Additionally, 55% of staff members are current or former Head Start parents.

Most Recent Audit Results

The outcome of the most recent Federal Monitoring Review (2023) found the program to have met the requirements of applicable Head Start Program Performance Standards, laws, regulations, and policies except in the area of family service staff qualifications where the program received an area of non-compliance. The program has updated its policies and procedures to address the issue, ensuring it meets the Office of Head Start's satisfaction. In the most recent NCO Financial Audit Review, it was determined that NCO's net assets needed to be reclassified to protect our program donations. NCO reclassified a designated portion of net assets with donor restrictions from previous years. Because of the size of the reclassification, it is considered an internal control weakness, that is now corrected.

Agency Governing Board

Chairperson	Shannon Kimbell-Auth
Vice Chairperson	Lisa Judd
Treasurer	Jeff Lucas

Other Board members include:

Maria Dahlin, Neil Davis, John McCowen, Dianna Perez, Jessica Pyska, Debra Ramirez, Alexander Rich

Executive Management

NCO Chief Executive Officer	Daniel McIntire
Program Director	Miriam McNamara
Education Services Manager	Kristine Binderup
Family Services Manager	Nadia Padilla
Health Services Manager	Christina Burns
Internal Business Manager	Dorothy Lampi
Personnel Services Manager	Pamela Hobbs

Program Policy Council

Co-Chair	Courtney Ambrose
Co-Chair	Adam Dixon
Secretary	Melissa Rego

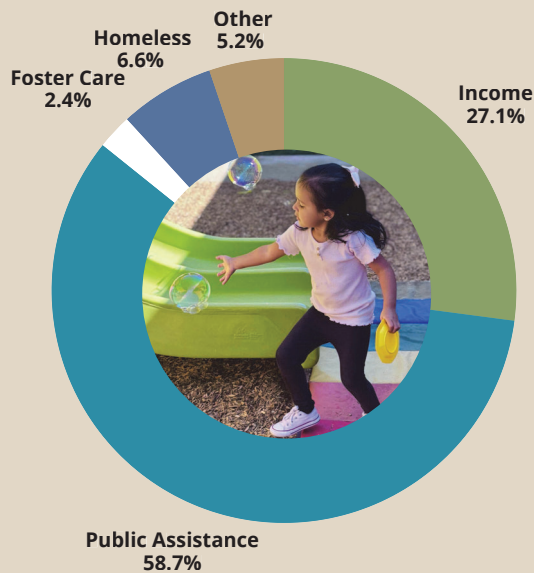
Other Representatives include:

Jennifer Alvarez, Ana Aguilar, Maria Dahlin, Jolynn Johnson, Antonia Hernandez, Maria Sanchez, Julisa Quintero-Garibo, Yesenia Lopez Santamaria

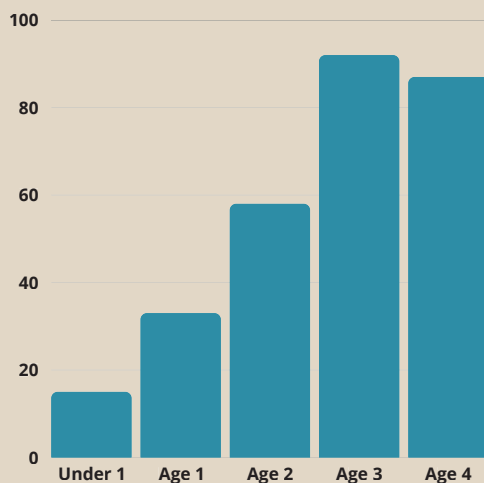
ENROLLMENT



Primary Eligibility Qualification



Children Enrolled by Age



Eligibility

NCO HSCDP serves children from birth to age five and their families, with a focus on those facing the greatest need. While most families meet federal guidelines, eligibility is not based on income alone. We use a Priority Rating Scale (a point-based system) that considers multiple factors to determine which families are most in need of services.

Federal guidelines also allow for flexibility in our enrollment: up to 10% of children may come from families above the poverty level, and at least 10% of enrollment is reserved for children with certified disabilities. This ensures we can serve a wide range of families while prioritizing those who will benefit most from our comprehensive early childhood support.

Enrollment

In the 2024-2025 school year, the program was funded for **176 Head Start** slots, and **68 Early Head Start / Home Base** slots. As of July 1st, 2025, the Home Base program is no longer in operation.

As of year-end, the program enrolled and served **191 Head Start** children, **94 Early Head Start** children, and **3 pregnant women**, which is roughly **15%** of the income and age eligible child population in the service areas.

Average monthly enrollment was 98.4% in Early Head Start, and 99.2% in Head Start.

Quick Facts

- 71% of families considered their home language as English, 28% as Spanish, and 1% as Other.
- 40% of enrolled children were English Language Learners.
- 42% of enrolled children were returning students.
- 15% of Early Head Start children and 19% of Head Start children were identified as having an IEP or IFSP.

FAMILIES



How did the program help your family/your child this year?

"The program has offered a stable routine that has greatly supported my children during a time of family uncertainty."

"I have been able to keep a regular work schedule."

"Potty training! Better relationships and realistic expectations."

"I am able to work and go to school and can now set realistic goals for myself and my child."

"The program has been really helpful for my child and family in all the ways financially, social, etc."

"Preparing my child for kindergarten and learning skills."

"Better job opportunities for my family."

Involvement

NCO HSCDP emphasizes family engagement and school readiness as key drivers of positive child outcomes, recognizing parents and caregivers as a child's first and most important teachers. To support this role, the program provides weekly educational home activities and fosters a welcoming environment with various opportunities for involvement, such as the Health Services Advisory Committee, Parent Committee, Program Policy Council, parent meetings, socializations (Early Head Start), and classroom and garden volunteering. Program staff work closely with families to build strong partnerships, encourage the development of individualized Family Goals, and promote participation in events and decision-making.

Using a dual-generation approach, the program supports both children and their caregivers through the Parent, Family, and Community Engagement Framework. This research-based model includes seven key outcomes: Family Well-Being, Positive Parent-Child Relationships, Families as Lifelong Educators, Families as Learners, Family Engagement in Transitions, Family Connections to Peers and Community, and Families as Advocates and Leaders. School readiness is achieved through goal-directed relationships between staff and families, who share responsibility for children's development, family progress, and meaningful engagement in the program.

Parent Survey Results

The following percentages below are parents who answered the annual Parent Survey with the answer of **"Very Satisfied"**.

- 94% - Overall quality of the program
- 91% - Health and safety policies and procedures
- 93% - How the program promotes your children's learning and development
- 89% - Background and experience of staff
- 92% - How the program communicates with parents

Quick Facts

- 181 families served.
- 341 parent/guardians volunteered for the program at least once this year.
- 91.5% of families completed at least one Family Goal.

SCHOOL READINESS



Preparing for Kindergarten

At NCO HSCDP, all services are rooted in the goal of school readiness, ensuring children are prepared for kindergarten, families are engaged in supporting learning, and schools are ready for incoming students. The program fosters school readiness by promoting healthy physical, cognitive, social, and emotional development, with a strong focus on language, literacy, and math. Teachers and parents work together to provide children with rich, connected learning experiences, including weekly home activities that build on classroom lessons and support continued growth at home.

School Readiness Goals

By the time children transition to Kindergarten, they will demonstrate the following skills:

Children will manage feelings, emotions, actions, and behavior with increasing independence.

Approaches to Learning IT & P-ALT 1/Self-control of feelings and behavior ALT-REG 5

Children will begin to manage emotions, and to understand and appropriately express and respond to emotions.

Social and Emotional Development IT & P-SE 3/Social and Emotional Understanding SED 2

Children will communicate and engage in conversation with others for different situations and follow social and conversational rules.

Language and Literacy IT-LC 3 & P-LC 2/Reciprocal Communication and Conversation LLD 4

Children will actively explore their environment, observe, and manipulate physical materials, ask questions, make predictions, and develop hypotheses to describe and understand observable phenomena in their environment.

Cognition IT & P-C 1/Inquiry Through Observation and Investigation COG 9

Children will develop control of large muscles for movement, exploration, self-help, navigation, and balance.

Perceptual, Motor, and Physical Development IT & P-PMP 2/Perceptual-Motor Skills and Movement Concepts PD-HLTH 1

Children who are English Language Learners will be at or above expected developmental levels for Symbol, Letter, and Print Knowledge in English when entering Kindergarten.

Preschool Literacy Print and alphabet Knowledge, P-LIT 2/ Symbol, Letter, and Print Knowledge in English ELD 4.



SCREENINGS AND ASSESSMENTS

ASQ, ASQ:SE, and DRDP

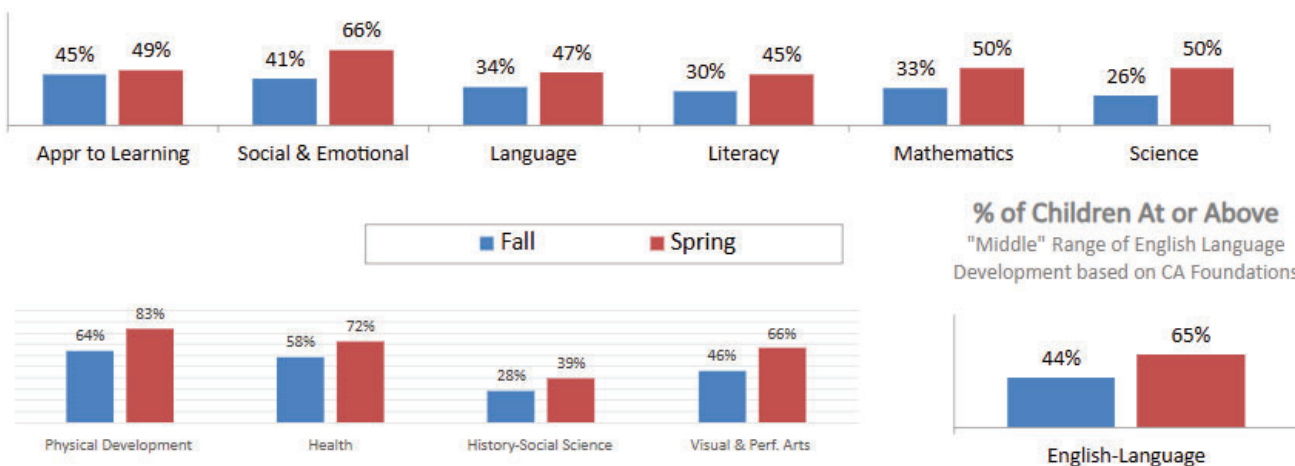
Each child enrolled in the program receives developmental and social-emotional screenings within 45 days of entry using the Ages and Stages Questionnaire (ASQ) and Ages and Stages Social Emotional Questionnaire (ASQ:SE). These screenings help identify each child's strengths and areas of concern and guide teachers and parents in planning individualized activities to support development.

In addition, teachers conduct ongoing assessments twice a year using the Desired Results Developmental Profile (DRDP), a tool based on classroom observations that helps track learning and development. The DRDP supports individualized planning, identifies children's interests and developmental levels, and encourages collaboration between parents and teachers to set shared goals that promote growth and school readiness.

4 Yr Old (K in 2025) - DRDP Results

Domain Comparison for 4 Yr Old (K in 2025) Children

Spring 2024-2025 Percentage of Children At or Above Foundation Expectations



	Total
# of Children Average Age (years)	77 4.7
% of English Language Learners	35%

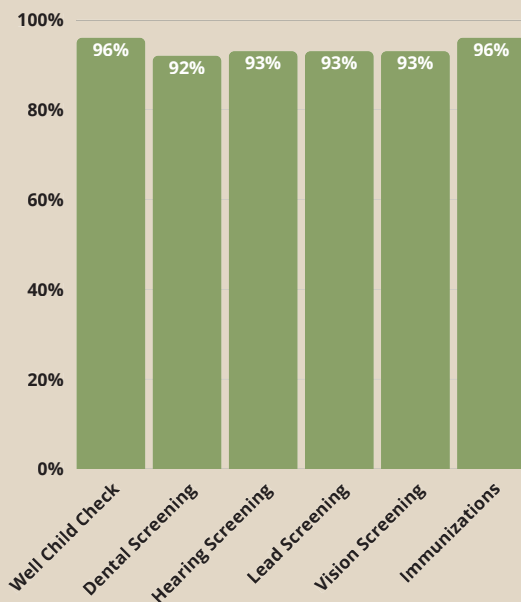
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HEALTH AND NUTRITION

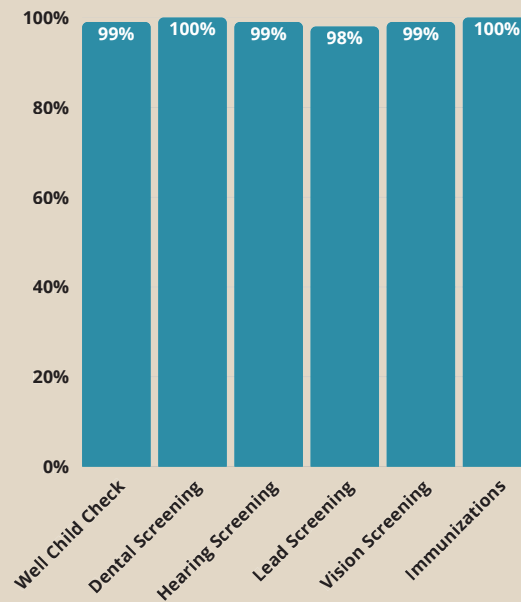


Completion Rates

Early Head Start



Head Start



Health Services

NCO HSCDP supports the overall well-being of children and families by integrating health and social services into its early education approach. The program ensures children receive up-to-date well-child exams, immunizations, dental, vision, and hearing screenings, as well as daily health checks to support school readiness. Families are connected with medical and dental homes within 90 days of enrollment, and referrals to health and social services are provided based on individual needs. Health education is offered in classrooms, one-on-one, and during parent meetings to promote lasting wellness habits.

Quick Facts

- This year, the Health Services team made 62 medical, and 68 dental referrals.
- All pregnant women enrolled in the Home Base program received prenatal health care.
- 97% of Early Head Start, and 100% of Head Start enrolled children had health insurance and accessible health care.

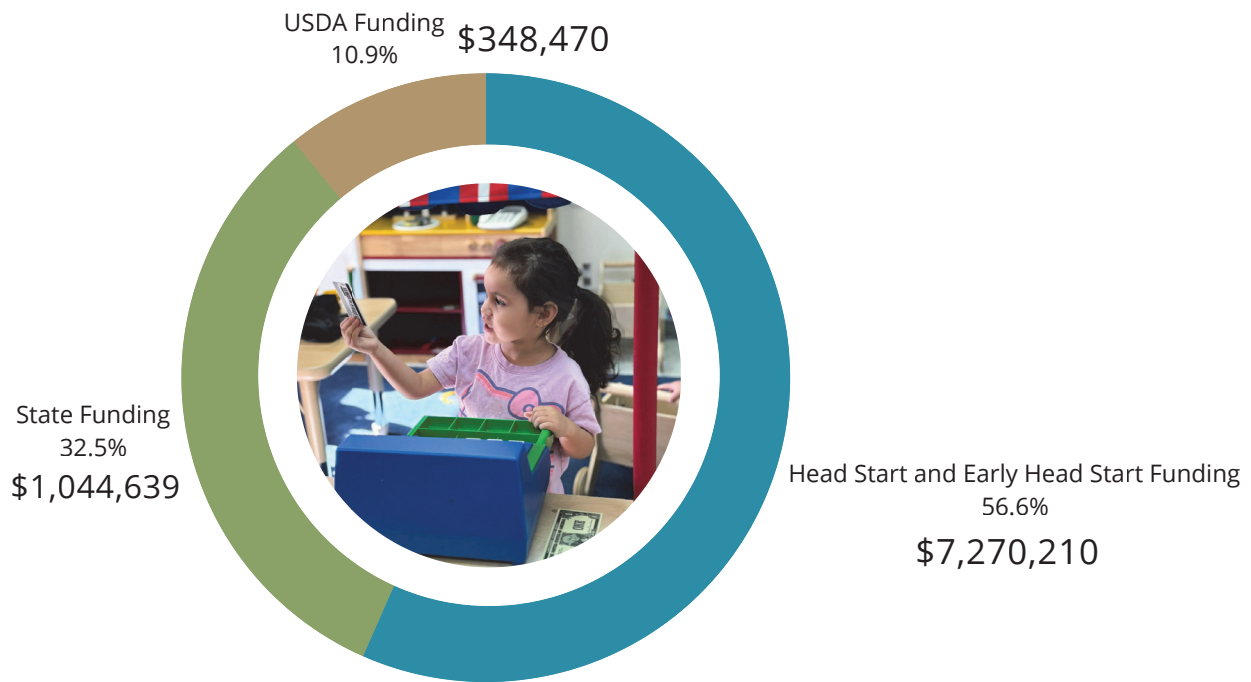
Nutrition Services

Nutrition is a central component of the program, which emphasizes healthy eating as essential to learning and development. Meals are prepared on site, served family style, and meet or exceed Child Care Food Program standards. Menus feature fresh, seasonal, and familiar foods to introduce children to a variety of nutritious options. Staff create a positive mealtime environment that encourages social skills and healthy attitudes toward food.



FINANCIAL

2024-2025 Total Funding



The program also received a \$300.00 monetary donation from the community.

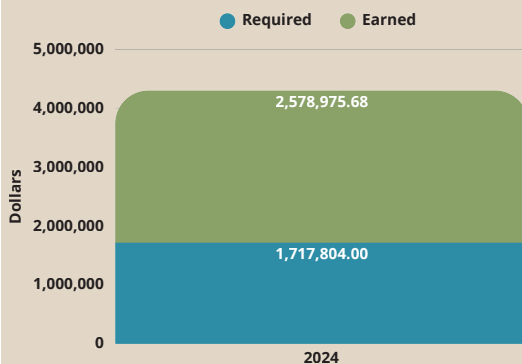
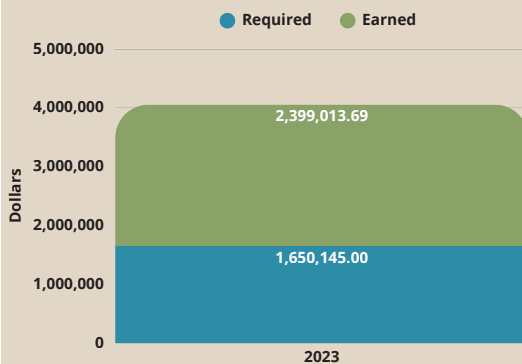
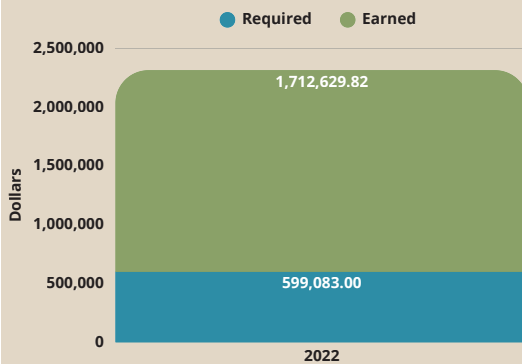
Budgetary Expenditures

Categories	Budget	Budget %	Actual	Actual %
Personnel	\$7,655,491.88	79%	\$7,199,578.27	75%
Occupancy	\$614,547.30	6%	\$831,553.92	9%
Supplies	\$320,547.42	3%	\$370,962.72	4%
Client Assistance	\$6,520.00	<1%	\$3,507.91	<1%
Volunteers	\$8,511.00	<1%	\$11,981.04	<1%
Equipment and Vehicles	\$45,293.00	<1%	\$126,839.12	1%
Insurance	\$54,384.00	1%	\$68,626.42	1%
Travel	\$42,867.00	<1%	\$46,148.93	<1%
Administrative Costs	\$158,221.80	2%	\$167,855.30	2%
Miscellaneous	\$0	0%	\$3,124.89	<1%
Other Expenses (Total)	\$1,250,891.52	13%	\$1,630,600.25	17%
Indirect Costs (Total)	\$801,574.51	8%	\$801,208.92	8%
TOTAL	\$9,707,957.91	100%	\$9,631,387.44	100%

COMMUNITY SUPPORT



Prior Years Non-Federal Share

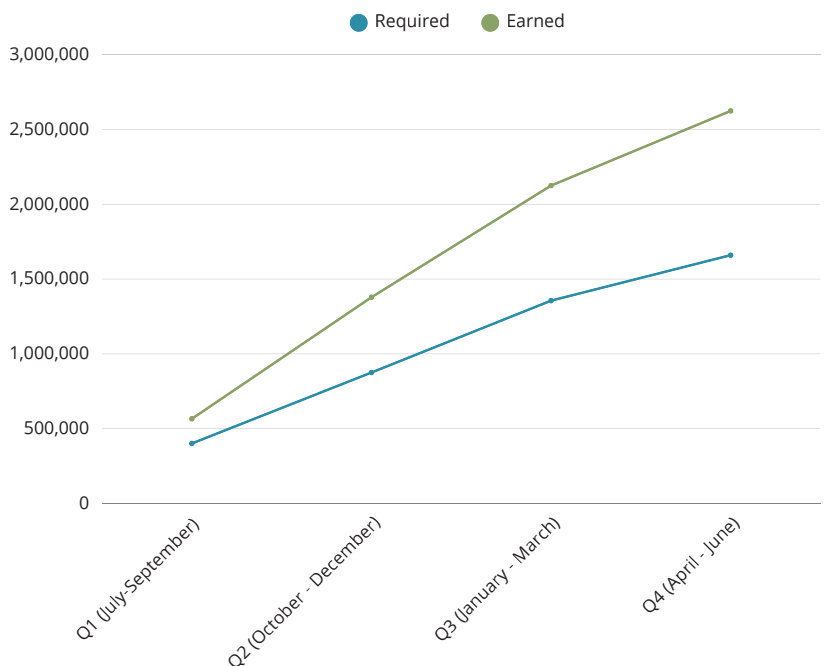


2024-2025 Non-Federal Share

Both Lake and Mendocino Counties provide strong support for NCO HSCDP through community involvement, volunteerism, event sponsorships, and contributions known as Non-Federal Share (In-Kind.) As required by the Head Start Act, programs must match at least 20% of their annual federal funding through these non-monetary donations of time, materials, or services.

NCO HSCDP relies on this community support to maintain eligibility for federal grants. Parents and community members contribute to the Non-Federal Match in various ways, including working on home activities with their children, volunteering in classrooms or at sites, participating in meetings, offering trainings at no cost, building or donating classroom items, and providing program materials. These contributions are tracked using Non-Federal Match Certificates, which assign a dollar value to each donation to document the program's community support.

As seen in the chart below, the support for NCO HSCDP goes well above and beyond the requirement and strongly demonstrates the commitment and involvement from both parents and the community for the program.



COMMUNITY ASSESSMENT



2025 Community Assessment Summary

The Head Start Performance Standards (1302.11(b)) require a Community Needs Assessment to be conducted every five years to ensure that programs have accurate and comprehensive data about their service areas. This critical process helps identify and evaluate the strengths, needs, and resources within the community. It serves not only to pinpoint the populations most in need, but also to guide the establishment of long-term goals and measurable objectives for the program. Ultimately, the purpose of the community assessment is to ensure that the program is designed to be accessible to all, while addressing the most urgent needs of the communities it serves.



The North Coast Opportunities, Inc. Head Start Child Development Program serves a region with substantial service gaps, particularly in access to early childhood education. Of the estimated 1,852 eligible children across Lake and Mendocino Counties, only 238 can be served by current program funding, just 13% of the total need. Full-day care for infants and toddlers is especially scarce. This gap is compounded by high poverty rates, housing instability, and limited access to transportation and healthcare. In the 2024–2025 school year, 17 families enrolled in HSCDP experienced homelessness, and transportation barriers led to over 700 absences.

Educational outcomes in both counties remain below state averages, highlighting the vital role of early intervention programs. Recommendations include expanding Early Head Start and Head Start slots, especially infant care in Lake County, extending program hours to better serve working families, and addressing transportation-related barriers through continued tracking and partnership with local transit authorities. These steps aim to improve access, attendance, and long-term child development outcomes.



It is evident throughout the data that NCO HSCDP contributes meaningfully to positive child and family outcomes across both counties. The program consistently exceeds federal standards in areas such as disability inclusion, health screenings, community collaboration, and family engagement. It plays a vital role in partnering with families to support early development, kindergarten readiness, and timely access to health and community resources that are often difficult to obtain in rural areas. With expanded funding and enrollment capacity, NCO HSCDP could extend its reach and deepen its impact, helping more families access the comprehensive support they choose for their children during these critical early years.

APPENDIX



Federal Acknowledgement

The Administration for Children and Families, Department of Health and Human Services provided financial support for this public report. The award provided 76.3% of total costs and totaled \$7,244,092.91. The contents are those of the author. They may not reflect the policies of the Department of Health and Human Services or the U.S. government.

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