



# Fresno Economic Opportunities Commission Head Start Annual Report—2014/2015

## Our Vision

**Head Start continues to play a key role in the transformation of education in America.**

**We bring our long record of success in working with the most challenging young children and their families to our partnerships with those in education and family services.**

**Together we will deliver on our nation's promise that all of our young children have the opportunity to succeed.**



Building a  
**better life**  
for children



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**This report is prepared to comply with the Head Start Reauthorization Act of 2007, Administrative Requirements and Standards Sec. 644 [42 U.S.C. 9839 (a)(2)].**



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## Introduction

Fresno Economic Opportunities Commission (Fresno EOC) Head Start has successfully provided comprehensive child development services for low income preschool children and their families since 1965. Services include education, nutrition, health, medical, dental, parental engagement and social services. Expansion of services to children ages 0-3 was implemented in 1996 through the Early Head Start Program. Over 106,350 Head Start children and 6,331 Early Head Start children and their families have received service from Fresno EOC since the program began in 1965.

The purpose of Fresno EOC Head Start is to promote the school readiness of low-income children by enhancing their cognitive, social, and emotional development in two ways:

1. The learning environment will support children's growth in language, literacy, mathematics, science, and emotional functioning, creative arts, physical skills, and approaches to learning; and
2. Each family will be provided with health, educational, nutritional, social, and other services when necessary based on the family's needs assessments.

Fresno EOC Head Start currently serves approximately 3,019 children throughout Fresno County in over 34 centers and 18 Home Base areas. The Early Head Start program serves approximately 308 children in urban Fresno, Clovis, Reedley, Sanger, Parlier, Del Rey, Selma, Fowler, Biola, and Kerman.

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### Program Overview—Head Start

Head Start endeavors to strengthen the ability of disadvantaged children to cope with school by providing a program to meet their emotional, social, health, nutritional, and psychological needs in nurturing and stimulating environments.



#### Learning

Children are provided with a variety of age appropriate early childhood education-learning experiences to foster intellectual, social, and emotional growth. Head Start children participate in indoor and outdoor play, are introduced to the concepts of words, numbers and other pre-kindergarten skills, are encouraged to express their feelings, develop self-confidence, and the ability to get along with others. Children with disabilities are included with typically developing children.

#### Health Services

Children are provided with comprehensive medical, dental, mental health, and nutritional services, including meals/snacks each day. Head Start refers children to needed community resources and pays for services when families are unable to pay.



#### Parent Engagement

Parent engagement is the key ingredient to the success of Head Start children and their families in meeting many of their goals. Participation includes volunteering in the classroom, actively participating in home visits, making decisions regarding budgets, curriculum planning, staff hiring, training and all aspects of Head Start.

#### Family Assistance

Families are provided with social service assistance to assess and better meet their various needs. Parents are provided information regarding the emotional, social, health, nutritional, and psychological needs of their children and educational/literacy activities that can be carried out at home.

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## Program Overview—Early Head Start

The mission of the Early Head Start program is to provide comprehensive child development and family support services to pregnant women and families with infants and toddlers birth to age three.



Early Head Start focuses on healthy cognitive, physical, social and emotional development of infants and toddlers. We also promote healthy outcomes for pregnant women and support positive family relations. Father/male participation is encouraged.

Early Head Start strives to have the greatest impact on participating children by offering supportive services as early in life as possible. The prenatal period of growth and development has a lasting impact on the child's potential for healthy growth and development after birth. Early Head Start programs provide services to pregnant women and their families through the child's first three years of life.

Some of our expected outcomes include:

- to promote safe, healthy and developmentally enriched care given to infants and toddlers through an array of both home and group experiences
- to support family members as primary caregivers and educators of their children as they strive toward self-sufficiency
- to encourage parent engagement in all aspects of planning, implementing, and evaluating the EHS program
- to encourage Early Head Start families to participate in and advocate for comprehensive high quality services that support children and families within their communities



## A—Public and Private Funds Received

Head Start and Early Head Start funds are received from the U.S. Department of Health and Human Services, Administration for Children and Families, and Child and Adult Care Food Program (CACFP-U.S. Department of Agriculture) and California Department of Education (USDA and State). No other public or private funds are received.



## B—Budgetary Expenditures FY 2014

FY 2014 Category	Budget* Basic + T&TA	Expenditures			Percent of Total	2015 Proposed Budget (Basic + T&TA)
		Basic	T&TA	Total		
Personnel	15,545,364	14,134,043	29,828	14,163,871	50.48%	15,079,626
Fringe Benefits	6,636,573	6,025,517	14,834	6,040,351	21.53%	6,945,703
Travel	3,214	4,533	0	4,533	0.02%	3,123
Equipment	0	27,041	0	27,041	0.10%	0
Supplies	676,993	1,480,557	13,900	1,494,458	5.33%	596,922
Contractual	181,744	228,721	262	228,983	0.82%	193,068
Facilities Construction	0	0	0	0	0.00%	0
Other**	3,544,340	4,006,614	144,310	4,150,924	14.79%	3,768,821
Direct Costs	26,588,226	25,907,025	203,134	26,110,160	93.05%	26,587,263
Indirect Costs	1,993,083	1,934,109	15,215	1,949,324	6.95%	1,994,046
<b>Total Amount</b>	<b>28,581,309</b>	<b>27,841,134</b>	<b>218,349</b>	<b>28,059,484</b>		<b>28,581,309</b>

T&TA = Training and Technical Assistance

\*Met the 20% in-kind federal matching share.

\*\*Reimbursements from USDA and CACFP included in "Other"

FY 2014 Category	Budget* Basic + T&TA	Expenditures			Percent of Total	2015 Proposed Budget (Basic + T&TA)
		Basic	T&TA	Total		
Personnel	2,608,461	2,287,258	0	2,287,258	51.87%	2,468,607
Fringe Benefits	936,043	800,061	0	800,061	18.41%	933,065
Travel	0	0	0	0	0.00%	0
Equipment	0	0	0	0	0.00%	0
Supplies	169,903	271,758	4,634	276,392	6.27%	173,732
Contractual	32,593	46,900	99	46,998	1.07%	36,355
Facilities Construction	0	0	0	0	0.00%	0
Other**	400,747	626,387	71,783	698,171	15.83%	517,442
Direct Costs	4,147,747	4,032,364	76,516	4,108,880	93.17%	4,129,191
Indirect Costs	291,650	295,323	5,731	301,054	6.83%	309,726
<b>Total Amount</b>	<b>4,439,397</b>	<b>4,327,687</b>	<b>82,247</b>	<b>4,409,934</b>		<b>4,438,917</b>

T&TA = Training and Technical Assistance

\*Met the 20% in-kind federal matching share.

\*\*Reimbursements from USDA and CACFP included in "Other"

## C—Services to Families

In school year 2014/2015, Fresno EOC Head Start provided services for 3,863 children and 3,656 families. The average monthly enrollment was 3,019. The funded monthly enrollment was 3,019. The program maintained 100% enrollment (as a percentage of funded enrollment) throughout the year. Most of the children served (94% or 3,627) were income eligible (including children below 100% poverty line, on public assistance, foster children, and homeless).

### Children and Families Served by Head Start

Children by Age	No. Enrolled
3 years old	1,844
4 years old	2,019
5 years and older	0
<b>Total</b>	<b>3,863</b>

Type of Eligibility	No. Enrolled
Income below 100% of Federal poverty line	1,657
Receipt of public assistance (e.g., TANF, SSI)	1,905
Status as a foster child	64
Status as homeless	1
Over income	236
<b>Total</b>	<b>3,863</b>

In school year 2014/2015, Fresno EOC Early Head Start provided services for 540 children (including pregnant women) and 492 families. The average monthly enrollment was 308. The program maintained 100% enrollment (as a percentage of funded enrollment) throughout the year. Most of the children/pregnant women served (95% or 512) were income eligible (including children below 100% poverty line, on public assistance, foster children, and homeless).

### Children and Families Served by Early Head Start

Children by Age	No. Enrolled
Under 1 year	222
1 year old	158
2 years old	105
3 years old	18
Pregnant women	37
<b>Total</b>	<b>540</b>

Type of Eligibility	No. Enrolled
Income below 100% of Federal poverty line	302
Receipt of public assistance (e.g., TANF, SSI)	186
Status as a foster child	14
Status as homeless	10
Over income	28
<b>Total</b>	<b>540</b>



## **D—Accountability—Quality Assurance and External Review**

Monitoring the goals and activities of Head Start and Early Head Start programs is an ongoing process. Through the use of regular self-assessments, the Federal Reviews, and an annual fiscal audit, Fresno EOC Head Start and Early Head Start are able to maintain a high quality program and participate in continuous program improvement.

### **Independent Audit**

An annual independent audit is conducted in compliance with the requirements described in the U.S. Office of Management and Budget (OMB) Circular A-133. The most recent audit found that Fresno EOC Head Start and Early Head Start complied in all material respects with the requirements applicable to each of its major federal programs for the year ended December 31, 2014.

### **Federal Review by the Secretary of Health and Human Services**

Fresno EOC's most recent Federal Review occurred from November 3-7, 2013. Based on the information gathered during the review, it was determined that Fresno EOC Head Start and Early Head Start was in compliance with all applicable Head Start Performance Standards, laws, regulations and policy requirements.

All Compliance Measure (CM) areas were found to be in compliance. One area was found to be of concern, that area was in Child Health & Safety (CHS) 2.1 CM (PS 1304.20(b)(1)). The Federal Review team reviewed 90 files to ensure completion of children's screenings. Four of the 90 child files reviewed showed that the Ages & Stages Questionnaire - Social Emotional (ASQ-SE) screening was not completed within the 45 day requirement. This screening tool was new to Head Start in the 2013/2014 school year and corrective procedures have been established to ensure that all required screenings are completed within the required timeframe. No corrective actions were required from the Federal Government.

During the Federal Review, classrooms were observed using the Classroom Assessment Scoring System (CLASS). CLASS scores for the 2014 Federal Review were as follows:

Emotional Support - 5.9439

Classroom Organization - 5.5000

Instructional Support - 2.3537



## **E—Service Measures—Medical and Dental Services**

Because good health and nutrition are important for learning, Fresno EOC Head Start and Early Head Start focus on children’s health. As required, all enrolled children have timely physical and dental exams and basic health screenings, including hearing, vision, health and nutrition; and follow-up referrals to medical and outside services.



Staff works with families to ensure follow-up services are received for any identified needs with appropriate medical and/or dental exams and treatment. Children enrolled in Head Start more than 45 days achieved a 87% success rate for complete medical exams\* and a 87% rate for complete dental exams. Children enrolled in Early Head Start more than 45 days achieved an 85% success rate for complete medical care and preventative dental care.

\*Complete medical exams include all of the following elements: physical exam, complete immunizations, hearing and vision screening, height and weight measurements, and hemoglobin and lead screening.

## **F—Family Engagement Activities**

Head Start and Early Head Start are programs designed to strengthen families and break the cycle of poverty. To make this happen, parents and caregivers are involved extensively in the programs’ governance activities. Staff promotes and fosters parent involvement as families participate in classroom experiences, weekly home visits, and/or bimonthly socialization. In addition, families are encouraged to develop leadership skills by participation in the Local Parent Committee (LPC), County-Wide Policy Council (CWPC), Continuous Improvement Team (CIT), and the Health Services Advisory Committee.

The 2014/2015 school year parent involvement activities of Head Start and Early Head Start included:

- Classroom volunteers
- Home visits
- Socialization
- Field trips
- Parenting Classes
- Monthly LPC meetings
- Annual Program Self-Assessment
- Continuous Improvement Team (Early Head Start)
- Early Head Start Health Fair at the Spring Parent Conference
- Open Houses
- Parent Volunteer Recognition Luncheon
- Workshops, such as “Good Touch, Bad Touch”, “Positive Discipline”, “Transition”, “Health Topics and Procedures”, “How Children Learn Through Play”, “Gang Violence”, “Mental Health Issues” and “Domestic Violence”



## G—School Readiness Activities

Fresno EOC Head Start promotes the young child’s school readiness in the areas of language and cognitive development, early reading and mathematics skills, socio-emotional development, physical development and approaches to learning. Each child’s skills and knowledge are assessed to ensure that the educational instruction and school readiness of children in the program are supported.



### Child Assessments

Head Start children are assessed three times annually, in the fall, winter and spring. Using the Desired Results Developmental Profile – Preschool, School Readiness Goals are created based upon the areas the children need most improvement. Goals and results for all three assessments for the 2014/2015 school year can be viewed on page 8. Based upon the individual child assessment, teachers are able to individualize each child’s curriculum to meet the needs of that child. Children enrolled in Fresno EOC Head Start are getting a very good start for their academic careers. This assessment is also used to assess how Fresno EOC Head Start is meeting the needs of non-English speaking children and children diagnosed with a disability. It is important to note that while children who have an additional disadvantage in performing well in school (e.g., inability to speak English, diagnosed disability) scored below their counterparts, their progress from the beginning of the school year to the end showed the same rate of improvement and growth as their counterparts.

Early Head Start children are screened within 45 days of enrollment to identify infants and toddlers who need further evaluation for early intervention services. Staff uses the Ages and Stages Questionnaire Screening tool and the Infant/Toddler Developmental Assessment to evaluate the children’s sensory modalities and social-emotional development. These are evaluated through 8 domains: gross motor, fine motor, relationship to inanimate objects, language/communication, self-help, relationship to person, emotions and feeling states, and coping behavior. Children who are screened or assessed “at risk” or “delayed” on either instrument are referred for further evaluation and/or early intervention. Goals and results for the 2014/2015 program year can be viewed on page 9.

### Transition Activities

A transition MOU exists with the Fresno County Office of Education. The following activities to ease the family’s and child’s transition into kindergarten are noted below:

Activities	Number
Cross-program visits	88
Informational meetings with parents	10,359
Cross program meetings to discuss individual child progress	215
Schools contacted	105
School districts contacted	32
Letters to school principals, superintendents, district staff	163

## Fresno EOC Head Start School Readiness Goals 2014-2015

HS Child Development and Early Learning Framework	Fresno EOC HS School Readiness Goals	CA Preschool Learning Foundations	Fresno EOC HS Developmental Profile- Preschool (DRDP)	Results of DRDP I	Results of DRDP II	Results of DRDP III	
<b>Physical Development &amp; Health</b>	Children will exhibit control of small muscles by using fingers to manipulate small objects requiring precise eye-hand coordination.	Domain: Physical Development	Physical Development	22%	48%	74%	All Ages
		Strand: Fundamental Movement Skills	40.PD3: Fine motor skills	5% 27%	25% 69%	56% 91%	3 Yr Olds 4 Yr Olds
		Substrand: 3.0 Manipulative Skills					
<b>Social &amp; Emotional Development</b>	Children will demonstrate healthy relationships and interaction with peers and adults by using appropriate words to express own desires, begin to suggest simple solutions, and may seek assistance in resolving disagreements.	Domain: Social Emotional Development	Self and Social Development	9%	30%	58%	All Ages
		Strand: Social Interaction	11.SSD11: Conflict Negotiation	2% 11%	12% 47%	35% 80%	3 Yr Olds 4 Yr Olds
		Substrand: 2.0 Interaction with Peers					
<b>Approaches to Learning</b>	Children will demonstrate the ability to begin and finish activities with persistence and attention by maintaining interest in a project or activity until completed.	Domain: Social-Emotional Development	Cognitive Development	11%	38%	66%	All Ages
		Strand: Self	31.COG5: Engagement and persistence	1% 29%	17% 75%	46% 93%	3 Yr Olds 4 Yr Olds
		Substrand: 5.0 Initiative in Learning					
<b>Language and Literacy</b>	Children will demonstrate understanding and respond to age-appropriate text presented and read aloud by adults.	Domain: Language and Literacy	Lang. and Literacy Dev.	8%	28%	56%	All Ages
		Stand: Reading	18.LLD6: Comprehension of age appropriate text presented by adults	1% 10%	9% 43%	33% 78%	3 Yr Olds 4 Yr Olds
	Substrand: 4.0 Comprehension and Analysis of Age-Appropriate Text						
	Children will demonstrate awareness that language can be broken into words, syllables, and smaller pieces of sound by identifying and distinguishing words in language and syllables in words.	Strand: Reading	20.LLD8: Phonological awareness	4%	19%	45%	All Ages
		Substrand: 2.0 Phonological Awareness		— 5%	— 32%	— 68%	3 Yr Olds 4 Yr Olds
Children will demonstrate awareness that letters can be individually named and have sounds associated with them.	Strand: Reading	21.LLD9: Letter and word knowledge	8%	25%	51%	All Ages	
	Substrand: 3.0 Alphabetic and Word/Print Recognition		1% 10%	8% 40%	29% 71%	3 Yr Olds 4 Yr Olds	
Dual Language Learners will exhibit increased engagement by demonstrating interest, understanding, and communicating while participating in English Literacy Activities.	Domain: English Language Development	English Language Dev.	11%	30%	56%	All Ages	
	Strand: Reading	25.ELD3: Understanding and response to English literacy activities	3% 14%	14% 43%	34% 76%	3 Yr Olds 4 Yr Olds	
Substrand: 2.0 Children show an increasing understand of book reading.							

## Fresno EOC Head Start School Readiness Goals 2014-2015 (Cont.)

<b>Language and Literacy (Cont.)</b>	Dual Language Learners will exhibit increase understanding of print materials in English and that print in English carries meaning.	Stand: ELD Reading Substrand: 4.0 Children demonstrate awareness that print carries meaning.	26.ELD4: Symbol, letter, and print knowledge in English	9% 1% 11%	27% 10% 42%	53% 32% 74%	All Ages 3 Yr Olds 4 Yr Olds
<b>Cognition and General Knowledge</b>	Children will demonstrate recognition that numbers (or sets of objects) can be combined or separated to make another number.	Domain: Mathematics Knowledge & Skills Strand: Number Sense  Substrand: 2.0 Children will begin to understand number relationships and operations in their everyday environment.	Mathematical Dev.  33.MATH2: Number sense of mathematical operations	6% 0% 8%	23% 6% 38%	51% 26% 73%	All Ages 3 Yr Olds 4 Yr Olds



## Fresno EOC Early Head Start Program School Readiness Goals 2014-2015

Child Development and Early Learning Framework	Fresno EOC EHS Readiness Goals	CA Infant & Toddler Learning & Dev. Foundations	Fresno EOC EHS IDA Performance Indicator	Results I	Results II	Results III
<b>Physical Development &amp; Health</b>	Infants and toddlers will demonstrate progressive positive health and development.	Infants & toddlers will develop the ability to move their large and small muscles.	Infants and toddlers will progress from: Head compensates through walks upstairs alternating feet (Gross Motor)	91%	92%	92%
			Ability to retain a rattle through builds tower of 3 cubes (Fine Motor)	89%	92%	91%
<b>Social &amp; Emotional Development</b>	Infants and toddlers will demonstrate progressive positive social behavior, emotion regulation and emotional well-being.	Infants and toddlers will develop the ability to respond to and engage with other children, concept they are individuals operating within social relationships and ability to manage emotional well-being.	Infants and toddlers will progress from: Following others with eyes to cooperative play (Relationships to Persons)	89%	92%	91%
			Shows seeking activities through trying to do things for self (Coping Behavior)	93%	95%	95%
			Expresses discomfort to recovers from small hurts on own (Emotions and Feeling States)	96%	97%	97%
			Sucks hand or thumb through washes hands and face (Self-Help)	92%	93%	93%
<b>Approaches to Learning</b>	Infants and toddlers will demonstrate progressive, positive communication and approaches toward learning, including improved attention skills.	Infants & toddlers will develop the ability to mirror, repeat and practice the actions of others, the ability to attend to people and things while interacting with others and exploring the environment.	Infants and toddlers will progress from: Shows seeking activities through trying to do things for self (Coping Behavior)	93%	95%	95%
			Responds to voice through relates selectively to family members (Relationships to Persons)	89%	92%	91%
<b>Language and Literacy</b>	Infants and toddlers will demonstrate progressive positive communication, language, and emergent literacy skills.	Infants and toddlers will develop the ability to understand words and increasingly complex utterances. They will develop the interest in engaging with print in books and in the environment.	Infants and toddlers will progress from: Looks at adults through talks about daily events (Relationships to Persons)	89%	92%	91%
			Vocalizes ah, eh, uh through knows rhymes or songs (Language/ Communicate)	83%	86%	86%
			Retains rattle through imitates cross (+)(Fine Motor)	89%	92%	91%
<b>Cognition and General Knowledge</b>	Infants and toddlers will demonstrate progressive positive general cognitive skills.	Infants & toddlers will develop understanding that one event brings about another, the ability to group, sort, categorize, connect and have expectations of objects and people according to their attributes, understanding of how things move and fit in space, ability to attend to people and things while interacting with others and exploring the environment and play materials.	Infants and toddlers will progress from: Looks at object through rotates form board to solve puzzle (Relationship to Objects)	93%	94%	94%
			Follows object visually to strings small beads (Fine Motor)	89%	92%	91%
			Head compensates through rides tricycle using pedals (Gross Motor)	91%	92%	92%
			Vocalizes ah, eh, uh, through understands prepositions (Language and Communication)	83%	86%	86%

## Program



## Governance

### Board of Commissioners (2015)

#### Elected Representatives

Julia Hernandez - *Target Area A*  
Juanita Veliz - *Target Area B*  
Daniel T. Parra - *Target Area C*  
Joshua Mitchell - *Target Area D*  
Elizabeth Nunez - *Target Area E*  
Debbie Darden - *Target Area F*  
Catherine Robles - *Target Area G*  
Linda R. Hayes - *Target Area H*

#### Community Sector Representatives

Esther Cuevas – *Economic Development Corporation*  
Pastor B.E. McAllister – *West Fresno Faith Based Organization*  
Charles Garabedian, Jr. - *Malaga County Water District*  
Tito A. Lucero - *Head Start County-Wide Policy Council*  
Reverend Paul McCoy - *NAACP*  
Maiyer Vang – *Fresno Center for New Americans*  
Jimi Rodgers - *Association of Black Social Workers*  
Deanna Mathies – *Fresno Unified School District*

#### Representatives of Public Officials

Tim Bakman - *14th Senatorial District*  
Cheryl Sullivan - *Community Colleges*  
Angie Isaak - *Juvenile Courts*  
George A. Finley, Sr. - *Fresno County Board of Supervisors*  
Yvette Quiroga - *Fresno County Board of Supervisors*  
LaShawn Baines – *16<sup>th</sup> Assembly District*  
Erica Cabrera - *31st Assembly District*  
Richard Keyes - *Fresno Mayor's Appointment*

## County-Wide Policy Council Executive Board (2014/2015)

Monik Crumble – Chairperson  
Rosemarie Lopez – Vice Chairperson  
Anna Rodriguez – Secretary  
Sommer Replogle – Treasurer  
Noemi Sor – Sergeant-at-Arms  
Yesenia Bearden – Historian  
Melinda Pacheco – Early Head Start  
Jennifer Guerrero – Personnel Committee  
Veronica Perez – Parent Planning and Review Committee  
Francis Garcia – Eligibility, Recruitment, Selection, Enrollment and Attendance (ERSEA) Committee  
Andrea Alejandro – Budget and Finance Committee



Head Start

## **Executive Office**

**Chief Executive Officer**

Brian Angus

**Chief Programs Officer**

Naomi Quiring-Mizumoto

**Chief Financial Officer**

Salam Nalia

**Associate Human Resources Officer**

Michael Garcia

**Planning and Resource Development Officer**

Paul McClain-Lugowski

**Strategy and Communication Officer**

Lynne Jones

**Operations Officer**

Bill Simon

**Internal Audit Manager**

Susan Shiomi

## **Service Areas**

Head Start currently serves 3,019 children throughout Fresno County in 34 Centers and 18 Home Base areas.

Early Head Start currently serves over 300 children throughout Fresno County in 2 Centers and 9 Home Visitation areas.

Biola	Kings Canyon
Cantua Creek	Malaga
Caruthers	Mendota
Clovis	Mountain Area
Coalinga	Orange Cove
Del Rey	Parlier
Easton/Raisin City	Pinedale
Fresno	Reedley
Firebaugh	Riverdale
Five Points	San Joaquin
Fowler	Sanger
Huron	Selma
Kerman	Tranquility
Kingsburg	