



# Fresno Economic Opportunities Commission Head Start Annual Report—2016/2017

## 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, family services, and health..**

**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 113,513 Head Start children and 7,311 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 2,750 children throughout Fresno County in over 34 centers and 18 Home Base areas. The Early Head Start program serves approximately 308 children and pregnant women in urban Fresno, Clovis, Reedley, Sanger, Parlier, Del Rey, Selma, Fowler, Biola, and Kerman.

### 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 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 support their strengths. 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.

## Program Overview—Early Head Start

The mission of the Early Head Start program is to provide comprehensive child development and family support services that promote school readiness for families with infants and toddlers, birth to age three and to promote healthy prenatal outcomes for pregnant women.



Early Head Start focuses on healthy cognitive, physical, social and emotional development of infants and toddlers. We also support positive family relationships. 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 Early Head Start 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 2016

### Head Start

FY 2016 Category	Budget* Basic + T&TA	Expenditures			Percent of Total	2017 Proposed Budget (Basic + T&TA)
		Basic	T&TA	Total		
Personnel	\$16,780,001	\$15,460,543	\$0	\$15,460,543	46.58%	\$17,109,673
Fringe Benefits	7,665,814	6,359,823	0	6,359,823	19.16%	7,529,373
Travel	3,123	0	0	0	0.00%	3,123
Equipment	302,000	0	0	0	0.00%	0
Supplies	842,014	713,470	9,680	723,151	2.18%	963,196
Contractual	206,029	179,166	263	179,430	0.54%	226,220
Facilities Construction	0	0	0	0	0.00%	0
Other**	5,187,351	4,146,931	194,525	4,341,457	13.08%	5,423,369
<b>Direct Costs</b>	<b>30,986,332</b>	<b>26,859,934</b>	<b>204,469</b>	<b>27,064,403</b>	<b>81.54%</b>	<b>31,254,954</b>
<b>Indirect Costs</b>	<b>2,205,275</b>	<b>2,010,508</b>	<b>15,315</b>	<b>2,025,823</b>	<b>6.10%</b>	<b>2,225,358</b>
<b>Total Amount</b>	<b>\$33,191,607</b>	<b>\$28,870,442</b>	<b>\$219,784</b>	<b>\$29,090,226</b>	<b>87.64%</b>	<b>\$33,480,312</b>

T&TA = Training and Technical Assistance

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

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

### Early Head Start

FY 2016 Category	Budget* Basic + T&TA	Expenditures			Percent of Total	2017 Proposed Budget (Basic + T&TA)
		Basic	T&TA	Total		
Personnel	\$2,568,047	\$2,598,468	\$0	\$2,598,468	57.52%	\$2,596,069
Fringe Benefits	956,848	876,807	0	876,807	19.41%	980,517
Travel	0	0	0	0	0.00%	0
Equipment	0	0	0	0	0.00%	0
Supplies	153,329	114,847	2,562	117,409	2.60%	144,134
Contractual	74,309	50,360	121	50,481	1.12%	45,972
Facilities Construction	0	0	0	0	0.00%	0
Other**	449,682	423,732	91,496	515,228	11.41%	476,555
<b>Direct Costs</b>	<b>4,202,215</b>	<b>4,064,214</b>	<b>94,179</b>	<b>4,158,393</b>	<b>92.05%</b>	<b>4,243,247</b>
<b>Indirect Costs</b>	<b>315,167</b>	<b>304,423</b>	<b>7,054</b>	<b>311,478</b>	<b>6.90%</b>	<b>318,240</b>
<b>Total Amount</b>	<b>\$4,517,382</b>	<b>\$4,368,637</b>	<b>\$101,233</b>	<b>\$4,469,871</b>	<b>98.95%</b>	<b>\$4,561,487</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 2016/2017, Fresno EOC Head Start provided services for 3,380 children and 3,278 families. The average monthly enrollment was 2,750. The funded monthly enrollment was 2,750. The program maintained 100% enrollment (as a percentage of funded enrollment) throughout the year. Most of the children served (94% or 3,182) 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	Type of Eligibility	No. Enrolled
3 years old	1,607	Income below 100% of Federal poverty line	1,550
4 years old	1,773	Receipt of public assistance (e.g., TANF, SSI)	1,599
5 years and older	0	Status as a foster child	67
Total	3,380	Status as homeless	6
		Over income	158
		Total	3,380

In school year 2016/2017, Fresno EOC Early Head Start provided services for 516 children (including pregnant women) and 474 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 (92% or 473) 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	Type of Eligibility	No. Enrolled
Under 1 year	198	Income below 100% of Federal poverty line	341
1 year old	174	Receipt of public assistance (e.g., TANF, SSI)	132
2 years old	104	Status as a foster child	2
3 years old	7	Status as homeless	4
Pregnant women	33	Over income	37
Total	516	Total	516



## **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) Uniform Guidance (2.CFR.200). 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, 2016.

### **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 achieved a 95% success rate for complete medical exams\* and a 92% rate for complete dental exams. Children enrolled in Early Head Start more than 45 days achieved a 73.2% 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 2016/2017 school year parent involvement activities of Head Start and Early Head Start included:

- Classroom volunteers
- Home visits
- Socializations
- Field trips
- Parenting classes
- Monthly LPC meetings
- Annual Program Self-Assessment
- Continuous Improvement Team (Early Head Start)
- Open Houses
- Parent Volunteer Recognition Luncheon
- Workshops, such as “Safe and Unsafe Touch”, “Positive Discipline”, “Transition”, “Health Topics and Procedures”, “How Children Learn Through Play”, “Gang Violence”, “Emotional and Social Well Being” and “Domestic Violence”
- Welcome Back to School
- Financial Literacy
- Family Literacy



## 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 DRDP (2015) Preschool, School Readiness Goals are created based upon the areas the children need most improvement. Goals and results for all three assessments for the 2016/2017 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 persons, emotions and feeling states, and coping behavior. Children who are screened or assessed “at risk” or “with concerns” on either instrument are referred for further evaluation and/or early intervention. Goals and results for the 2016/2017 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	96
Informational meetings with parents	8944
Cross program meetings to discuss individual child progress	115
Schools contacted	176
School districts contacted	31
Letters to school principals, superintendents, district staff	176

## Fresno EOC Head Start School Readiness Goals 2016-2017

Head Start Early Learning Outcomes Framework	Fresno EOC HS School Readiness Goals	CA Preschool Learning Foundations	DRDP (2015) - Preschool	Results of DRDP I	Results of DRDP II	Results of DRDP III	
<b>Perceptual Motor and Physical Development</b>	Children will demonstrate age appropriate positive health and physical development.	Domain: Physical Development	Physical Development				
		Strand: Fundamental Movement Skills	PD-HLTH 4: Fine motor manipulative skills	28%	54%	73%	3 Yr Olds
		Substrand: 3.0 Manipulative Skills		37%	67%	86%	4 Yr Olds
<b>Social &amp; Emotional Development</b>	Children will demonstrate age appropriate positive social behavior, emotional regulation, and emotional well being.	Domain: Social Emotional Development	Self and Social Development				
		Strand: Social Interaction	HSS 4: Conflict Negotiation	1%	4%	12%	3 Yr Olds
		Substrand: 2.0 Interaction with Peers		4%	16%	50%	4 Yr Olds
<b>Approaches towards Learning</b>	Children will demonstrate age appropriate positive approaches toward learning.	Domain: Social-Emotional Development	Cognitive Development				
		Strand: Self	ATL-REG 6: Engagement and persistence	20%	46%	67%	3 Yr Olds
		Substrand: 5.0 Initiative in Learning		24%	51%	76%	4 Yr Olds
<b>Language and Literacy</b>	Children will demonstrate age appropriate positive communication, language, and emergent literacy skills.	Domain: Language and Literacy	Language and Literacy Development				
		Stand: Reading	LLD3: Expressive Language	29%	50%	73%	3 Yr Olds
		Substrand: 4.0 Comprehension and Analysis of Age-Appropriate Text		33%	62%	83%	4 Yr Olds
	Children will demonstrate age appropriate positive communication, language, and emergent literacy skills.	Strand: Reading	LDD 9: Letter and word knowledge	15%	40%	66%	3 Yr Olds
		Substrand: 2.0 Phonological Awareness		26%	56%	78%	4 Yr Olds
	Children will demonstrate age appropriate positive communication, language, and emergent literacy skills.	Strand: Reading	ELD 2: Self-Expression in English	24%	34%	38%	3 Yr Olds
	Substrand: 3.0 Alphabetic and Word/Print Recognition		25%	36%	41%	4 Yr Olds	
<b>Cognition</b>	Children will demonstrate age appropriate positive general cognitive skills.	Domain: Mathematics Knowledge & Skills	COG 4: Number Sense of Math Operations	18%	38%	63%	3 Yr Olds
		Strand: Number Sense		19%	48%	73%	4 Yr Olds
		Substrand: 2.0 Children will begin to understand number relationships and operations in their everyday environment.	COG 8: Cause and Effect	19%	44%	66%	3 Yr Olds
				22%	51%	76%	4 Yr Olds

## Fresno EOC Early Head Start Program School Readiness Goals 2016-2017

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
Physical Development & Health	Children will demonstrate age appropriate positive health and physical 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)	94%	97%	92%
			Ability to retain a rattle through builds tower of 3 cubes (Fine Motor)	89%	90%	83%
Social & Emotional Development	Children will demonstrate age appropriate positive social behavior, emotional 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)	95%	92%	95%
			Shows seeking activities through trying to doing things for self (Coping Behavior)	98%	98%	96%
			Expresses discomfort to recovers from small hurts on own (Emotions and Feeling States)	98%	98%	96%
			Sucks hand or thumb through washes hands and face (Self-Help)	90%	99%	91%
Approaches to Learning	Children will demonstrate age appropriate, positive approaches toward learning,	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 tries to do things for self (Coping Behavior)	98%	98%	95%
			Responds to voice through relates selectively to family members (Relationships to Persons)	95%	92%	95%
Language and Literacy	Infants and toddlers will demonstrate age appropriate positive communication, language and emergent literacy skills.	Infants & 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)	95%	92%	95%
			Vocalizes ah, eh, uh through knows rhymes or songs (Language/Communication)	92%	93%	92%
			Retains rattle through imitates cross (+) (Fine Motor)	89%	90%	83%
Cognition and General Knowledge	Children will demonstrate age appropriate 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)	98%	98%	95%
			Follows object visually to strings small beads (Fine Motor)	89%	90%	83%
			Head compensates through rides tricycle using pedals (Gross Motor)	94%	97%	92%
			Vocalizes ah, eh, uh, through understands prepositions (Language & Communication)	92%	93%	92%

## Program Governance

### Board of Commissioners (2017)

#### Elected Representatives

Julia Hernandez - *Target Area A*  
Juanita Veliz - *Target Area B*  
Daniel T. Parra - *Target Area C*  
Richard Sepulveda - *Target Area D*  
Lisa Nichols - *Target Area E*  
Debbie Darden - *Target Area F*  
Catherine Robles - *Target Area G*  
Linda R. Hayes - *Target Area H*

#### Community Sector Representatives

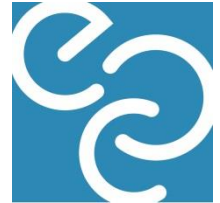
Esther Cuevas – *Economic Development Corporation*  
Pastor B.E. McAllister – *West Fresno Faith Based Organization*  
Charles Garabedian, Jr. - *Malaga County Water District*  
Tito A. Lucero - *Head Start County-Wide Policy Council*  
LeRoy Chandler - *NAACP*  
Maiyer Vang – *Fresno Center for New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

#### Representatives of Public Officials

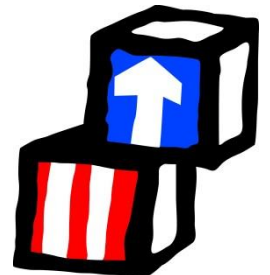
Tim Bakman - *14th Senatorial District*  
Miguel Arias - *Community Colleges*  
Angie Isaak - *Juvenile Courts*  
Barigye McCoy. - *Fresno County Board of Supervisors*  
Yvette Quiroga - *Fresno County Board of Supervisors*  
Harpreet Bali – *16<sup>th</sup> Assembly District*  
Juan Arambula - *31st Assembly District*  
Richard Keyes - *Fresno Mayor's Appointment*

### County-Wide Policy Council Executive Board (2016/2017)

Brittany Long – *Chairperson*  
Maria Sagaste – *Vice Chairperson*  
Comia Perry – *Secretary*  
Leticia Villanueva – *Treasurer*  
Johana Peña – *Sergeant-at-Arms*  
Monica Andrade – *Historian*  
Carmen Zamora – *Early Head Start*  
Zina Brown-Jenkins – *Personnel Committee*  
Laura Castillo – *Parent Planning and Review Committee*  
Mayra Delgado – *Eligibility, Recruitment, Selection, Enrollment and Attendance (ERSEA) Committee*  
Angela Smith – *Budget and Finance Committee*



Fresno  
**Economic  
Opportunities  
Commission**



**Head Start**

## **Executive Office**

**Chief Executive Officer**

Brian Angus

**Chief Programs Officer**

Naomi Quiring-Mizumoto

**Chief Financial Officer**

Salam Nalia

**Human Resources Officer**

Dawn Cagle

**Chief Innovations Officer**

Paul McClain-Lugowski

**Marketing and Communication Director**

Nasreen Riahizadeh

**Board Liaison and Community Engagement Director**

Elizabeth Jonasson

**Operations Officer**

Bill Simon

**Internal Audit Director**

Susan Shiomi

## **Service Areas**

Head Start currently serves 2,750 children throughout Fresno County in 34 Centers and 18 Home Base areas.

Early Head Start currently serves over 308 children throughout Fresno County in 2 Centers and 10 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	