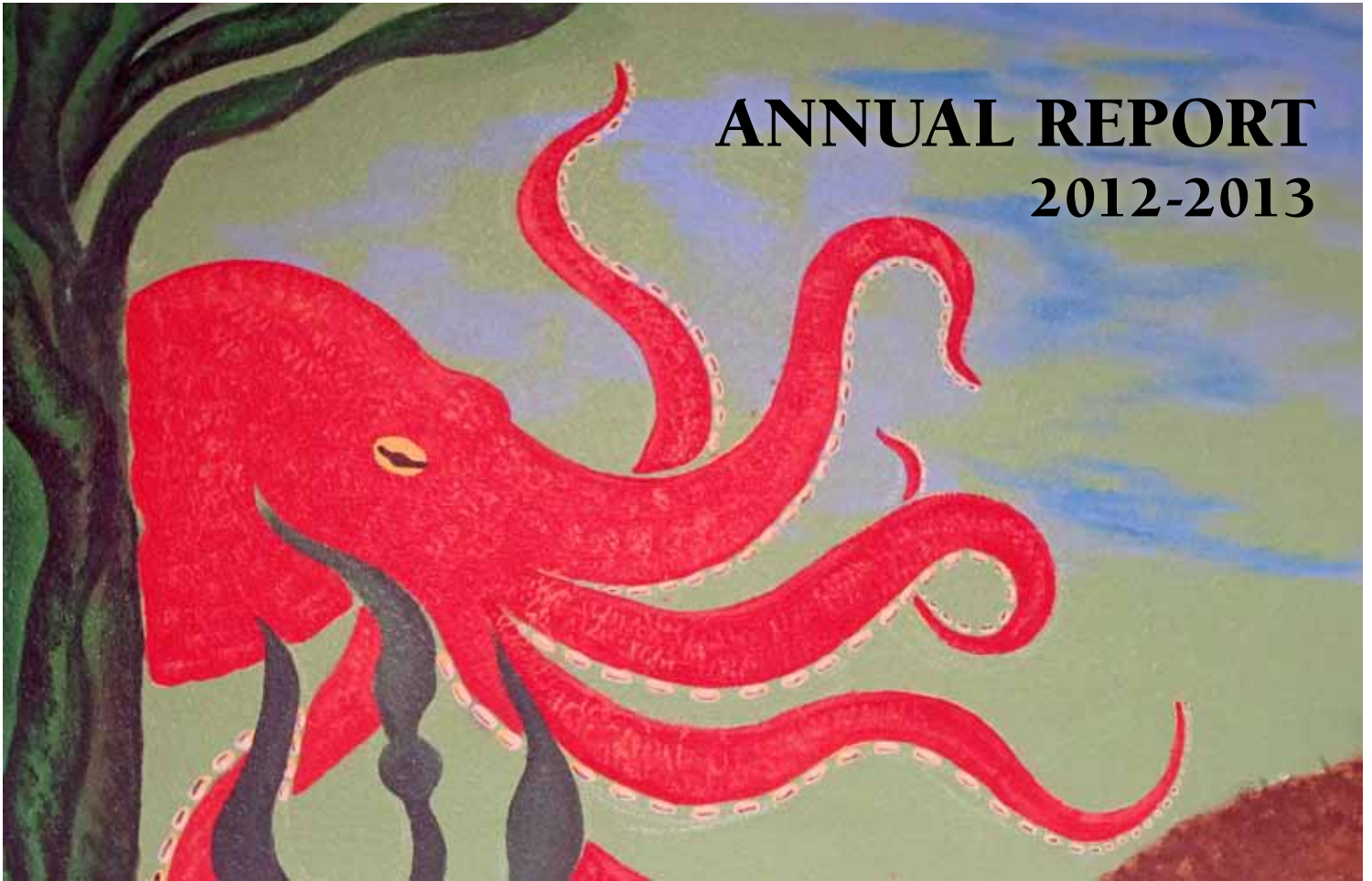


# ANNUAL REPORT 2012-2013



Encompass Community Services

**Head Start – Early Head Start**

Santa Cruz County, CA



# Letter from the Director

Dear Head Start Parents, Staff and Community Partners,



This year marks the 49th anniversary of Head Start. Begun in 1965, the Head Start program started as a summer transitional program for low-income preschoolers and their families. It has evolved over the years into a recognized leader for the early childhood community and a provider of research, resources and expertise on topics from curriculum to brain research. Head Start provides comprehensive early childhood education as well as health, nutrition, parent education and social services to low-income families. For those of us who have experienced the transformational qualities that Head Start brings to children and families this is a great cause for celebration.

Education is the most powerful weapon which you can use to change the world.

– Nelson Mandela

Head Start is occasionally criticized because research has indicated that some of the measurable gains that children make while enrolled in the program appear to fade by the third grade. The reality is that Head Start can, and does, provide children with a wonderful foundation for kindergarten. They transition to kindergarten ready to learn, to socialize and interact with their peers, and have the ability to regulate their emotions and behaviors. What Head Start cannot do is to inoculate children from the stresses of poverty, parental unemployment, underperforming schools and a lack of opportunity. What it does do is prepare children and their families to fully participate in the amazing journey of continuing education. An education that may begin in preschool, but follows a long and challenging path from kindergarten, elementary school, middle school, high school and hopefully college. Head Start is a beginning – a perfect way to start a child and their family on their way to more academic success and better outcomes for the whole family.

This year has been a very successful one for our local program. During the fall both our Head Start and Early Head Start teachers were assessed using the nationally recognized Classroom Assessment Scoring System (CLASS™). The independent assessor gave our teaching staff some of the highest CLASS scores in the nation. This is the result of hiring qualified teachers and excellent supervisors, providing continuous training, and supporting best practices in the classroom. The program also launched a new Leadership Initiative and is working toward more effective communication and a higher level of accountability in the workplace. The program managed to navigate through the sequestration cuts last year as a result of staff and managers coming together to share the impact of a 5% reduction. We met the challenges and are now in a strong position to explore the possibilities for expansion and growth in the future – a future that will be built on our willingness to embrace both innovation and opportunity, as we continue to advocate for low-income families and their children.

Regards,

Cynthia

Cynthia Sloane  
Child and Family Development Programs  
Encompass Community Services  
Santa Cruz, California

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## Policy Council Executive Committee

Chair – Guadalupe Rodriguez  
Vice Chair – Sarai Jimenez  
Secretary – Melissa Perales

# Health Highlights

- Head Start partnered with the Child Health and Disability Prevention (CHDP) Program and Prevent Blindness Northern California to offer training on how to conduct children’s vision screenings. Medical professionals from Santa Cruz County and Head Start staff completed a two day training that included lecture and practicum components. Head Start staff are now certified to perform vision screenings of preschool children.
- Santa Cruz County Health Services Agency provided Head Start with 50 car seats to support our car seat safety program. Head Start’s two certified child passenger safety technicians provide car safety information to families and assist in the installation of new car seats. Health Services staff organized a community car seat event in the spring (2013) where 30+ families had a car seat inspected /installed by a certified car seat technician.
- Health Services staff received training in ChildPlus, Head Start’s program management software. Health Services staff completed workshops where they learned about program monitoring and reporting. ChildPlus workshops provided Health Services staff with the knowledge to create agency-specific reports, as well as how to utilize filters to create custom reports. The ChildPlus training was a great opportunity where staff learned new and more efficient ways to document and report health services provided to children.

- Head Start goes electronic! Under the direction of the Health Services Manager, Head Start has implemented a new reporting and documentation system that converts our old paper system into a state of the art Electronic Health Record system. The new “Electronic Health Record” system allows for more efficient reporting of documented child health exams and screenings. Head Start staff and Medical Providers are actively reporting health information to Health Services staff electronically.

The new Electronic Health Record system has upgraded our record keeping practices, enhanced our monitoring capabilities, and improved the quality of our health data. We are motivated by the opportunities presented by this new system and are excited to incorporate the Early Head Start program into the Electronic Health Record system in the spring of 2014.

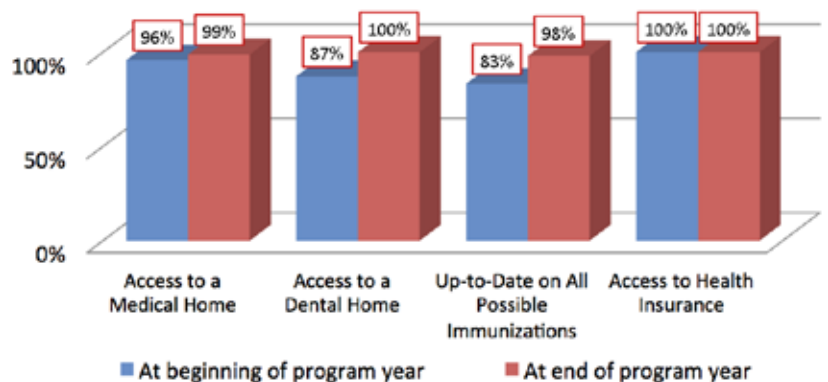


## Health Data

Head Start and Early Head Start staff work with families to ensure Performance Standards are met in the area of health and that children receive all appropriate health care services.

- 100% of Head Start and 99% of Early Head Start children have health insurance and a documented medical and dental home.
- 98% of Head Start and 91% of Early Head Start children in the program at least 90 days were up-to-date on their immunizations.
- 91% of Head Start children and 95% of Early Head Start children, enrolled over 45 days, were kept up-to-date on a schedule of well child care.
- By the end of the program year, 82% of Head Start children, enrolled at least 90 days, had visited the dentist in the past year.

### Access to Medical Services for Children Head Start 2012-2013



# Head Start Father Involvement Initiative



The goal of the Father Friendly Initiative (FFI) is to build up families through education and engagement strategies. Our goal has been to inspire, equip and support Head Start staff and families with awareness, knowledge, skills and tools to increase positive father involvement and father-friendly environment within Head Start.

## Father Friendly Committee

Head Start Father Friendly Initiative Committee is tasked with keeping the focus on father involvement and father friendliness goals and strategies alive by promoting greater parent engagement through father and father-figure involvement. The Committee is composed of the Head Start Managers, Program leads and line staff to bring field experience, perspective and insight. The group meets once a month and is guided by a work plan developed by the Committee members. The Committee uses meetings to exchange information, celebrate success, plan trainings and identify areas of greater need and improvement. The Committee's work is directed by an annual all staff Organizational Self-Assessment (OSA) in combination with Parent Survey, classroom assessments and parent meeting attendance.

## Co-location Effect

In the last 18 months PAPÁS, Supporting Father Involvement has been co-located inside the Head Start Administrative office. This new service delivery model has increased and improved the father-friendly environment inside the Head Start office. Staff is more visible in dealing with fathers and father-figures in search of services. The Fatherhood program and its

staff are readily accessible and program information and announcements are easily available to Head Start staff for outreach, recruitment and referral purposes. We have seen high levels of collaboration and ownership of the fatherhood program and its services by Head Start leadership, management and line staff. We expect greater integration and better outcomes for Head Start families as result of the co-location and easy access to services and staff.

## Organizational Self Assessments

The Organizational Self-Assessment (OSA) is a tool utilized by the PAPÁS, Supporting Father Involvement program to measure staff behavior and attitude; organizational readiness; and system and leadership support for father and father-figure involvement and father-friendliness goals and strategies. The assessment focuses on eight key areas and it identifies organizational strengths and areas for improvement.

- Leadership and Organizational
- Policies and Procedures
- Program, Service and Product Content
- Physical Environment
- Communication and Interaction
- Staff Orientation and Training
- Social Marketing Strategies
- Community Reputation and Position

# Policy Council

The Policy Council is the program's major decision-making body. Head Start Programs are required by federal law to establish and maintain a formal structure of shared governance whereby parents can participate in policy-making and other decision-making processes with the Encompass Board of Directors and Head Start Director. Parents are elected annually by their peers to serve a one-year term.

## Highlights of the 2012/2013 Policy Council:

- Participated in the program self-assessment process
- Participated in the hiring of Head Start and Early Head Start Staff
- Develop and approved recruitment activities and selection priorities for enrollment
- Participated in a variety of trainings:
  - » Orientation Training
  - » Leadership Training
  - » Shared Governance Training with Encompass Board of Directors
  - » Maintaining Healthy Relationships
  - » Music and Movement with Children
- Chairperson attended an Early Learning Advocacy Training in Sacramento, CA. She got the opportunity to meet several members of the State Legislature. She got a first-hand look at how members of the legislature are working together for early childhood education and childcare.
- Were instrumental in moving ESL classes for North County parents to a more central location for easier access.
- Purchased and gifted a book to each Head Start/Early Head Start child enrolled in the 2013/2014 school year.

## Question: How has participation on the PC benefited you personally, your family?

**Pamela Miller's response:** "The Policy Council has been an amazing experience. It has taught me how a Board of Directors meeting is conducted and about the decision making process. Policy Council prepares and equips parents to reenter the workforce when ready. It actively involves parents in the program, a program that so wonderfully cares for their children. Head Start in general an A+, #1 program. Policy Council is just one reason why I am honored and thankful to be part of such a great organization".

**Teresa Amezcuita's response:** "I liked very much being part of the Policy Council. The trainings have benefited me a lot in my daily interactions with my children, provided me with strategies I use with my children repeatedly. I also like the way the Policy Council and the whole program functions. I love the fact that the Policy Council meetings are conducted in two languages simultaneously."

**Sarai Jimenez's response:** "Participating on the Policy Council has given me the opportunity to look in-depth into the education of my child. A behind the scenes look at this great program helping me build a strong educational foundation for my children. Also, participating has helped me to build my self-confidence, being able to express my opinions in a large group and build relationships with other parents with the same interests as mine."



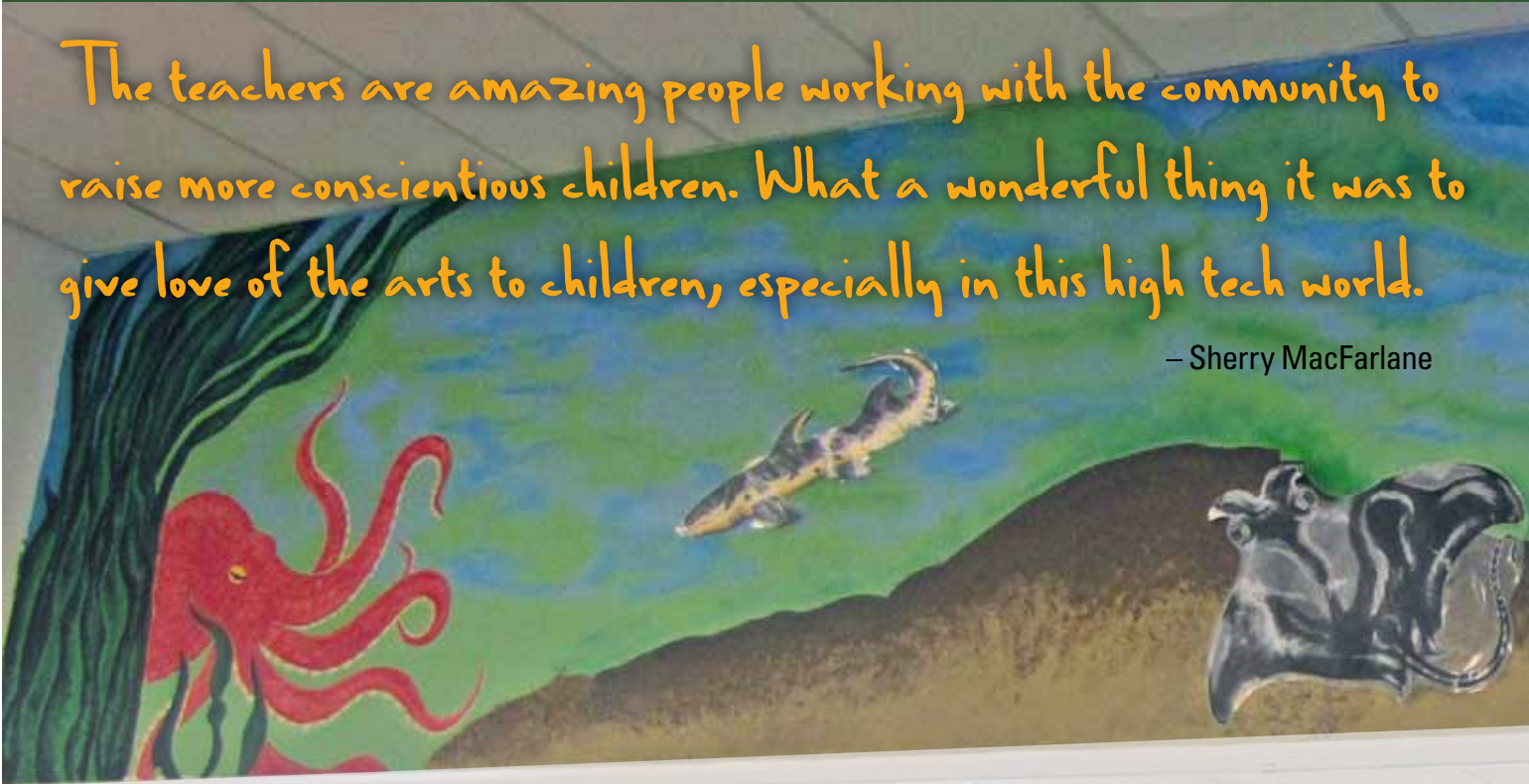
I am very grateful that my children had the opportunity to attend this wonderful program. It is an awesome program!

– Member Rozanne Borja

# The Farm Volunteer Mural Project

*The teachers are amazing people working with the community to raise more conscientious children. What a wonderful thing it was to give love of the arts to children, especially in this high tech world.*

– Sherry MacFarlane



Our local Head Start program is very fortunate to have a long term partnership with the Monterey Bay Aquarium.

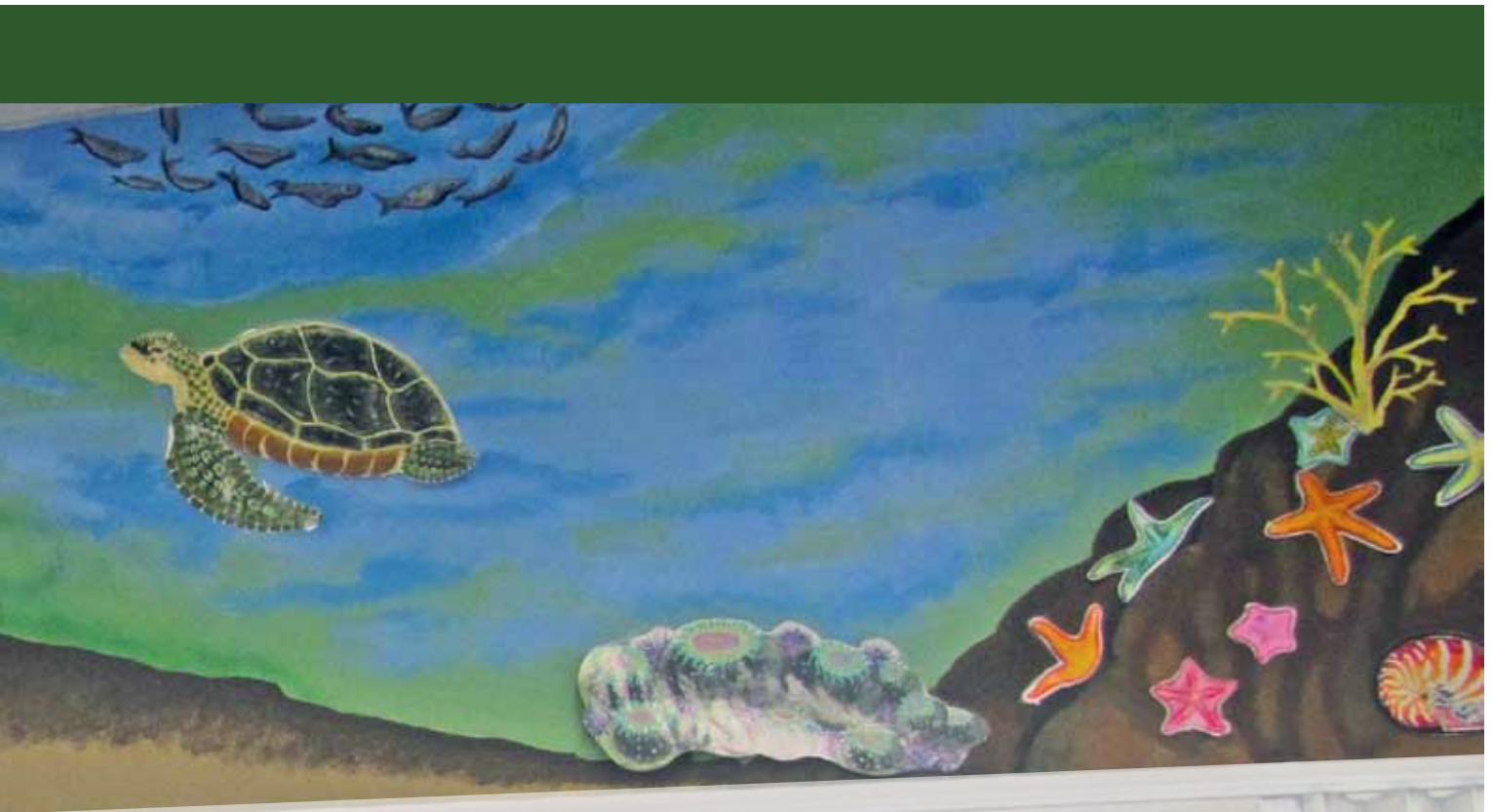
The Aquarium provides three facilitated visits a year for children and their parents as well as teacher training in the summer months. It is an exciting field trip for children and everyone looks forward to the visit and the follow up curriculum on ocean life and local environmental issues.

As a direct result of our Aquarium partnership, the parents at our "Farm" preschool program in Aptos decided to bring the Aquarium to the classroom year round.



One of the returning parents suggested to their teacher, Alexa Jones, that painting a mural of the sea animals and plants would be a great way to promote the science and the aquarium curriculum in the classroom. Alexa encouraged her to bring it to the Parent Committee and a great idea was born! As a result parents, artists, contractors, teen volunteers and even the husbands of the staff pitched in to create the beautiful mural that has now become a permanent teaching tool that is a direct reflection of our own local

community. Alexa also shared that "we so value our relationship with the Monterey Bay Aquarium that we hope this will honor that relationship and promote a respect and awareness of our beautiful ocean and bay".



Alexa and her staff will use the mural as the centerpiece for their ocean and science activities by having the children create their own sea creatures and then having them placed on the mural. The creators of the mural placed small amounts of Velcro in the painting so that the children could have an ongoing "canvas" for their science projects and art work. The pictures can change depending on the curriculum focus for that week.

*The whole purpose of education is to turn mirrors into windows.*

– Sydney J. Harris



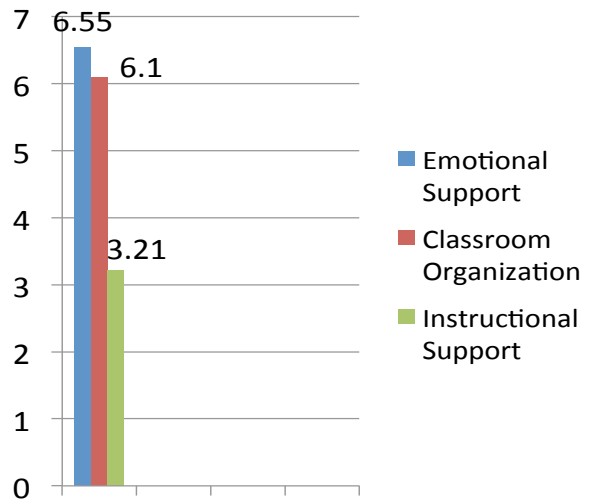
Our thanks to all the parents, staff and community members who provided such commitment and dedication in making this project a reality. We would also like to thank the Monterey Bay Aquarium once again for their ongoing support to Head Start – you are making such a difference in the lives of our children and their parents!

## Head Start

Encompass Head Start uses the Desired Results Developmental Profile (DRDP) system to assess children's progress in meeting Head Start Outcome goals. Teachers observe children and document these observations three times a year. The chart below shows where the children in our program scored in the fall and the spring in seven DRDP domains. It measures how many children scored in the top two developmental levels: building and integrating. We also utilize the CLASS Observation tool to measure teacher/child interactions.

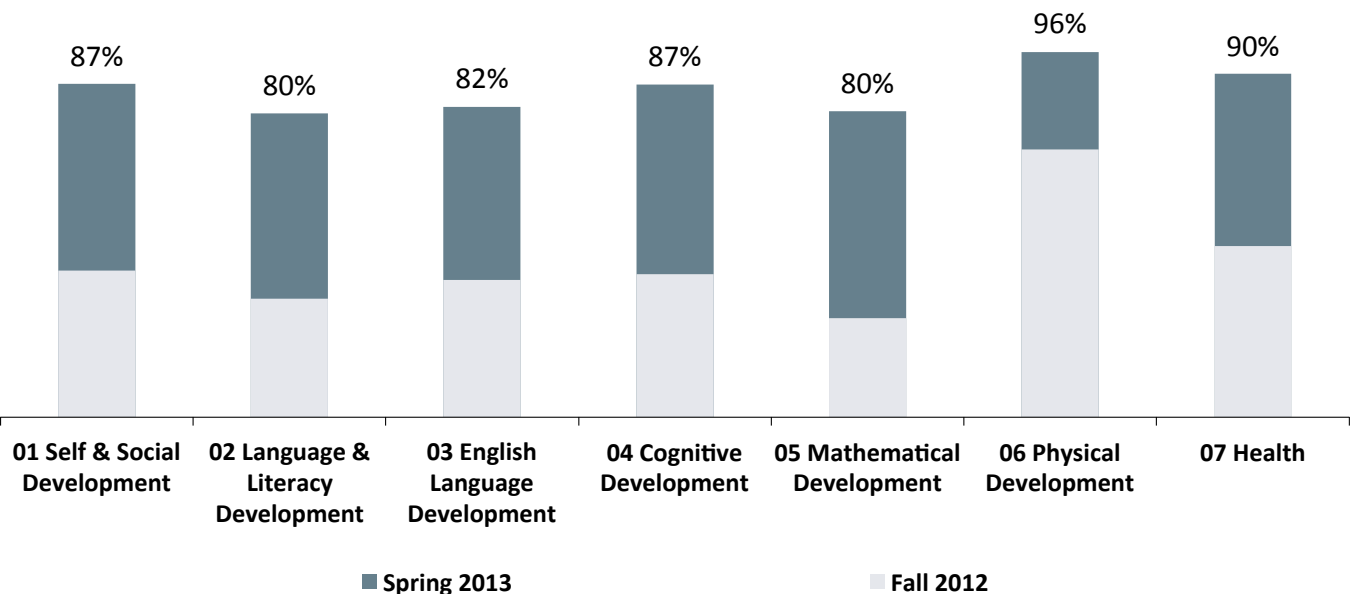
## Classroom Assessment Scoring System (CLASS) Scores

### CLASS Pre-K



## Domain Comparison for Preschoolers Spring 2013

### Percentage of Children in the Top Two Developmental Levels

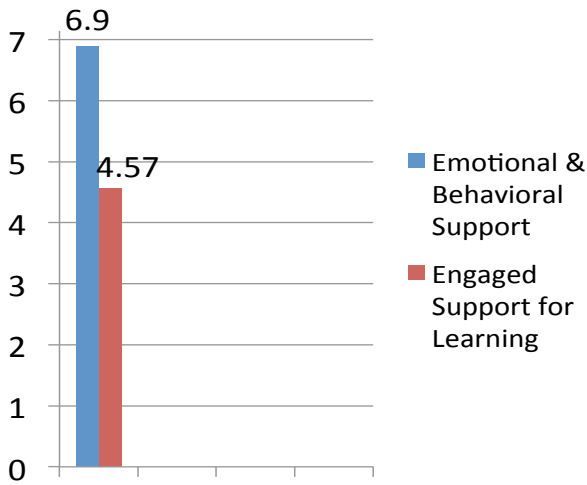




# Our Outcomes

## Classroom Assessment Scoring System (CLASS) Scores

### CLASS Toddler

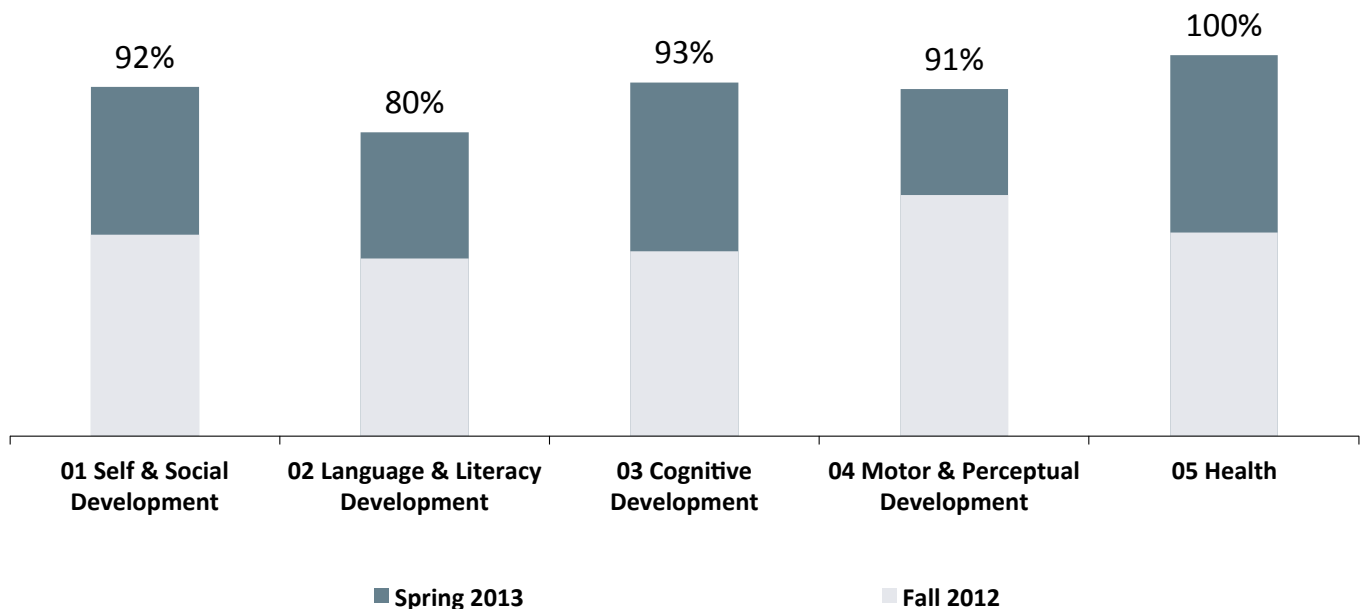


## Early Head Start

Encompass Early Head Start Centers use the Desired Results Developmental Profile/Infant/Toddler (DRDP-IT) system to assess children's progress in meeting Early Head Start Outcome goals. Teachers observe children and document these observations three times a year. The chart below shows where the children in our program scored in the fall and the spring in seven DRDP domains. It measures how many children scored in the top two developmental levels: building and integrating. We also utilize the CLASS Observation tool to measure teacher/child interactions.

## Domain Comparison for Infant-Toddlers Spring 2013

### Percentage of Children in the Top Two Developmental Levels



# Emergency Preparedness at Encompass Child and Family Development Programs

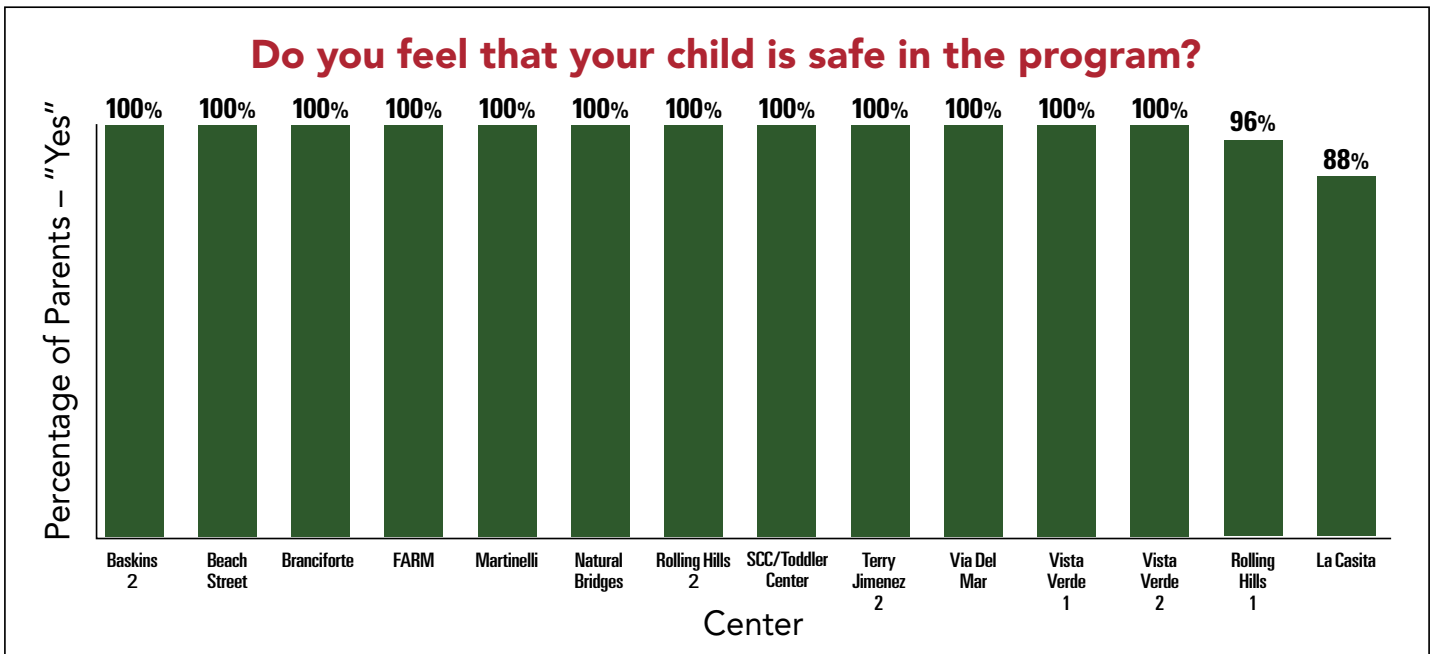
In response to community and staff concerns over the rising occasions of violence and emergencies in our community and specifically at schools, CFDP instituted an Emergency Response Committee in the spring of 2013. This committee has met two times to review and update our procedures, create short and long-term action plans to improve our preparedness, upgrade our communication systems, identify community resources and allies, and improve our support for families, children, and staff in the event of an emergency. The committee paid special attention to our lockdown procedures in the wake of several lockdown incidents in our area.

The immediate actions steps that were identified and then implemented were:

- Changed all the center door handles so that they lock from the inside
- Added blinds to all center and office windows
- Reviewed and updated each center’s emergency and disaster plans
- Reviewed and revised our current lockdown policies
- Contacted local police who provided lockdown training for our staff.

- Education Managers attended SERP (School Emergency Response Planning) from our local County Office of Education
- Education Managers and Mental Health Specialist attended Psychological First Aid training
- Provided all teaching and home visiting staff with emergency preparedness training
- Developed and provided new emergency binders with resources for staff, families, and children for each center, home visitor, and office site
- Assembled and distributed portable lockdown kits for each classroom and socialization site
- Contracted with CALL FIRE- online emergency phone call notification system
- Created written information for all parents about our emergency and lockdown procedures which were shared at program orientation days and added to the parent handbooks

Emergency preparedness is a constant process. Each spring we will assess our action plan and then continue to work on ways to support our staff, children, and families in times of emergency.



# Financial Snapshot

## Encompass Community Services Child and Family Development Programs

FISCAL YEAR 2012 / 2013

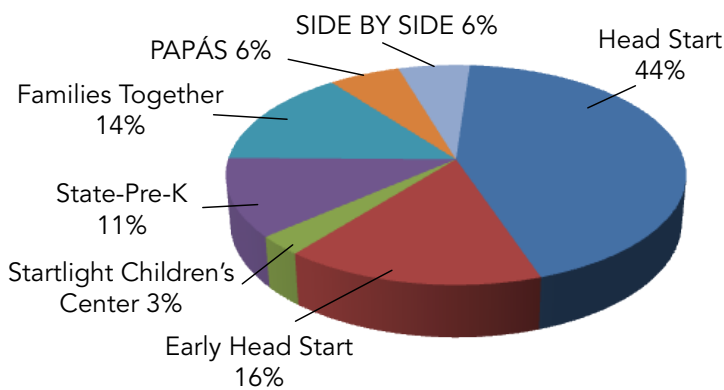
Head Start	\$4,867,526
Early Head Start	\$2,705,119
State-Pre-K	\$398,341
Startlight Children's Center	\$304,334
Families Together	\$857,545
PAPÁS	\$103,416
SIDE BY SIDE	\$172,973
Race to the Top	\$137,102
<b>TOTAL</b>	<b>\$9,546,356</b>



Education is not the learning of facts,  
but the training of the mind to think.

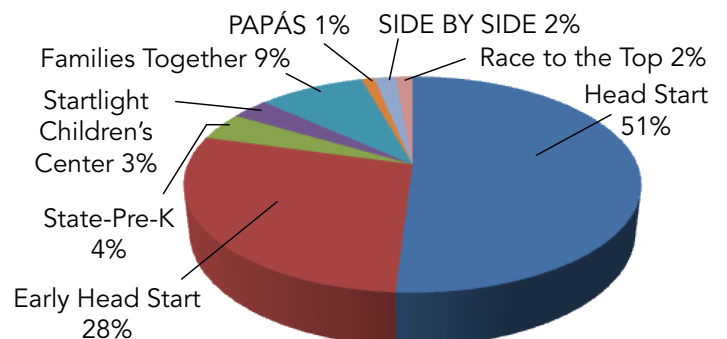
– Albert Einstein

### Child and Family Development Programs Enrollment



Total CFDF Enrollment: 1042

### Child and Family Development Programs Funding Sources





Child and Family Development Programs  
Head Start – Early Head Start  
225 Westridge Drive  
Watsonville, CA 95076



The best teachers  
are those who show you  
where to look, but do  
not tell you what to see.

– Alexandra K. Trenfor