



## A. Episcopal Community Services Head Start History

Episcopal Community Services (ECS) was founded in 1927 by All Saints' Episcopal Church to provide chaplaincy to those confined to hospitals and public institutions. The agency was funded by the proceeds of a local thrift shop and the contributions of the 117 paying members. In 1939, a Board of Directors was formed to help set policy. The board expanded the scope of the agency in 1954 to provide programs that would address the welfare as well as the spiritual needs of the San Diego area. ECS was incorporated in 1955 and obtained its first government contract from the County of San Diego to provide chaplaincy services to inmates of San Diego County honor camps. Today, ECS is responsible for the provision of over \$18 million of health and human services in San Diego and Riverside counties.

Episcopal Community Services has been providing Head Start services in the South San Diego region as a delegate agency to Neighborhood House Association (NHA) since 1978. During thirty two years of service, the ECS Head Start program has grown from serving 210 children in traditional, center-based slots, to serving 1,795 children (1,653 Head Start and 152 Early Head Start) in a combination of program options. During the dramatic expansion since 1990, ECS has demonstrated the ability to effectively plan for growth, identify and prepare suitable facilities, recruit and train qualified staff, and implement and manage high quality, comprehensive Head Start services. ECS has successfully worked with local community groups and Head Start parents to expand Head Start services in those areas most in need of Head Start.

The key to successful operation of these diverse programs is the Board of Directors and Management Team of ECS. The executive management team at ECS successfully oversees the areas of program operations, financial services, purchasing and contract administration, information systems, quality assurance, human resource management and fund development.

### **ECS HEAD START TODAY**

ECS provides Head Start to 1,795 children. Several options are available to families and include full-day center based, part-day center based, evening hours (TW: Twilight), Family Child Care (FCC) and Home Base (HB).

ECS Head Start recruits families for the program using existing procedures and processes such as recruitment fairs. The Community Workers involve parents at their centers in outreach and recruitment activities. The activities include staff and parents contacting local stores, agencies, libraries, churches, and community groups to distribute flyers, door hangers and brochures.

Additionally they distribute flyers door-to-door in low-income housing projects and apartment complexes. Staff works closely with the County-funded childcare programs and CalWORKS program to inform, promote and generate referrals for our program.

ECS Head Start disabilities staff recruits children with disabilities using our existing procedures. The Family Support Specialist distributes letters to agencies serving children with disabilities explaining the Head Start program and opportunities for enrollment. Announcements are made at parent meetings and public announcements are placed in local newspapers. The Disabilities Specialist advocates for Head Start enrollment at committee meetings and community centers. Advocates, parents and agencies are encouraged to refer children with disabilities to the Head Start program. ECS works closely with the HOPE infant program (a program for children aged 0-3 with disabilities) to transition children with disabilities into Head Start.

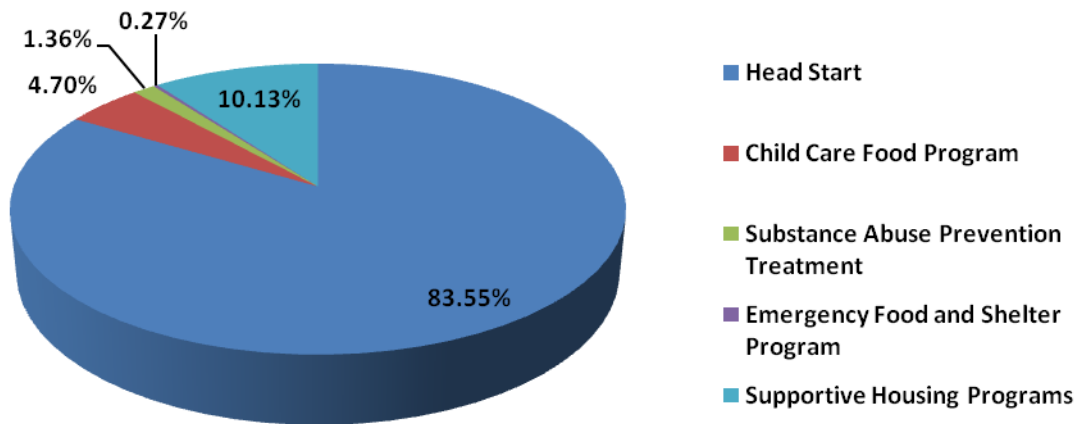
Families are selected for the program based on established ECS Head Start enrollment procedures. ECS has a screening process that ensures services are provided to the families who have the most serious need for Head Start services. To determine a child's eligibility for the program, staff enters family data on a screening form. The indicators affecting families that receive points are child's age, family income, disability, special need/situation and parental status. Staff uses the current Federal poverty guidelines to determine the number of points a family receives for income, with the lowest income receiving the most points. Families with the most points are given first priority for enrollment.

## **B. ECS Head Start Philosophy**

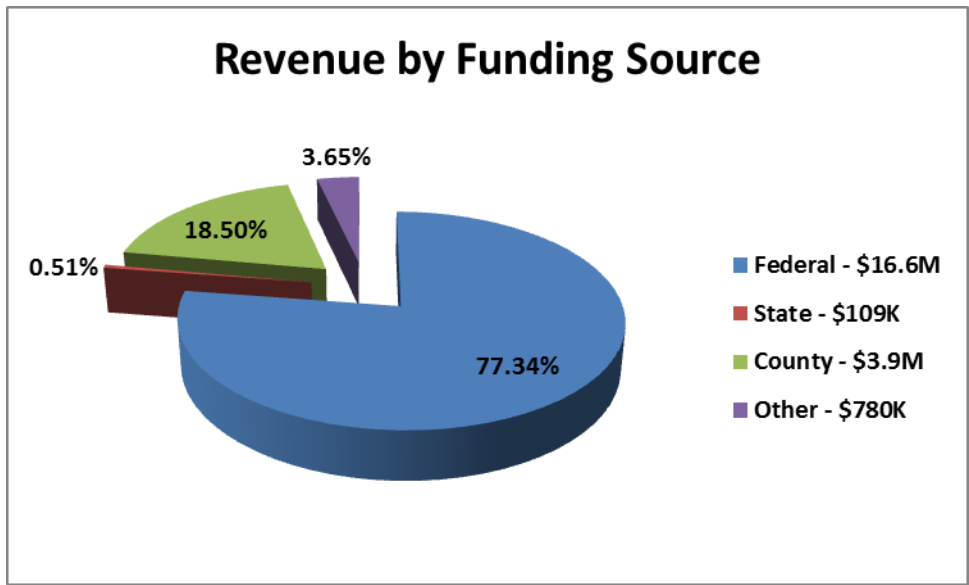
The ECS Head Start's Program philosophy is based on the premise that all families share certain basic needs that the Head Start population, in particular, can benefit from a comprehensive services delivery system that ensures their needs are met. Our program mission is to improve the lives of low-income children by providing comprehensive child development services that are family focused, including education, health, nutrition, mental health and social services. ECS Head Start's goals are accomplished by involving parents in the total operation and administrative of the program and supporting the growth of children, families and staff through the development of advocacy skills, enhanced self-esteem and empowerment. Our overall goal is to develop a greater degree of independence among families and the decisions which impact their lives.

# EPISCOPAL COMMUNITY SERVICES FINANCIAL INFORMATION

## Sources of Federal Revenue



## Revenue by Funding Source



## ECS Head Start Programs Operating Budget

|                                  |                     |
|----------------------------------|---------------------|
| Head Start Federal Funding       | \$12,764,349        |
| Early Head Start Federal Funding | \$1,792,573         |
| State Funding (CACFP)            | \$ 785,002          |
| <b>Total</b>                     | <b>\$15,341,924</b> |

## Proposed Budget

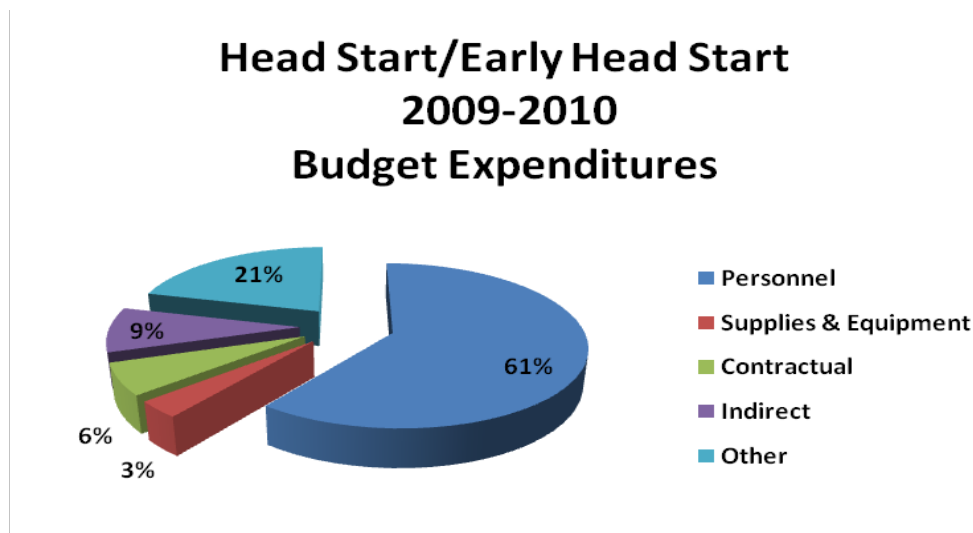
|              |                     |
|--------------|---------------------|
| Personnel    | \$ 7,131,642        |
| Fringe       | \$ 2,135,709        |
| Travel       | \$19,362            |
| Equipment    | \$185,000           |
| Supplies     | \$323,410           |
| Contractual  | \$966,713           |
| Construction | \$50,000            |
| Other        | \$3,150,690         |
| Indirect     | \$1,379,398         |
| <b>Total</b> | <b>\$15,341,924</b> |

## Budget Description

“Supplies” include office, child, family and food supplies. “Other” includes construction/renovation, occupancy, nutrition services, parent services, training and staff development, travel, child service consultants, software licenses and publications/advertising and printing.

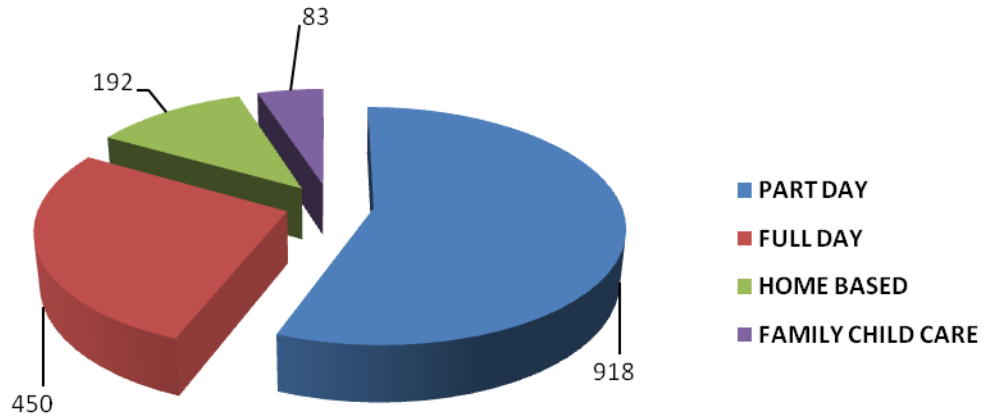
## Head Start/ Early Head Start

The graph below depicts budgetary expenditures of funds including \$14,556,922 of federal funding and \$785,002 of state funding. “Contractual” includes professional consultants and Family Child Care Providers.



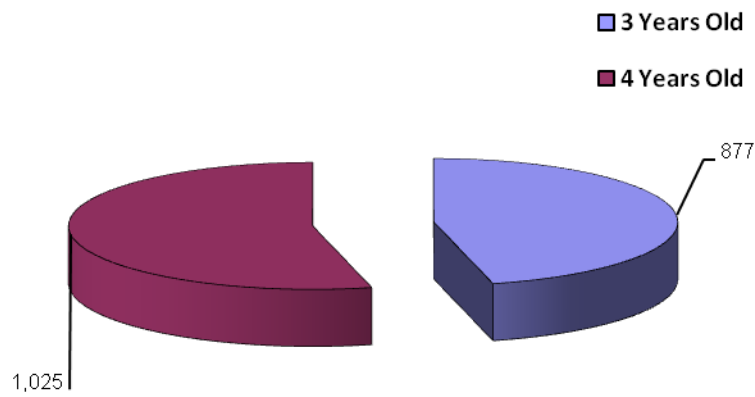
## HEAD START PROGRAM MODELS

(Funded Enrollment: 1,643)



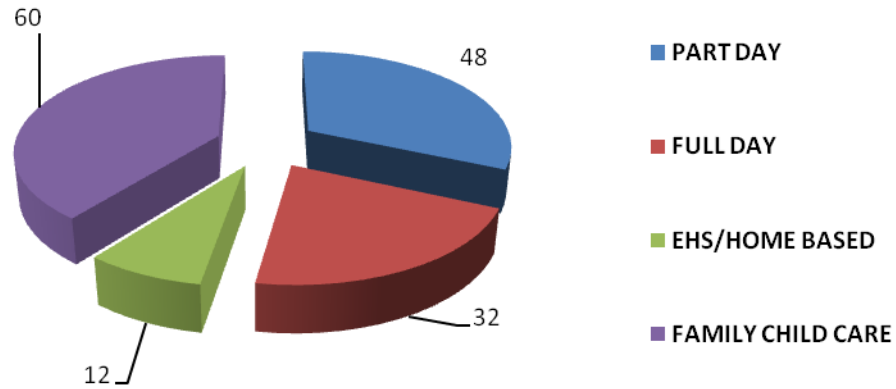
## HEAD START CHILD AGE

Actual Enrollment: 1,902 representing 15% of the eligible population.



## EARLY HEAD START PROGRAM MODELS

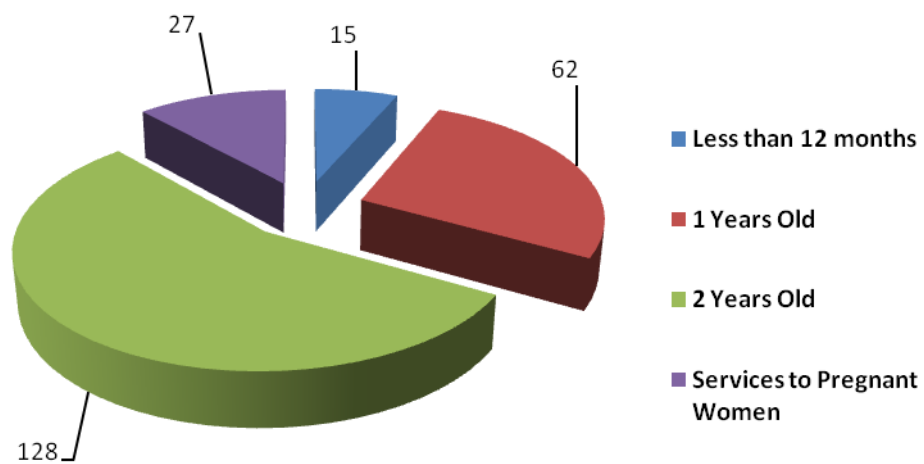
(Funded Enrollment: 152)



## EARLY HEAD START CHILD AGE

Actual Enrollment: 232 representing 1% of the eligible population.

Program models include full-day programs operating more than six hours per day, part-day programs operating less than six hours per day, home based option that provides services in the child's family home and Family Child Care, which provides services through contracted child care providers in a child care setting.



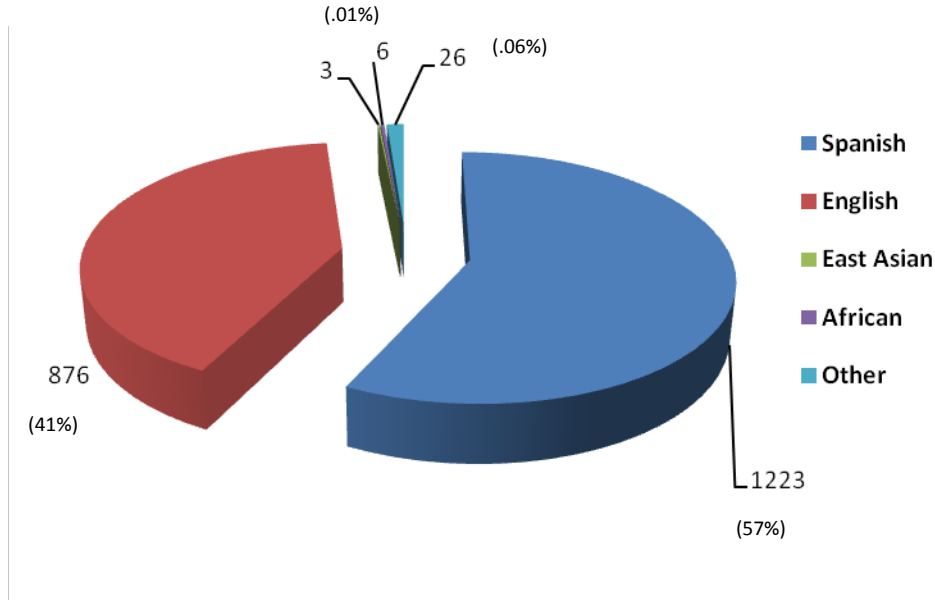
## Key Client Demographics:

### Language and Ethnicity of Actual Enrollment

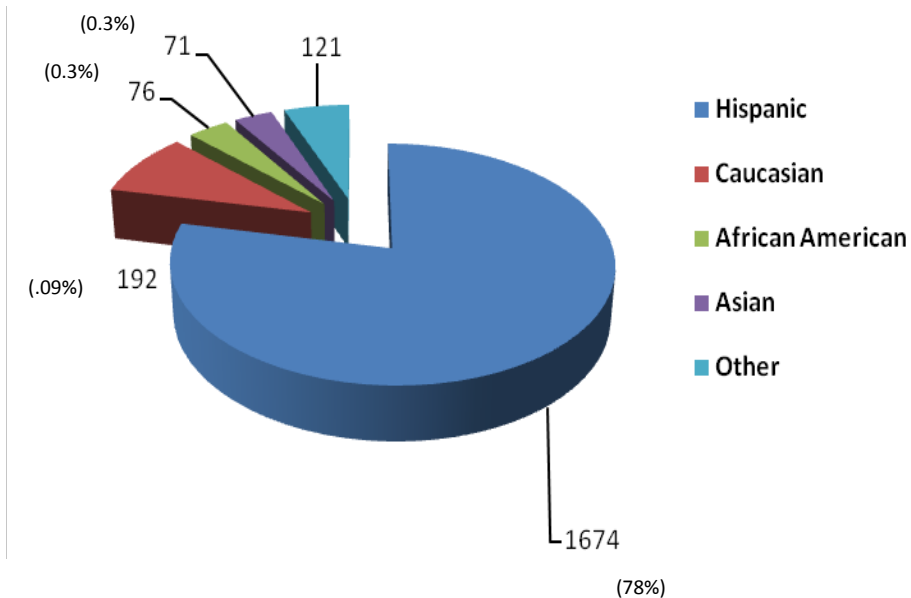
Of the 2,134 children in Head Start and Early Head Start, 57% identified Spanish as their primary language spoken at home. The “Other” category includes Middle Eastern, European, Slavic, Pacific Islander, and any other languages not listed here.

#### PRIMARY LANGUAGE AT HOME

More than half of the families served through Head Start and Early Head Start are of Hispanic origin. The “Other” category includes Native Hawaiian or other Pacific Islander and bi-racial or multi-racial.



#### Children’s Ethnicity Head Start/Early Head Start



## ECS HEAD START/EARLY HEAD START 2009-2010

### HEAD START PERFORMANCE INDICATOR

| Head Start Performance Indicators  |      |
|--|------|
| Children up to date on physical exam & CA schedule of age-appropriate preventive and primary health care | 100% |
| Children with up-to-date, or all possible, immunizations:  | 100% |
| Children completing dental exams:  | 90%  |
| Average Class Size:  | 17.3 |
| Average children per classroom teaching staff  | 7.43 |
| Teachers which meet the Head Start degree/credential regulations of October, 2011                        | 100% |
| Over Income Enrollment:  | 9%   |
| Head Start Children professionally diagnosed as having a disability:                                     | 10%  |
| Families who received family services  | 92%  |
| Children who dropped out & did not re-enroll:  | 17%  |

### EARLY HEAD START PERFORMANCE INDICATOR

| EARLY HEAD START PERFORMANCE INDICATOR   |      |
|--|------|
| Children up to date on physical exam & CA schedule of age-appropriate preventive and primary health care | 90%  |
| Children with up-to-date, or all possible, immunizations:  | 100% |
| Average Class Size:  | 8    |
| Teachers that meet current degree/credential regulations   | 100% |
| Over Income Enrollment:  | 7%   |
| Early Head Start children professionally diagnosed as having a disability:                               | 22%  |
| Families received family services  | 100% |
| Children (and pregnant women in EHS) who dropped out & did not re-enroll:                                | 17%  |

## Kindergarten Readiness and Child Outcomes

Head Start tracks each child's development and, in partnership with the child's parents, sets goals that are appropriate to the child's developmental level. Measures of outcomes are tabulated by Head Start teachers using the State of California Desired Results Developmental Profile (DRDP-R) on all 3-to-5 year old children. Based on child outcomes information, kindergarten bound children who attend ECS Head Start are ready to enter kindergarten.

### Summary of 2009-2010 Child Outcomes

| CHILDREN AGE 3 TO 5                            | Fall '09 | Spring '10 |
|--|----------|------------|
| Children are Personally and Socially Competent | 28%      | 78%        |
| Children are Effective Learners                | 20%      | 71%        |
| Children Show Physical and Motor Competence    | 45%      | 86%        |
| Children are Safe and Healthy                  | 31%      | 82%        |

### Parent Involvement Activities

At their child's center, parents plan committee meetings, participate in educational activities such as field trips, create parent bulletin boards, set up parent libraries, create parent newsletters and volunteer for recruitment efforts. As part of promoting father participation in Head Start, Male Involvement representatives are selected from families to spend time in the classroom and engage children in reading and other literacy activities. They also encourage volunteers into the program. In the 2009-2010 year, 23% of ECS Head Start fathers participated in regularly scheduled activities.

## Highlights for 2009-2010

### Program Design and Management

- Revising the Monitoring Plan and Monitoring Instruments;
- Revising the ERSEA Plan to require more stringent proof of need for full day services;
- Revising the Child/Family Files and forms to include an individual child summary as well as a Classroom Summary in order to assist substitutes, volunteers, coaches and mentors to quickly acclimate to the individual needs of the children and the classroom they enter;
- Creating additional PROMIS reports for better oversight, analysis and desired outcomes of programs;
- Focusing on site improvements utilizing ARRA and Program Improvement funding for centers that included new play structures, shade structures, turf and building renovations;

- Augmenting the prior program year's use of the ASQ social-emotional screening by requiring the ASQ-SE for all families as part of our initial screening for PY45, rather than the prior practice of utilizing the ASQ-SE only upon parent or staff request;

### **Early Childhood and Health Development**

- Offering an 18-month infant/toddler professional development curriculum, PITC, in the fall of 2010 through West-Ed/Sonoma State University and the California Department of Education to all EHS teaching staff and site supervisors and during work time;
- Expanding the number of centers receiving the State of California, County of San Diego, San Diego County Office of Education Commission on First 5 Preschool for All project, resulting in 16 of the 17 ECS centers becoming eligible for the professional development, on-site coaching and classroom enhancements, including stipends for the site supervisors, teachers and associate teachers. All centers receive a baseline ECERS score from outside assessors and those centers who reach a 5.5 on all categories are then elevated to the CLASS observations level. Stipends are tied to the individual staff's education level, professional development plan and increase in the ECERS/CLASS scores over the program year;
- Our preschool centers being named for the second year in a row as meeting Quality Criteria from the San Diego County Office of Education, Preschool for All program;
- Being selected by the Office of Head Start to participate in a nationwide social-emotional curriculum supplements research project. ECS Head Start meets the urban Hispanic focus demographics necessary for Head Start CARES, through MDRC and SRM, to evaluate The Incredible Years, PATHS and Tools of the Mind with our staff and parents, utilizing a training and individual coaching model at our centers;
- Collaborating with Curriculum Technologies, led by a San Diego State University neuro-science professor specializing in brain development, to create and pilot an ECS kindergarten readiness and dual language development curriculum enhancement for center-based preschool classrooms and teaching staff. 8 centers are participating this program year, with full implementation throughout all 17 centers scheduled for PY46, 2011-2012.

### **Family and Community Partnerships**

- Implementing the Virtual Dentistry Project in partnership with the California Dental Association and the University of the Pacific. In this model, registered dental hygienists are guided by dentists via live audio-video to perform both dental exams and initial prophylactic procedures for Head Start children. The pilot began with one center in the fall of 2010 and is expanding to additional centers this spring;
- Completing a Family Services Credential certification program for 40 Family Service Technicians in the fall of 2010, and during work time. The 40 hour class was initiated in the spring of 2010, holding one class per week that was arranged through San Diego State University Cooperative Education with the ECS Family and Community Partnership Manager as the instructor, thus allowing job specific tailoring of the class materials;

- Offering the center-based parent education EFNEP nutrition classes through a collaboration with the California Department of Nutrition and;
- Providing a Teacher Assistant Training program for Head Start parents, allowing them to complete six college units in Early Childhood Education while simultaneously being employed in the Head Start centers as trainees.

### **Fiscal Audit**

- The June 30, 2010 ECS financial audit was performed by Moss Adams, a certified public accounting firm, resulting in the agency being designated a low-risk agency for the third consecutive year.

### **Average Monthly Enrollment**

- The average monthly enrollment in PY 2009-2010 of 1795 was 100% of funded enrollment.

### **Federal Office of Head Start On-Site Monitoring 2009**

- The results of the most recent federal review conducted by the Office of Head Start, Administration for Children and Families, Department of Health and Human Services in June, 2009 cited no findings, no deficiencies, no areas of non-compliance and no concerns.