

**Mission Neighborhood Centers, Inc.**  
**Children's Services Division**  
**Head Start/Early Head Start**



**Annual Report 2014-2015**

## Program Overview

Mission Neighborhood Centers, Inc. (MNC) has been providing comprehensive child development services in San Francisco since 1969. Currently, MNC has ten child development sites providing early education and care to more than four hundred infants, toddlers and preschool children. A variety of preschool options are available, including part-day Head Start, full-day Head Start/ State Preschool, and full-day tuition-based (private pay) services. Since 2014 MNC's Child Development Program also offers full-day, year-round Early Head Start services for infants & toddlers at the Southeast Families United site on Evans Avenue in the Bay View District.

## Early Childhood Philosophy

Mission Neighborhood Centers, Inc. provides nurturing early childhood learning environments that truly reflect the values, language and cultural identity of the children served. Teachers intentionally promote and support dual language learning (Spanish and English) and actively engage children in age-appropriate, stimulating experiences to bring about optimal learning for all children to grow to their fullest potential.

## What Is The Annual Report?

The Annual Report provides a brief overview of the Child Development Program for Program Year 2014-2015. It includes information about the program's composition, funded enrollment, types of services provided, child & family demographics, and program accomplishments. Each year, MNC's Children's Services Program examines these annual outcomes and sets goals and objectives for the coming year.



# Message from the Division Director of Children's Services on Program Year 2014-2015

Greetings Families, Friends, and Staff

I am so pleased to share our 2014-2015 program year achievements. It gives me much pleasure and pride to work with such a highly motivated and dedicated team to bring families and children the necessary services to thrive and succeed in their educational journey with us.

As we entered our second year as the Head Start/Early Head Start Grantee, we began our work within the organization on strategic planning. The vision and intent is to drive a five year agenda that would solidify the many changes necessary to build an equitable community and honor the lives and experiences of the multi-ethnic, cross generational population we serve. This planning process will be extended over an 18 month period beginning in mid-2014.

Additionally, throughout the year, MNC's Head Start School Readiness goals were constantly reviewed to ensure alignment with all service areas, thus allowing for an integrated approach to the delivery of services, minimizing the "silo" approach to family integrated services and practices.

Finally, we continue to improve on our professional development, electronic capacity by providing training, coaching, classes, resources, new hardware and software as well as better utilization of our data to make better and more informed decisions. And lastly, we continue to support our work in a culture of care and giving – ensuring that we model the kindness we want our children to grow up around.

Our individual and organizational commitment is to ensure the process of dignity in our delivery through quality service and community empowerment.

Atentament,

  
Dolores G. Terrazas  
Division Director  
Children's Services



# Our Program Data

## Average Head Start Monthly Enrollment

Average Head Start Monthly Enrollment	<b>365</b>
Head Start Funded Enrollment	<b>365</b>
% of Head Start Funded Enrollment	<b>100%</b>
Average Early Head Start Enrollment	<b>48</b>
Early Head Start Funded Enrollment	<b>48</b>
% of Early Head Start Funded Enrollment	<b>100%</b>

## Head Start Health Services –Medical:

	# at end of program yr.	% at end of program yr.
% Children w/ health insurance	<b>406</b>	<b>100%</b>
% Children w/ medical home	<b>405</b>	<b>100%</b>
% Children w/ up-to-date immunizations	<b>399</b>	<b>98%</b>
% Children diagnosed w/ chronic health condition needing treatment.	<b>81</b>	<b>26%</b>
% Children diagnosed w/ chronic health condition receiving treatment.	<b>68</b>	<b>84%</b>

## Early Head Start Health Services –Medical:

	# at end of program yr.	% at end of program yr.
% Children w/ health insurance	<b>51</b>	<b>100%</b>
% Children w/ medical home	<b>54</b>	<b>100%</b>
% Children w/ up-to-date immunizations	<b>49</b>	<b>86%</b>
% Children diagnosed w/ chronic health condition needing treatment.	<b>9</b>	<b>18%</b>
% Children diagnosed w/ chronic health condition receiving treatment.	<b>9</b>	<b>18%</b>

Head Start Health Services - Dental:

% Children w/ dental home	# at beginning of program yr	# at end of program yr.
# of children with continuous, accessible dental care provided by a dentist	365	393

Early Head Start Health Services - Dental:

% Children w/ dental home	# at beginning of program yr	# at end of program yr.
# of children with continuous, accessible dental care provided by a dentist	34	48

Head Start Disabilities Services

# Children in program w/ IEP	54	% Children in program w/ IEP	13%
Of these, # w/ diagnosis prior to enrollment	30	Of these, # received diagnosis & IEP during program year.	24
# Children w/ IEP's who received special education services	54	% Children w/ IEP's who received special education services	100%

Early Head Start Disabilities Services

# Children in program w/ IFSP	2	% Children in program w/ IFSP	13%
Of these, # w/ diagnosis prior to enrollment	1	Of these, # received diagnosis & IFSP during program year.	1
# Children w/ IFSP's who received special education services	2	% Children w/ IFSP's who received special education services	100%



# Head Start/Early Head Start School Readiness/Program Approach

## MNC Child Development Services – School Readiness Goals

Mission Neighborhood Centers, Inc. developed School Readiness Goals to define our experience for the skills and/or developmental levels children should achieve by the time they transition from Early Head Start to Head Start to Kindergarten. These goals define what school readiness means in our program and how teachers will focus their classroom instruction. These goals will inform parents about the program's expectations so that they can support these goals in their homes. These goals apply to children enrolled in Head Start/Early Head Start programs. All the goals:

- Describe changes we expect in children's learning, not activities that teachers will implement;
- Are measurable and;
- Are broad enough to encompass the age range of children served (birth to five years).

## Social/ Emotional Development

Early Head Start children demonstrated an understanding of their own feelings and were able to establish and sustain positive relationships with adults and their peers.

Head Start children increased self-knowledge & awareness of others by displaying the use of appropriate coping strategies & socializing techniques in their relationships with adults & peers.

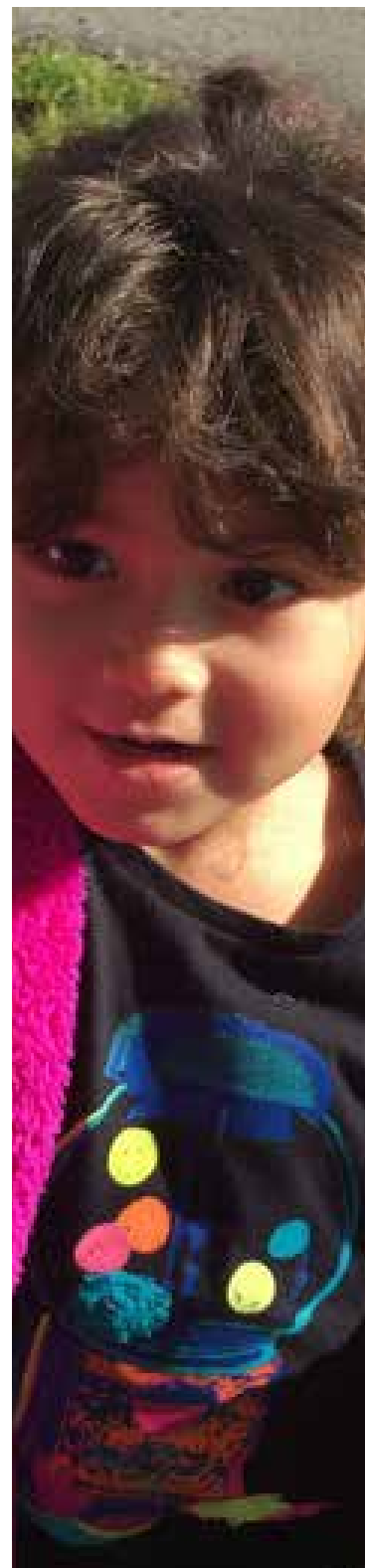
Tools/ Strategies: Pyramid Teaching Strategies (CSEFEL)

## Language & Literacy Development

Early Head Start infants increased their understanding that language represents ideas, use language and non-verbal communication to convey feelings, needs and interests. Acts or communicates in response to language.

Early Head Start toddlers engaged in back and forth communication, showing interest in books, songs, rhymes, finger plays and stories.

Shows awareness that symbols represent people, objects and actions.



Head Start children increased their understanding of literacy & early writing through book appreciation, letter & alphabet knowledge, phonological awareness, & the relationship between language & print.

Tools/ Strategies: Raising a Reader; daily, frequent reading

### English Language Development

Dual Language Learners increased their ability to understand & explain events & their environment using the English language.

Tools/ Strategies: Dual Language Pilot Program

### Cognitive & General Knowledge & Approaches to Learning

Children demonstrated an eagerness to learn, explore, & problem-solve, & increased their understanding of basic math concepts in the physical world.

Tools/ Strategies: Intentional Teaching Strategies; Creative Curriculum; Emergent Curriculum & “webbing” of concepts; Teachers model attitude of curiosity & wonder & encourage children in same.

### Physical Health & Well-Being and Motor Development

Children improved their gross motor skills (large and fine motor control).

Children demonstrated interest and understanding of the relationship between activity, rest, nutrition and health practices.

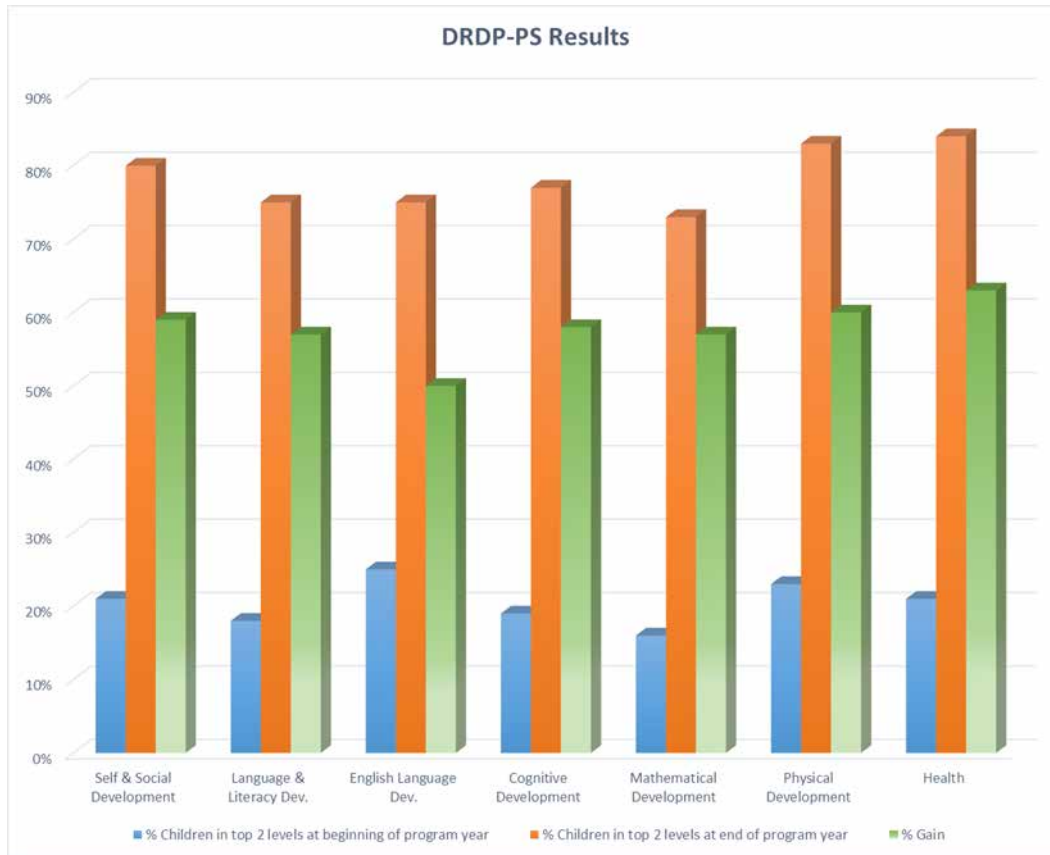
Tools/ Strategies: I am Moving, I am Learning.

## Head Start/Early Head Start Family Demographics

The cumulative total of Mission Head Start/Early Head Start families receiving services in 2014-2015 was 413. Of these, 370 Head Start /Early Head Start families served by MNC in 2014-2015 reported their ethnicity as Hispanic/ Latino, and 322 of these families reported that Spanish is their primary language at home. For this reason, in order to provide the best possible educational services, and to prepare Mission Head Start/Early Head Start children for success in kindergarten and beyond, all MNC’s early education classrooms are bilingual, with teachers who speak English & Spanish. New this program year we added the Home base program option, with three bilingual/bicultural Home Visitors. Additionally, all MNC Family Service Specialists are fluently bilingual in Spanish and English.



# DRDP-PS Results



DRDP-PS (Desired Results Developmental Profile-Preschool) results for Program Year 2014-2015 reveal children have achieved substantial gains in each of the developmental domains.

## DRDP-PS Results

Developmental Domain	% Children in top 2 levels at beginning of program year	% Children in top 2 levels at end of program year	% Gain
Self & Social Development	21%	80%	59%
Language & Literacy Dev.	18%	75%	57%
English Language Dev.	25%	75%	50%
Cognitive Development	19%	77%	58%
Mathematical Development	16%	73%	57%
Physical Development	23%	83%	60%
Health	21%	84%	63%



# Family and Community Engagement

- Family engagement is about building relationships with families that support family well-being, strong relationships between parents and their children, and ongoing learning and development for both parents and their children. Partnerships between parents and child development staff is fundamental to children's success and their readiness for school.
- We offer support services for families in crisis or high-risk situations by providing referrals to community agencies that specialize in the following areas of service: legal, domestic violence, child abuse, substance/alcohol abuse, housing, employment and other community resources as circumstances are needed.
- During program year 2014-2015, 75% (260) Mission Head Start/Early Head Start families received at least one of the family services available, such as emergency/crisis intervention (140), health education (94), parenting education (57), or mental health services (56).
- We also offered a variety of educational workshops in the areas of: child development, school readiness, preschool curriculum, literacy, health and nutrition, disabilities, mental health, parenting, and leadership/ skill building. All empower families by building peer networks, parent leadership, access to resources, and successful transitions for children and families.

Parents as Leaders: We believe parents are a child's most important teachers. Parents are encouraged to participate in the classroom, help set educational goals, as well as read and engage in educational experiences with their child at home. Parents participate in a variety of educational experiences that support the Parent, Family and Community Engagement Framework (PFCE) and are aligned with the program's school readiness efforts.

"Abriendo Puertas" is the nation's first Spanish evidence-based parent leadership and advocacy training program for Latino parents with children 0-5 years of age. The curriculum is based on popular education and draws on the real life experiences of participants. Our Parent Leadership Coordinator and Family Services staff facilitated three series, comprised of 10 sessions each, with a total of 37 families graduating from the Abriendo Puertas parenting program.

Parent leaders help guide program development by participating on the Parent Policy Council (PPC), which meets monthly. The body of elected parents representing all of the sites plays an advisory and decision making role in the areas of budgeting, program planning, operations, personnel, and policies and procedures. The program also develops and supports parents' advocacy and leadership skills through



encouraging participation on the Center Parent Committees, Self-Assessment, Board of Directors and Health Services Advisory Committee.

## Parent Training Education

As part of MNC's comprehensive support to families, parent education is provided throughout the year. Parent meetings are held monthly at every site. Topics are selected according to the expressed needs of families. These trainings include: kid power; anti-bullying, school readiness, positive discipline, Jump Start and Raising a Reader-early literacy/how to work with phonics, domestic violence awareness and stress reduction.

## Staff Education & Experience

We are proud of our highly qualified Early Education staff. Each of our ten child development centers is staffed by early education professionals who hold college degrees and California Child Development Permits issued by the Commission on Teacher Credentialing. On average, each of our teaching staff has nearly thirteen years of teaching experience.

- Each of our five large sites (with two or more classrooms) are directed by a Site Supervisor with a BA degree and a California Child Development Permit at the Program Director level.
- Classrooms in these large sites are led by a Lead Teacher with a college degree and a Child Development Permit at the Site Supervisor level.
- All Associate Teachers and Assistants have a minimum of twelve college units in Child Development, and possess a Child Development Permit at the Associate Teacher level. Thirty-three percent (33%) of our Associate Teachers also have college degrees.
- Each of our four smaller sites is led by a Master Teacher with a BA degree and a Child Development Permit at the Site Supervisor or Program Director level.



- 48% of Mission Head start teachers possess a BA degrees.
- Home Visitors have Associate Teacher permits with corresponding infant and toddler course work. Two of the Home Visitors came to MNC with several years of early childhood education in their background.
- All Family Services staff holds a BA degree in the areas of: Psychology, Raza Studies, or Sociology. They also possess a Family Development Credential, which is strength based and fosters family self-reliance



## Dual Language/Multicultural Staff

- MNC offers high quality bilingual (Spanish/English) early education in all of our preschool and infant/ toddler classrooms. Sixty-six (66%) of our teaching staff are fluent in Spanish. Other languages in which some of our teachers are fluent include French, Hindi, and Tagalog. Early Education staff at MNC are always engaged in extending their training and education in the ECE field to improve their work with young children.
- Early Childhood – Environmental Rating Scales (EC-ERS): Mission Head Start /Early Head Start teachers continued focusing on the classroom environment resulting in strong EC-ERS scores. In 2014-2015 the classroom with the highest scores received 6.31 (out of a maximum possible score of 7.0), with an overall average of 5.80 for the agency.
- Classroom Assessment Scoring System (CLASS): CLASS scores are very strong in the Social/ Emotional and Organizational Support domains. With the support of Preschool for All (PFA), further teacher training and coaching has been provided to strengthen the Instructional Support domain. Program average scores for program year 2014-2015 were: Emotional Support 6.57, Classroom Organization 6.08 and Instructional Support 3.57.
- Desired Results Developmental Profile (DRDP-PS): Children are making progress in reaching the Mission Head Start/Early Head Start school readiness goal of having all children transition to kindergarten with DRDP-PS scores in the top two developmental domains. For 2014-2015 87% of four year old children were in the top two developmental domains and 60% of three-year olds scored in the two highest levels in all domains.
- Dual Language Learning (DLL): PFA selected two MNC sites to undergo specialized, evidence-based training and coaching in Dual Language Learning strategies. The DLL demonstration sites, Stevenson and Jean Jacobs, are in the midst of some great work with children and families.

## Health

- MNC has made progress in meeting the health and nutrition needs of children and families enrolled in Head Start and Early Head Start.
- In collaboration with City College of San Francisco, San Francisco General Hospital, and our partner, Choosy Kids, MNC provide 16 hours of instruction to staff on I am Moving, I am Learning, to improve the quality and quantity of physical activity in their classrooms.
- Healthy Apple is partnering with MNC to create a physical activity tool kit for each preschool site. As a result of these trainings and partnerships, we have increased the amount and quality of moderate to vigorous activity that children participate in during the school day.
- MNC Health and Nutrition staff and staff from the two other Head Start grantees in San Francisco established a citywide Health Services Advisory Committee (HSAC). The HSAC brings together the health, nutrition, mental health and disabilities partners of the three Head Start grantee agencies three times a year.

## Disabilities

- In FY 2014-2015 54 children had an Individualized Education Plan (IEP), approximately 15% of the Head Start children served. Of these 54 children, 30 children entered the program with an IEP already in place. Twenty-four children were referred, evaluated, and received an IEP during the program year. 100% of the children with IEPs received special education and/or related services to meet their educational needs.
- In the Early Head Start program option, FY 2014-2015 2 children had an Individualized Family Service Plan (IFSP), approximately 4% of the Early Head Start children served. Of these 2 children, 1 child entered the program with an IFSP already in place. One child was referred, evaluated, and received an IFSP during the program year. 100% of the children with IFSPs received special education and/or related services to meet their educational needs
- MNC was involved in an Inclusion Project in collaboration with San Francisco



Inclusion Network with the Capp Street center teachers. 2014-2015 was the second year of this program and we worked closely with the multidisciplinary team on a weekly basis to provide classroom support and to build relationships with families to support children's needs.

## Parent Services/Family Engagement

- Home Base Socializations: Mission Head Start/Early Head Start Home Based option offered bi-weekly socialization groups September 2015 through July 2016. On an average, 8 children and their parents participated on a bi-weekly basis. They enjoyed field trips to local parks and the California Academy of Sciences where participation was at its highest.
- Parent Volunteers: Mission Head Start/Early Head Start Child Development Program had a total of 255 parent volunteers representing 70% of the families served by the program.
- Community Partnerships: Mission Head Start/Early Head Start Child Development Program partners with many organizations to offer a robust parent education program. We partnered with the San Francisco Unified School District (SFUSD) and local private, charter and public schools to provide a Kindergarten Enrollment fair for those families needing support in making the transition to kindergarten. Families were provided with informational sessions on how to apply, select a school, language programs available, special needs, extended care services, and scholarship opportunities available through private schools. In addition, family services staff coordinated tours to various local schools and partnered with school liaisons. Over 200 families attended two of the kinder enrollment sessions.
- In the Spring of the 2014-2015 school year, 347 parents and guardians of children enrolled in Mission Head Start/Early Head Start completed a survey about how they and their families benefited from the variety of services they received. Overwhelmingly, parents and guardians were satisfied with the program and found MNC services very helpful
- Wells Fargo Bank representatives provided information to parents on financial management and budgeting tips.
- A partnership with the San Francisco Food Bank-Healthy Children's Pantry provides families with fresh fruits and vegetables, and protein-rich foods that families can use to prepare nutritious meals at home. These farmers' market-style pantries are conveniently located at two of our centers, and serve about 200 families a month.



# Southeast Families United Resource Center

MNC is committed to ensuring families are given comprehensive tools and skills to support their child's educational journey. To this end, MNC's Family Resource Center at Southeast Families United (SEFAU) offers families resources, training, materials and family supports that ensure families thrive, connect and partner to achieve a life-long success for their children's future.

Essential Services for Southeast Families United 2014-2015 include:

## Parent/Peer Support Groups:

Total # meetings/classes	Total # of parents/caregivers	Total # of children
<b>75 workshops</b>	<b>666</b>	<b>840</b>

## Parent/Child Interactive Groups:

Total # meetings/classes	Total # of parents/caregivers	Total # of children
<b>80 workshops</b>	<b>380</b>	<b>279</b>

## Stand Alone Parent Education Workshops:

Total # meetings/classes	Total # of parents/caregivers	Total # of children
<b>8 workshops</b>	<b>200</b>	<b>300</b>

## Parent Enrichment Workshops:

- The Harvest: Honoring Our Ancestors
- Healthy Families training
- Celebrating the Winter Season
- Family Cooking Class
- Parent Cafes: Communication
- Be a Strong Parent
- Self-Care



## Parent Leadership:

Total # meetings/classes	Total # of parents/caregivers	Total # of children
11 workshops	165	250

## Family Circle/Circulo de la Familia:

Total # meetings/classes	Total # of parents/caregivers	Total # of children
10 workshops	150	250

## Linking for School Success:

Total # meetings/classes	Total # of parents/caregivers	Total # of children
12 workshops	90	240

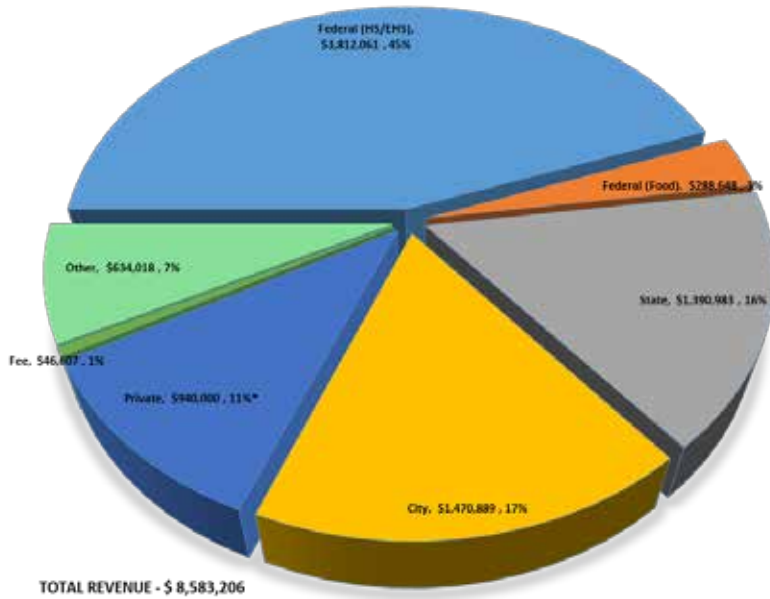
- Reaching Family Success
- My Child Grows
- My Child Talks
- Let's Continue Opening Doors
- Advocating for Our Future
- Getting Ready for Kinder

## Leadership and Administration

- In 2015, MNC received a \$900,000 grant from the Kellogg Foundation that will dramatically enhance and support our services to children and families at two of our Head Start/Early Head Start centers.
- MNC successfully solicited support from a variety of donors to expand facilities at the Bernal Dwellings housing Development to provide two Early Head Start classrooms.
- MNC completed a comprehensive strategic planning process resulting in a Legacy Plan that will guide MNC into 2020 and beyond.

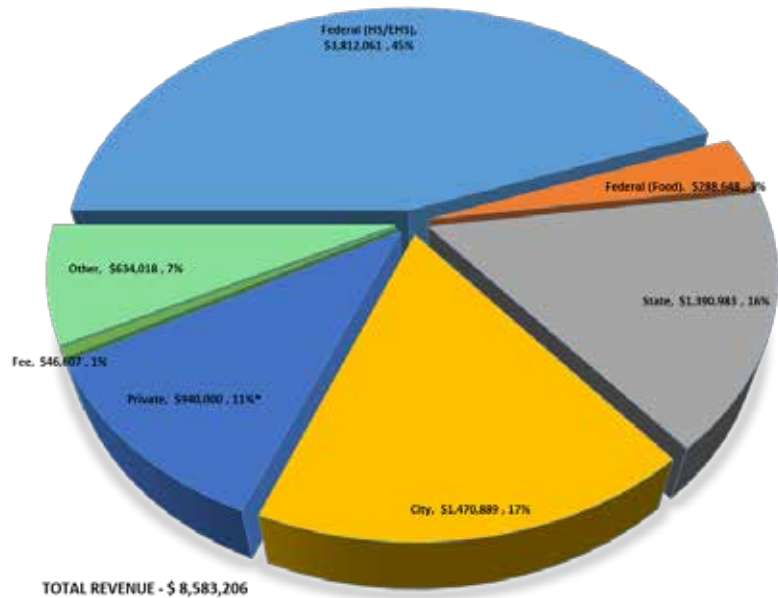
# Fiscal Year 2014-2015 Revenue & Expenses

FY2014-2015 Children's Services Division Revenue



TOTAL REVENUE - \$ 8,583,206

FY2014-2015 Children's Services Division Revenue



TOTAL EXPENSES- \$ 7,667,427\*

\* A \$900,000 foundation grant was received in June 2015 to support 3 years of programming (2015-2018)



# 2015-2016 Board Member Information

Beverly Hayon, President  
Executive Committee  
Communications Committee

Jose Rodriguez  
Personnel Committee  
Communications Committee

Zonia Lei, Treasurer  
Executive Committee  
Finance Committee  
Events/Fundraising Committee

Maria Rosario Renderos,  
Secretary  
Executive Committee  
Program Committee  
Personnel Committee

Sebastian Alioto  
Finance Committee  
Facilities Committee

Miguel Barragan, Esq.  
Facilities Committee  
Fund Development

Chris M. Collins  
Facilities Committee

Liliana Carnero-Rossi, Ph.D.  
Program Committee  
Personnel Committee

Gladys Sandlin  
Finance Committee

Daniel Widome  
Program Committee  
Board Development Committee  
Communications Committee

Maribel Gutierrez  
Head Start/Early Head Start  
Parent Policy Council  
Representative

## Sponsors:



City & County of San Francisco  
Human Services Agency



Mimi & Peter Haas  
Foundation





For more info visit

[www.mncsf.org](http://www.mncsf.org)