Child & Family Service (CFS) has been providing Head Start services on Kauai since 2000. As a federal program for income and categorically-eligible families, the Head Start program promotes school readiness of children zero to five years of age by providing comprehensive services in the areas of health and nutrition; social and family services; education; disabilities and mental health; and cognitive development services. Services are individualized to meet the specific needs of each enrolled child and their family, allowing for an all-inclusive, family-centered program model.

CFS was awarded a five-year contract in 2015-16, a year of transition for the program. In response to community needs, CFS converted Head Start enrollment opportunities into Early Head Start opportunities for pregnant women, infants, and toddlers. Early Head Start services were provided as a home-based option island-wide. Additionally, CFS continued to offer Head Start services through center and home-based options. With four preschool locations (indicated below) and the home-based option available throughout the island, program services were easily-accessible to the children and families of Kauai.

For the renewed five-year contract, CFS identified two program goals:

- Increase capacity of early childhood education services by implementing a cohesive Early Head Start and Head Start program for children 0 to 5-year-old and pregnant women.
- Implement the Transitions to Success™ (TTS) model to strengthen and support program participants in achieving self-sufficiency.

To best support achievement of these two goals, CFS set forth annual goals for each year of the contract. In 2015-16, the program achieved goals for year one, as follows:

- Increase the number of community partners to support the successful implementation of the TTS model.
- Identify staff to become certified TTS trainers and attend training to obtain certification.
- Obtain Early Head Start-specific training and support for staff to increase knowledge and skill levels.
- Introduce and implement Early Head Start services on the island.

**Fiscal Year 2015-16 Revenue:** CFS began the fiscal year with a proposed budget of $1,132,620; however, actual revenues allowed the program an annual operating budget of $1,473,534, as indicated in the table at left. Majority of funding was obtained from the Department of Health & Human Services Administration for Children and Families (ACF) Office of Head Start.

**Funding**

<table>
<thead>
<tr>
<th>Service</th>
<th>Budgeted</th>
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<tbody>
<tr>
<td>Early Head Start</td>
<td>245,713</td>
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<tr>
<td>Head Start</td>
<td>886,907</td>
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<tr>
<td>Head Start T&amp;TA</td>
<td>24,847</td>
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<td>Non-Federal Share Match</td>
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<tr>
<td>Private Pay</td>
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<tr>
<td>Supplemental T&amp;TA</td>
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<tr>
<td><strong>Total Funding</strong></td>
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</tr>
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</table>

The Child & Family Service Mission:

Strengthening Families and Fostering the Healthy Development of Children
Fiscal Year 2015-16 Expenditures: CFS Head Start and Early Head Start provides high quality program services in the most cost-effective manner. Expenditures are reasonable and necessary to meet program requirements and are consistent with meeting programmatic best practices.

The chart at left indicates the expenditures incurred during the program year. The biggest expense by far was personnel costs, which includes salaries, taxes, and fringe benefits. Following personnel costs was Indirect Administrative Costs, which include utilities, unreimbursed classroom meals, and mileage reimbursements for staff, etc. Training & Technical Assistance (T&TA) costs are inclusive of out-of-state travel.

Audit Report: Each year, an independent certified public accounting firm is engaged to complete a full audit of the CFS accounting system and financial statements, last completed for fiscal year ended June 30, 2015. CFS consistently receives an unqualified report reflecting the soundness of our accounting system and financial records.

Funded Enrollment: The 2015-16 school year offered a total of 139 enrollment opportunities for income and categorically-eligible children and families. Of those, 115 were for Head Start preschoolers and 24 was for Early Head Start infants, toddlers, and pregnant women (enrollment for pregnant women was limited to six at any given time).

Head Start: The Head Start program offered families two program options, center and home-based, allowing parents and guardians the opportunity to select a learning environment to best support their child’s learning. Center-based services were available to 92 children and provided in four locations, indicated on page one. The home-based option was available islandwide with a max enrollment of 23.

Early Head Start: The introduction of Early Head Start services on the island was exciting and challenging. Designed as an islandwide home-based program, staff worked hard to obtain the necessary skills and training necessary to appropriately manage and provide Early Head Start services, as well as recruit families for enrollment.

Enrollment: Cumulatively, CFS Head Start and Early Head Start provided services to 163 children and pregnant women in 147 families, all of whom represented the wide array of cultures and ethnic backgrounds on Kauai. All enrollees were income or categorically-eligible, as required. Additional details are reflected in the chart below.

Approximately 30% of our families spoke a language other than English in their home. These languages included Spanish, Chinese, Thai, Vietnamese, Tagalog, Ilocano, multiple dialects from the Pacific Islands, as well as American Sign Language. The program supported families with limited English-proficiency through bilingual staff and contracted interpreters.
Services to Families: As a comprehensive early childhood education program, Head Start and Early Head Start recognizes a child’s regular medical and dental health as important factors in a child’s pathway to school readiness. Thus, CFS staff partners with families, medical professionals, and dental providers to ensure program participants receive regular, ongoing care, including preventative exams and necessary follow-up treatments. The chart at right illustrates data on just a few requirements of the CFS Head Start and Early Head Start program.

CFS Head Start and Early Head Start believes that healthy students are better learners!

Special Needs: Dual-enrollment allows children with special needs to receive specialized services they need, while also experiencing an early learning program with typically-developing children. For school year 2015-16, CFS Head Start and Early Head Start exceeded the 10% requirement, providing services to 22 (15.8%) children with disabilities. Dually-enrolled preschool children were enrolled in Head Start and the Department of Education’s Special Education program, while Early Head Start children were dually-enrolled in Easter Seals.

Parent Engagement Activities: CFS Head Start and Early Head Start is committed to a comprehensive focus on family engagement and encourages each family’s active role in their child’s education. Family well-being, positive goal-oriented parent-staff relationships, and family connections all promote a child’s school readiness. During the 2015-16 school year, the program focused on supporting families through the implementation of the Transition to Success™ (TTS) model to support families in moving out of poverty and achieving self-sufficiency.

Following intense TTS training, Head Start Family Advocates and Early Head Start Home Visitors utilized the model to guide them in working with diverse families living in varied challenging situations, building rapport, and supporting the basic needs and goals of each family. In establishing family goals, the TTS model assesses where families are in their current situation, guides family members to develop individual goals, and continuously measures progress on goals. TTS also provides for the organization’s accountability measures in successfully moving families toward economic self-sufficiency. Much like an education curriculum which assesses and demonstrates the child’s educational growth within a program, the TTS model assesses and demonstrates the family’s progress in meeting their goals.

CFS Head Start and Early Head Start believes parents and guardians are their child’s primary teachers. As such, the program encourages and supports parent involvement in all facets of the program, including health, nutrition, family services, and education. Additionally, parents and guardians play an integral role in program management through the Policy Council. Partnered with community representatives, CFS Head Start and Early Head Start staff, and the CFS Board of Directors, Policy Council representatives provide input and oversight on a variety of program operations. Policy Council meetings are held monthly, at minimum, and more often as necessary to address program needs. Monthly Parent in Action meetings at each classroom, quarterly Health Services Advisory Committee meetings, and classroom activities are also avenues for parents and guardians to participate in their child’s CFS Head Start and Early Head Start experience.

At right, parent engagement in the program’s gardening project, Grow With Me.
School Readiness: Defined by the Office of Head Start (OHS) as, “children are ready for school, families are ready to support their children’s learning, and schools are ready for children.” School Readiness is the foundation for lifelong learning. The CFS Head Start and Early Head Start School Readiness Goals consist of the five essential domains, as detailed below:

CFS Head Start and Early Head Start School Readiness Goals:

- Language Development and Literacy
  Alphabet knowledge, books, writing, oral communication, and listening
- Cognitive & General Knowledge
  Numbers, patterns, and spatial relationships
- Approaches to Learning
  Problem-solving and classification skills
- Physical Development & Health
  Fine motor, gross motor, regular medical and dental care, and a medical plan, if needed
- Social-Emotional Development
  Self-help, transition, interactions, and sharing

CFS Head Start and Early Head Start goals align with those of the Kauai DOE kindergarten expectations and are the desired outcomes for each child completing Head Start services.

In 2015-16, CFS Head Start and Early Head Start continued use of Teaching Strategies GOLD to track and measure each child’s growth and development in each of the five essential domains. Collected data is analyzed and utilized in lesson planning, individualizing services for each program participant, and ensuring program effectiveness and continued improvement of School Readiness Outcomes.

Head Start Family Advocates play an important role in strengthening families, supporting their active involvement in their child’s education, providing information, and facilitating referrals in order to meet their family and School Readiness goals. Family Advocates also partnered with parents and guardians throughout the kindergarten transition process, ensuring that parents and children entering elementary schools felt supported and prepared.

The chart below demonstrates achieved growth in the five essential domains for children enrolled in Head Start in the 2015-16 school year.

Growth in Head Start’s Five Essential Domains

- Language Development & Literacy: 77%
- Cognitive & General Knowledge: 82%
- Physical Development & Health: 87%
- Social-Emotional Development: 88%
- Approaches to Learning: 87%

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