

## A Message from the President

AHSA Members and Friends,

We feel great pride in presenting this 2014 Annual Report, where every page attests to AHSA as the presence of Head Start in Arizona. Through vital committees that carry out our core activities of Advocacy, Collaboration and Education, AHSA truly leads the Arizona Head Start community into ever higher ground. Influential collaborations and partnerships are bridging gaps across the Early Care and Education landscape, from statewide governance to grassroots community resources. Agreements and Memorandums of Understanding are gathering the collective power to improve the delivery of services, particularly for Arizona's highest-risk infants and children.

AHSA leadership rests upon the dedication of our volunteer Board of Directors and the tireless work of committee chairs, vice chairs and committee members. We also appreciate our partners and sponsors across Arizona's service network, working shoulder-to-shoulder beside us to create solutions and meet critical needs. Above all, we are grateful for our member organizations and the thousands of Head Start staff and volunteers who carry on the daily work of transforming young lives. We are honored to be your champions in every endeavor and your voice at every table.

*Mindy Zapata*

Mindy Zapata, President  
Arizona Head Start Association

The Arizona Head Start Association has prepared this annual report. Development, production and distribution was supported in part by funds from the Arizona Head Start State Collaboration Office.

## America's School Readiness Program

Head Start was founded in 1965 to provide education, health, nutrition and parent involvement services to the nation's most vulnerable children and their families. Study after study proves that Head Start works. Preschoolers are more prepared for academic success, parents become and remain more involved, and positive outcomes reach far into the adult life. Local grantees within each state receive federal funding for Head Start and Early Head Start programs—the latter serving children from birth to age three and pregnant women. The organizations that administer these programs in Arizona include Tribal governments, local municipalities, non-profit agencies, and school districts. Federal funds are granted to these community-based programs through the Office of Head Start, a division of the Administration for Children and Families within the U.S. Department of Health & Human Services.

### AHSA Leadership 2013-14 Program Year

**Director,** Jonathon Gonzales

**Executive Committee**  
Mindy Zapata, President;  
Alecia Jackson, Vice President;  
Kristin Andrew, Treasurer;  
Larry Campbell, Secretary;  
Natalie Alvarez, Past President

**Committee Chairs**  
Early Childhood Development,  
Kimberly Tan; Disabilities  
& Mental Health, Michelle  
Thornton; Integrated Health &  
Safety, Jen Gemma/Chrisanda  
DeBois; Parent, Family and  
Community Engagement,  
Katrina Relph-Mueller

### Head Start/Early Head Start Snapshot

- 15,971 Head Start/EHS total enrollment
- 13,306 Head Start preschool children
- 2,538 EHS children (birth to 3 years)
- 127 EHS pregnant women
- 613 Head Start preschool classes

## A Word from Director Jonathon Gonzales

AHSA has a more robust presence in Arizona due to increased alliance building and collaboration. Head Start has never been so strongly expressed or more deeply appreciated as an early education and health partner. On the threshold of Head Start's 50th Anniversary and legislative reauthorization, the value of America's school readiness program will be a national conversation. In preparation for Capitol Hill talks, the National Head Start Association set up conference calls with each state—hosted in Arizona by AHSA. Several months of intensified dialog with the statewide Head Start community preceded the call to ensure that every voice was heard and every concern expressed.

Thanks to exceptional committee leadership and renewed organizational strength, AHSA has made strides toward far-reaching goals. We formulated our first White Paper, a document that provides recommendations to Arizona for continuity of early care. Leveraging AHSA's new Facebook page and advocacy training, Arizona Head Start can harness the power of social media engagement. Additional AHSA-negotiated agreements with institutions of higher education are expanding opportunities for career advancement for Head Start employees. Promising new partnerships and collaborations are dissolving barriers to effective delivery of critical services to Arizona's most vulnerable children. Much has been accomplished and much more lies ahead. Looking back over a year of progress, I want to personally recognize the courage, tenacity and sheer hard work of our member organizations and valued partners who share our vision of a brighter tomorrow for every Arizona child and family.

**AHSA MISSION STATEMENT** The Arizona Head Start Association strengthens our member agencies, partners and others who enhance the lives of young children and families by serving as the united voice of the diverse Head Start/Early Head Start community through advocacy, collaboration and education.



### 2014 Positive Statewide Impact

- Arizona Head Start programs served 15,844 children and 15,012 families
- Federal Head Start grants brought nearly \$124 million into Arizona's economy
- Arizona Head Start agencies generated more than \$35 million in local community in-kind contributions
- Arizona Head Start programs employed nearly 4,000 individuals

## ADVOCACY

### The Unified Voice of Arizona Head Start

AHSA ensures a place for Head Start at every Early Care and Education policy-making and administration table, and works closely with the Head Start State Collaboration Office (HSSCO) to accomplish state system development work. AHSA and HSSCO meet regularly with First Things First (FTF), a statewide initiative that addresses the needs of Arizona's young children and their families. Bringing together Early Care and Education leaders as well as government and advisory committee representation, the FTF Board of Directors serves as the State Advisory Council. AHSA maintains a presence on these advisory committees and close ties with Arizona's departments of Education, Health Services, and Economic Security.

AHSA maintains active partnerships with many other private and public organizations including the Arizona Association for the Education of Young Children, Arizona Early Intervention Program, Children's Action Alliance, Protecting Arizona's Family Coalition, and the Arizona Child Care Association. Throughout the year, AHSA represents and amplifies the voice of Head Start at events, summits and forums. These cooperative alliances enable all stakeholders to meet challenges more effectively.

### Arizona's Torchbearer at National Head Start

AHSA maintains strong ties to the National Head Start Association (NHSA), frequently communicating on federal activities, budget, monitoring, resources, technical assistance and coordination of efforts. A conference call with NHSA leaders in 2014 provided an exceptional opportunity for AHSA to serve as the unified voice of Arizona's Head Start community in expressing the state's unique concerns. Initiated by NHSA and hosted by AHSA, the call also enabled NHSA leaders to present their policy-making vision for Head Start's reauthorization and gather collective feedback from every state. Tommy Sheridan of NHSA Legislative Issues emphasized the importance of gaining consensus internally before Capitol Hill talks begin, particularly the need for a unified voice, bi-partisan support, and innovative solutions that remain true to Head Start roots.

### AHSA Recommendations for Arizona

AHSA's first White Paper gave Head Start/Early Head Start directors the chance to formalize their position and voice critical concerns about continuity of care in infant/toddler settings. Involving collaboration across the AHSA executive team and the entire membership, this groundbreaking document provides exhaustive research to support the neurological benefits of early bonding on emotional control and school readiness. The White Paper will provide policy makers and other stakeholders across the statewide Early Care and Education landscape with specific recommendations that facilitate the goal of keeping the same caregiver for the first three years of a child's life.

### Early Head Start-Child Care Partnership

Six Head Start grantees in Arizona received EHS-CC Partnership Grant awards, presenting fresh opportunities for collaboration and improvement of service delivery. Federally funded under the Early Learning Initiative, these multi-year grants allow Early Head Start programs to partner with local child care centers and family child care providers in serving infants and toddlers from low-income families. "We are excited about the groundwork these grants are

enabling Arizona Head Start to establish in blending and expanding services," said AHSA President Mindy Zapata. "Months of collaborative work between AHSA and the Head Start State Collaboration Office with key state departments and agencies preceded the submission of grant applications. Creating a unified voice and involving all stakeholders was the only way to ensure the best possible outcome and the most far-reaching gains for these new federal funding opportunities."

### AHSA Communications Network

Strong lines of communication are vital to AHSA's core activities of advocacy, collaboration, and education. The emailed newsletter goes beyond AHSA updates and announcements to offer expanded information from stakeholders on state and national levels. Thanks to a generous grant from the Arizona Community Foundation, AHSA maintains a feature-rich website filled with information and resources including committee activities, professional development and job openings. Head Start parents have immediate access to information about eligibility, guidelines, enrollment and program locations.

New in 2014, Arizona's Head Start community has access to the unlimited promotional power of social media through a dynamic Facebook presence, searchable under Arizona Head Start Association. AHSA provided an intensive Advocacy & Social Media Training session supported by an online manual under the Policy/Advocacy menu tab at [azheadstart.org](http://azheadstart.org). AHSA also developed and printed the first Committee Chair and Vice Chair Manual in 2014. "From year to year, the best guarantee of clarity and consistency is a formal statement of roles and responsibilities that give our leaders a chance to hit the ground running," said AHSA Director Jonathon Gonzales.



## COLLABORATION

### Women, Infants and Children Collaboration

Two years of negotiation and legal reviews are moving quickly toward the finalization of a Women, Infants and Children (WIC) Memorandum of Understanding (MOU) between AHSA and the Arizona Department of Health. WIC is a national program that provides states with federal grants for supplemental foods, healthcare referrals and nutrition education for low-income pregnant/postpartum women and children under age 5 who are at nutritional risk. With so many Head Start families receiving WIC benefits and attending WIC clinics, this formal MOU will enable Head Start/EHS programs to access a master list of critical health information for the children they serve.

### Community Sponsor Relationships

AHSA appreciates the growing list of sponsors who support the Head Start community in exchange for valuable benefits. Based on an annual commitment in levels from \$500 to \$5000, the products and services of sponsors like Lakeshore Learning Materials and the Kaplan Early Learning Company are visible to thousands of passionate people involved in Early Care and Education. Other AHSA sponsors include Upper Iowa University, North Central University, and Grand Canyon University, providing unique career opportunities for Head Start employees that also further the institution's growth strategies.

### Statewide Collaborative Agreements

- 225 Local Education Agency (LEA) agreements
- 254 LEA and Early Intervention agreements to coordinate disabilities services
- 165 LEA agreements to coordinate transition services
- 125 Prekindergarten collaboration and resource sharing agreements
- 28 Child welfare agency agreements

### Foster Care Collaborative Programs

AHSA continues to work closely with statewide partners in developing a Foster Care Memorandum of Understanding (MOU). All stakeholders share concerns about the unique needs of foster care children and the complexity of delivering early childhood education services. Head Start representatives are emphasizing issues of federal guidelines that affect enrollment, particularly the challenge of identifying foster children who have been placed in a different service area than their Department of Child Safety (DCS) referral office. The Cradles to Crayons program through Maricopa County Juvenile Court has been addressing similar concerns through a collaboration of community partners focused on improving outcomes for high-risk infants, toddlers and their families.

A two-year Early Education Collaboration grant enabled stakeholders to begin building a countywide infrastructure with the goal of dissolving service boundaries and establishing a contact at each Head Start center and every DCS office. These grant funds also supported pilot referral programs that effectively increased the number of foster children who are benefiting Head Start services—the first being a partnership between Glendale's Department of Child Safety office and Catholic Charities Westside Head Start. Empowered by pilot program successes, AHSA and other stakeholders can continue the work of gaining final acceptance for the Foster Care MOU.

### Reaching and Serving Arizona's Homeless

AHSA works closely with Frank Migali, State Coordinator for Homeless Education at the Arizona Department of Education (ADE) to advocate for Head Start's homeless population, championing initiatives designed to serve the homeless and ultimately reduce homelessness. During the 2013-14 program year, 150 Head Start families acquired housing and 554 homeless children and their families had the advantage of Head Start/EHS programs and services.

### Data Analysis Measures Head Start Success

AHSA continues to promote Arizona's Student Accountability Information System (SAIS) across the statewide Early Care and Education community. SAIS numbers serve as a child's single unique identifier throughout the K-12 public school system, enabling tracking and data analysis. Assigning SAIS numbers to children in preschool and early care programs including Head Start/Early Head Start ensures a reliable framework from which to evaluate and compare kindergarten readiness, year-to-year progress and long-term academic success.

### Head Start SAIS Numbers Issued

- 8709 Head Start Center Based
- 706 Head Start Home Based
- 457 Early Head Start Center Based
- 869 Early Head Start Home Based



## Arizona Head Start Programs

- For programs in Apache, Coconino, Navajo, & Yavapai Counties contact:**
- G Northern Arizona Council of Governments (NACOG)**  
121 E. Aspen • Flagstaff, AZ 86001  
(928) 774-9504 • nacog.org
  - For programs in Cochise, Graham, Greenlee, Pima, & Santa Cruz Counties contact:**
  - G Child Parent Centers, Inc. (CPC)**  
602 E. 22nd St. • Tucson, AZ 85713  
(520) 882-0100  
childparentcenters.org
  - For programs in Gila & Pinal Counties contact:**
  - G Pinal Gila Community Child Services, Inc. (PGCCS)**  
1750 S. Arizona Blvd., Coolidge, AZ 85128 • (520) 723-5321  
pgccs.org
  - For programs in La Paz, Mohave, & Yuma Counties contact:**
  - G Western Arizona Council of Governments (WACOG)**  
224 S. 3rd Ave., Suite 206 Yuma, AZ 85364  
(928) 782-1886 • wacog.com
  - For programs in Maricopa County contact:**
  - G Crisis Nursery**  
402 N. 24th St. • Phoenix, AZ 85008  
(602) 889-6165 • crisisnurseryphx.org
  - G City of Phoenix Education Division**  
200 W. Washington, 19th Floor Phoenix, AZ 85003 • (602) 262-4040  
phoenix.gov/humanresources/index.html
  - G Maricopa County Head Start Zero – Five Program**  
234 N. Central Ave. • Phoenix, AZ 85004  
(480) 464-9669  
http://myhsd.maricopa.gov/
  - G Southwest Human Development (SWHD) Head Start**  
2850 N. 24th St. • Phoenix, AZ 85008  
(602) 266-5976 • swhd.org
  - D Alhambra School District Head Start**  
4510 N. 37th Ave. • Phoenix, AZ 85019  
(602) 246-5155 • alhambraesd.org
  - D Booker T. Washington Child Development Center, Inc. (BTWCDC)**  
1519 E. Adams • Phoenix, AZ 85034  
(602) 252-4743 • btwcchild.org
  - D Catholic Charities Westside Head Start**  
7400 W. Olive, Suite 10 Peoria, AZ 85345 • (623) 486-9868  
CatholicCharitiesAZ.org
  - D Deer Valley Head Start**  
20402 North 15th Ave. Phoenix, AZ 85027  
(623) 445-4991 • dvsd.org
  - D Fowler Head Start**  
6250 W. Durango • Phoenix, AZ 85043  
(623) 474-7260 • fcsd.org
  - D Greater Phoenix Urban League (GPUL) Head Start**  
1402 S. 7th Ave. • Phoenix, AZ 85007  
(602) 276-9305 • gphxul.org
  - D Murphy Head Start**  
2615 W. Buckeye Rd. Phoenix, AZ 85009  
(602) 353-5414, ext. 0156 • msdz.org
  - D Roosevelt School District Head Start**  
4615 South 22nd St. Phoenix, AZ 85040  
(602) 232-4919 • rsd.k12.az.us
  - D Washington Elementary School District**  
8430 N. 39th Ave. Phoenix, AZ 85051  
(602) 347-2206 • wesdschools.org
  - D Wilson Head Start**  
500 N. 30th Pl. • Phoenix, AZ 85008  
(602) 231-0373 • wsd.k12.az.us
  - For Migrant & Seasonal Program Services contact:**
  - G Chicanos Por La Causa Early Childhood Development (CPLC)**  
1242 E. Washington St., Suite 200 Phoenix, AZ 85034  
(602) 307-5818 • cplc.org
  - For Tribal Program Services contact:**
  - G Cocopah Head Start**  
14515 S. Veterans Drive Somerton, AZ 85350  
(928) 627-2811 • cocopah.com
  - G Colorado River Indian Tribes (CRIT) Head Start**  
18026 Mohave Rd. • Parker, AZ 85344  
(928) 662-4311  
crit-nsn.gov/critheadstart
  - G Gila River Indian Community (GRIC) Head Start**  
P.O. Box 97 • Sacaton, AZ 85147  
(520) 562-3423 • gilalriver.org
  - G Havasupai Head Start**  
P.O. Box 130 • Supai, AZ 86435  
(928) 448-2821 • havasupai-nsn.gov
  - G Hopi Head Start**  
P.O. Box 123 • Kykotsmovi, AZ 86039  
(928)-734-7125 • hopi-nsn.gov
  - G Hualapai Head Start**  
P.O. Box 119 • Peach Springs, AZ 86434  
(928) 769-2522 • hualapai-nsn.gov
  - G Navajo Nation Head Start**  
P.O. Box 3479 • Window Rock, AZ 86515  
(928) 871-6902 • navajohdstart.org
  - G Pascua Yaqui Head Start**  
7474 S. Camino de Oeste Tucson, AZ 85757  
(520) 838-7150 • pascuayaqui-nsn.gov
  - G Quechan Head Start**  
P.O. Box 1899 • Yuma, AZ 85366  
(760) 572-0263
  - G Salt River Pima-Maricopa Indian Community (SRPMIC) Early Childhood Education Center (ECEC)**  
10005 E. Osborn Rd. Scottsdale, AZ 85256 • (480) 362-2200  
srpmic-ed.org/ecec.asp
  - G San Carlos Apache Tribe (SCAT) Head Start Program**  
P.O. Box 278 • San Carlos, AZ 85550  
(928) 475-2740  
scateducationdepartment.com/headstart.html
  - G Tohono O'odham Head Start**  
P.O. Box 837 • Sells, AZ 85634  
(520) 383-7800 • tonation-nsn.gov  
(602) 307-5818 • cplc.org
  - G White Mountain Apache Tribe (WMAT) Head Start Program**  
P.O. Box 699 • Whiteriver, AZ 85941  
(928) 338-4938 • wmat.nsn.us



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## Year-End Child Health Profile

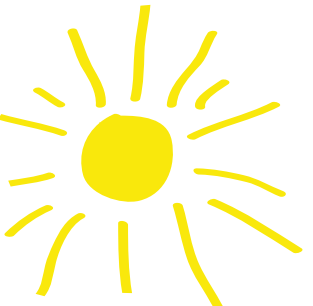
- 97% children with health insurance
- 98% children with continually accessible health care
- 97% children with all possible immunizations (or exempt)
- 93% children up-to date on preventative/primary healthcare
- 76% children diagnosed with chronic condition received medical treatment
- 95% preschool children with continually accessible dental care
- 85% EHS children with continually accessible dental care
- 91% preschool children completed dental exams
- 86% preschool children needing dental treatment received it

## Parent Education Institute

Sponsored by AHSA and the Arizona State Collaboration Office, the 4th Annual Parent Education Institute was held at the Catholic Diocese of Phoenix on February 17, 2014. Dina Castro, Arizona State University research professor, delivered the keynote message on early language development. Sessions ran from 10 a.m. to 3 p.m., covering topics from Kindergarten Readiness to Math and Science Fun, Money Budgeting, Car Seat Safety, Hip and Healthy, and Advocacy. More than 85 participants including family service staff and parents represented Head Start/EHS programs across Arizona. The training was free of charge but space was limited. Head Start programs were asked to select parents with a high involvement level who are likely to return to their programs with information and materials, passionate about sharing what they learned.

## Head Start Family Services

- 9,458 Head Start families received at least one family service
- 1,929 EHS families received at least one family service
- 127 pregnant women served by Early Head Start
- 554 homeless families served by Head Start/EHS
- 150 homeless families acquired housing during enrollment year



## AHSA-Driven Professional Development

AHSA's quarterly gatherings fill three days with unequalled opportunities for members to share, collaborate—and learn. While the general meeting gives attendees the chance to receive updates and authoritative answers from leading guest speakers, the entire Wednesday preceding the meeting is devoted to professional education. Relevant, content-rich trainings presented during the 2013-14 program year included:

- Dual Language Learners** – Presented through the Arizona State Training/Technical Assistance Center, this full-day professional development opportunity was entitled "Examining early dual language learners from a strength-based perspective." Focused on children under 5 years who are Dual Language Learners or English Language Learners, the training provided an overview of recent research recommendations and best practices.
- Parent and Family Engagement** – Jenni Brasington of Acelero provided AHSA members with hands-on practices and tools designed to increase parent and family engagement. Topics included assessing the effectiveness of current strategies, establishing shared partnership with families, articulating the importance of families as a partner in a child's learning and development, and enabling family service staff to better triage family issues as well as track outcomes.

**Office of Head Start 5-Year Grant Process** – National expert and consultant Kristen Hayes was on hand to present a full-day workshop entitled "Outcomes and Impacts: The 5-Year Grant." Based on a deeper understanding of the grant application process, the training empowered attendees with logic models for better articulation of program results as well as new language for speaking to stakeholders about program impacts.

**Teaching Strategies Gold (TSG)** – AHSA-sponsored trainings continue to provide a forum of assistance to Head Start programs learning to use and interpret TSG data. Standardized across Arizona's Early Care and Education community as well as the public school system, TSG provides a data-driven progress monitoring tool for assessing, planning, and sharing with families.



## Head Start Disability Services

- 1,558 Preschool children with IFSP or IEP\*
- 409 EHS children with IFSP or IEP
- 97% Children with IEP received services
- 98% Children with IFSP received services

\*IFSP (Individualized Family Service Plan), IEP (Individualized Education Plan)

## EDUCATION

### The Whole Child, the Family, the Community

Head Start has evolved over five decades into a multi-dimensional program that transforms young lives by addressing risk factors and fostering social, emotional, physical and intellectual growth. Focused on the crucial window from 0-5 years, quality Early Care and Education programs establish the foundations of learning, communication, relationships, self-esteem and character. Parents, caregivers and pregnant women learn positive skills and receive support in building stable, healthy home environments. Head Start organizations reach into the heart of communities, working cooperatively to deliver medical and dental care, promote mental health and provide disability services. The very complexity of this holistic approach is the driving force behind Education as one of AHSA's three core activities.

### AHSA Health & Wellness Symposium

The Roosevelt Wellness Center in Phoenix was the site of AHSA's 2nd Annual Health & Wellness Symposium on April 11, 2014. The day-long training event featured a lineup of expert speakers who delivered the latest research on some of Arizona's most pressing issues. Participants from Arizona's Head Start community included family support specialists, health services and home-visiting staff, program staff and teachers. Keynote speaker Karen Enyon has been active in pediatric practices in Arizona since 1991, specializing in development and behavior as well as preventative and lifestyle education. Other presentations focused on early education of dual language children, behavioral health and child/family obesity, oral health initiatives, and nutrition education for parents. Developed and hosted by AHSA, the Health & Wellness Symposium reinforces Head Start's leading role in establishing healthy practices throughout the Early Care and Education network.

## Head Start Staff

- 1,228 Head Start/EHS teaching staff
- 535 Preschool classroom teachers
- 548 Preschool assistant teachers
- 145 EHS center-based teachers
- 21,400 Volunteers serve Head Start/EHS
- 16,300 volunteers are Head Start parents
- 97% Preschool classrooms with at least one teacher meeting degree/credential requirements effective Oct 2011
- 96% Preschool classroom assistant teachers with CDA/equivalent or higher or enrolled in CDA/ECE program
- 95% EHS classroom teachers meet degree/credential requirements effective Sept 2010

## New Doors for Career Advancement

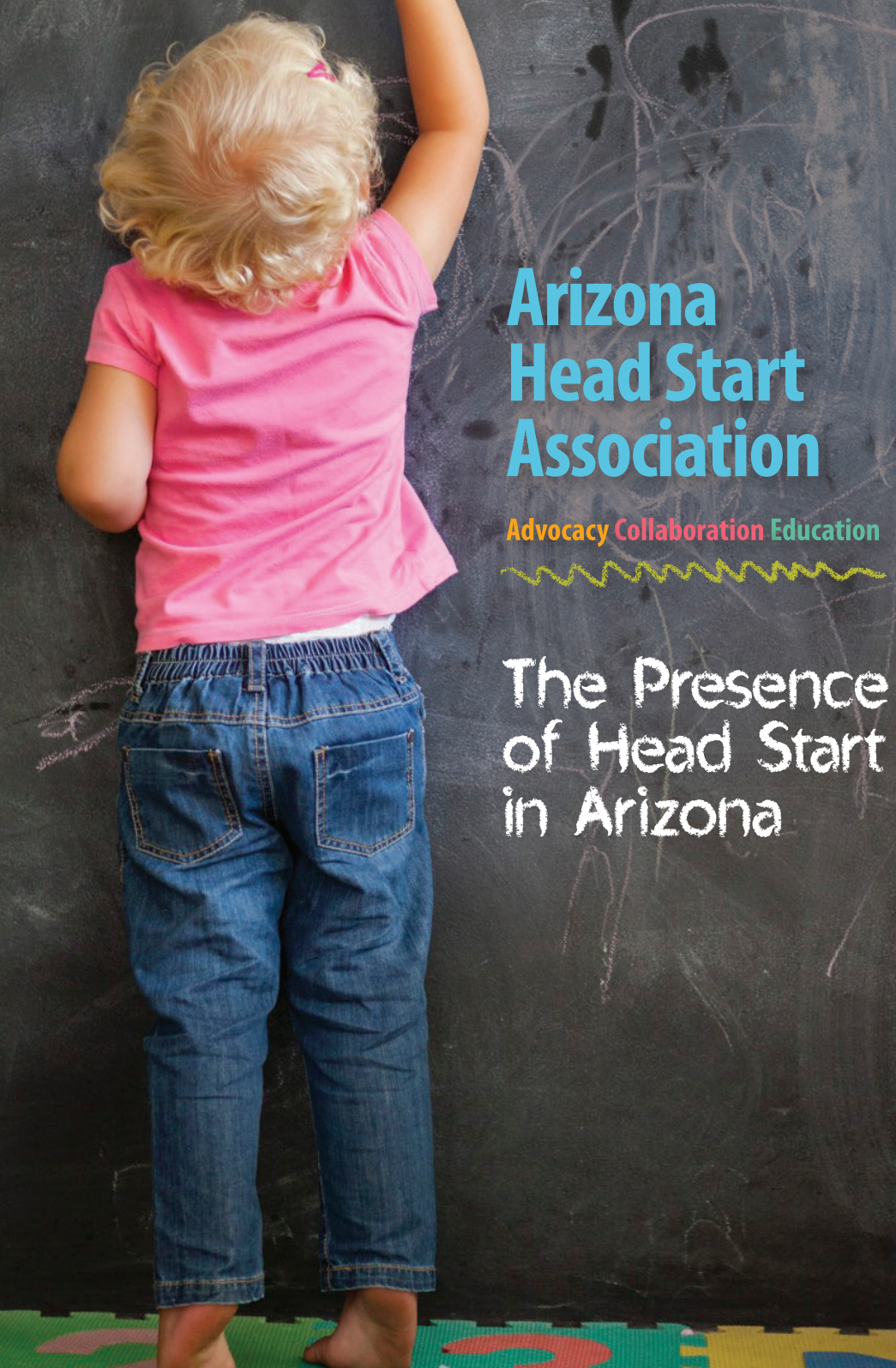
AHSA continually promotes development opportunities for Head Start employees and advocates for Arizona's Head Start community when staffing needs are being considered for statewide initiatives and/or funding. On the individual level, AHSA's website offers a database of degree and certification programs with contacts and funding opportunities as well as a Career Center with current job postings.

AHSA also maintains close ties with Arizona's higher education system to ensure the availability of relevant, affordable programs for Head Start staff. Within the framework of these relationships, AHSA has established mutually beneficial agreements with several colleges. AHSA's Memorandum of Understanding with Grand Canyon University enables Head Start staff and employees to receive tuition discounts and a variety of free benefits. New agreements with North Central University and Upper Iowa University have expanded access to self-directed programs, online degree pathways and tuition reductions. "The bar is constantly rising on degree requirements for Head Start staff," said AHSA Director Jonathon Gonzales. "AHSA's leadership in expanding access to workable programs at quality colleges benefits nearly 4,000 Head Start employees across the state."



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## ANNUAL REPORT 2014



# Arizona Head Start Association

Advocacy Collaboration Education

## The Presence of Head Start in Arizona