



**2017
ANNUAL
REPORT**

THE HEAD START ADVANTAGE
Working Together—Taking the Lead



Arizona Head Start Association

azheadstart.org

Why Head Start Matters

Since 1965, the National Head Start program has helped more than 32 million children and families prepare for school and for life. Together, Head Start and Early Head Start (EHS) programs provide comprehensive education, health, nutrition, and family services to poverty-level children from birth to age five and pregnant women. In Arizona, local grantees receive federal funding through the Office of Head Start under the Administration for Children and Families within the U.S. Department of Health & Human Services. Community-based organizations that administer these programs in Arizona include local municipalities, non-profit agencies, school districts, and Tribal governments. Arizona Head Start Association (AHSA) was created to serve, unify, and empower this statewide coalition of organizations that provide Head Start and EHS programs.

AHSA carries out its mission of advocacy, collaboration, and education through a Director, a volunteer Executive Committee and Board of Directors, and five active committees. In addition to membership dues, funding for AHSA studies, projects and training is provided by the Arizona Head Start State Collaboration Office through a grant from the Administration for Children and Families.

AHSA Leadership 2016-17 Program Year

Director: Moises “Moe” Gallegos

EXECUTIVE COMMITTEE

Mindy Zapata, President; Amy Corriveau, Vice President; Natalie Alvarez, Treasurer; Sonya Montoya, Secretary

COMMITTEE CHAIRS:

Disabilities & Mental Health—

Tami Philips, Chair; Glenda Henman, Co-Chair

Early Child Care Partnership

Ad Hoc Committee— Evangelina Del Real, Chair

Early Childhood Development—

Kim Tan, Chair; Shandeen Gomez, Co-Chair

Integrated Health & Safety—

Connie Morrison, Chair; Jordan Bohr, Co-Chair

Parent, Family, and Community Engagement—

Karla Solano, Chair; Latrisha Centers, Co-Chair

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A Message from the President

It is with a great deal of pride and gratitude that we present the 2017 Annual Report and the highlights of a program year where AHSA brought to life the concept of Working Together—Leading the Way. From top-level collaboration with Arizona government entities and organizations to ground-level field work with our members, AHSA is continually driving positive change, quality improvement, service expansion, and the most efficient use of available resources across the statewide landscape.

In addition to statistical snapshots that reflect the impact and progress made by the Arizona Head Start community, this report offers glimpses of AHSA's engagement with promising new partnerships like Read On Arizona and initiatives funded by multi-year federal grants like the highly successful Early Head Start-Child Care Partnerships. Years of behind-the-scenes work by AHSA leaders on executive and committee levels have resulted in formal agreements between Arizona Head Start and state-level governmental agencies that now stand as a national model for collaborative efficiency. The work of leveraging the full advantage of these breakthroughs continues as AHSA facilitates and promotes new opportunities for mutual referrals and information-sharing processes that are already streamlining service delivery and eliminating duplication of effort. You will also see examples of AHSA leadership in identifying and better serving vulnerable populations such as families who are experiencing homelessness, children in foster care, dual language learners, those resettling as refugees, and children who have experienced trauma.

More than ever, we are grateful for the guidance of our volunteer Board of Directors and the tireless contributions of committee leaders and members. We also want to thank our dedicated partners throughout the state who work with us in forging solutions that breathe life into the Head Start hope that all children, regardless of their circumstances at birth, have the opportunity to thrive and succeed—in school and in life. Lastly, I want to express my personal gratitude for each and every Head Start member organization as well as the staff and countless volunteers we proudly serve. AHSA is honored to unify your voice, to advocate and collaborate on your behalf, and to provide educational opportunities that further your success. You have our respect and admiration as the unsung heroes who are quietly doing the daily work of improving the lives of Arizona's children and families.

Mindy Zapata

Mindy Zapata, President
Arizona Head Start Association

ARIZONA AT A GLANCE

2017 Positive Statewide Impact



- Arizona Head Start/EHS served 20,839 children pregnant women and 19,430 families
- Federal funding (Head Start/EHS and EHS-Child Care Partnerships) added \$143,205,748 million to Arizona's economy
- For each invested dollar, Head Start yields an annual ROI ranging from 7 to 9%
- Arizona Head Start and Early Head Start programs employed 4,239 individuals



Driving Collaborative Efficiencies

AHSA unifies the voice of Head Start at every Early Care and Education policy-making table, whether advocating for Head Start programs or supporting statewide initiatives. Working closely with the Head Start State Collaboration Office (HSSCO), AHSA participates in strategic planning, issue clarification, resource identification, and implementation of state system development work. AHSA meets regularly with the statewide initiative of [First Things First](#) and [Arizona's departments of Education, Health Services, Child Safety, and Economic Security](#) as well as [AzEIP \(Arizona's Early Intervention Program\)](#) and Local Education Agencies. AHSA also unifies the voice of Arizona Head Start in matters of communication, planning, and effort coordination with the [National Head Start Association](#).

Other examples of AHSA leadership in 2017 include an informative newsletter with updates that drive further development in the Early Childhood Education (ECE) community and deepen relationships between Head Start and ECE stakeholders. Contributing to the parent education workgroup and development of the MapLIT interactive mapping tool, AHSA is actively supporting [Read On Arizona](#), a statewide public/private partnership to improve language and literacy outcomes for Arizona's children from birth through age eight. AHSA was also engaged in Parent Education Institution expansion planning efforts designed to guide and assist Head Start families with health issues, kindergarten transition, financial literacy, and language development activities.

Promoting Family Engagement

Arizona Head Start follows the [national “whole child, whole family”](#) model of two-generation support and services that help Head Start families with job training, continuing education, goal-setting, counseling, and crisis intervention. Head Start/EHS programs also provide access to resources and trainings on critical topics from health and literacy to parenting and the importance of male role models. More than 120 attendees gathered for the [2017 Fatherhood Summit on April 29, hosted by the City of Phoenix Head Start Birth to Five Program](#) and AHSA-promoted across the state. This free full-day event for parents, educators, and community organizations emphasized the importance of male role models on a child’s brain development through national speakers, special guests, and interactive activities. Feedback from attendees indicated that the event was successful in its goal of increasing the number of children growing up with caring, actively engaged, vested, and responsible male role models. A full 100 percent of attendees said they would recommend the event and 95 percent reported learning how to be a more effective parent.



Head Start and the Family

19,430 HeadStart/
EHS families 

323 children with veteran/
active military parents 

12,744 families received at
least one family service

1,378 parents received job training

1,925 parents advanced
their education level 

8,828 families participated
in health education 

Supporting Arizona's EHS-CCP Success Story

AHSA continues to develop key relationships that facilitate braided/blended funding and expand resources for [Early Head Start-Child Care Partnerships \(EHS-CCP\)](#). More than 1,850 Arizona infants and toddlers from low-income families who are in child care centers or with family child care providers are now benefiting from Early Head Start involvement. Key EHS-CCP advantages include qualified teachers and coaches who support a research-based curricula, responsive caregiving, broad-scale parent engagement activities, and access to comprehensive services.

AHSA and [First Things First \(FTF\)](#) are partnering with [Arizona's Department of Economic Security \(DES\)](#) to expand access to safe, reliable child care and quality early learning opportunities. Qualifying \$34 million in directly related FTF annual expenditures as the state match for the [Child Care and Development Fund \(CCDF\)](#) has resulted in \$190 million in federal child care funds for low-income families. This funding eases the financial burden on foster parents but it also creates a bridge between child care providers and early intervention opportunities. During the 2016-17 program year, AHSA worked closely with the [DES Child Care Division](#) to facilitate access to reliable child care for qualifying families. The stage is being set for statewide, front-line collaborations that will allow Head Start case managers to distribute information about the EHS-CCP program to DES subsidy recipients. Head Start case workers will also be able to complete both applications in one visit, easing the burden on parents who have to take time off work.

Disabilities/Special Education Services

**452 infants/toddlers
with IFSP***

**1,611 preschool
children with IEP***

* Individualized
Education Program (IEP),

* Individualized Family
Service Plan (IFSP)

Facilitating Early Intervention

Expansion of Early Head Start programs through EHS-Child Care Partnerships is enabling more infants and toddlers to receive early intervention services during the critical development period between birth and 36 months. Inclusion in Head Start/EHS programs connects children with developmental delays and disabilities to a full range of support including access to mental health consultants, health and nutrition managers, disability coordinators, and professional development coaches. To further support serving preschool children with special needs and [Arizona's Task Force for Inclusion](#) work in 2017, AHSA hosted the [Arizona Department of Education](#) training on Inclusion, Least Restrictive Environment, and data reporting to school districts and the federal government for Head Start children with Individualized Education Plans.





Of the 1,009 homeless families served during the 2016-17 program year, **348 acquired housing**



Paving New Pathways to Vital Services

AHSA continues to take the lead in leveraging the opportunities created through agreements with Arizona state departments like the Foster Care Memorandum of Understanding (MOU) between the [Department of Child Safety \(DCS\)](#) and the Head Start State Collaboration Office. Culminating years of negotiations and pilot programs, the MOU is effectively clearing a path for foster children who are living outside of their DCS referral office area to be identified for early care and education services including Head Start/EHS.

AHSA is also bringing to life the details of the [WIC \(Women, Infants and Children\)](#) MOU between AHSA and the [Department of Health Services \(ADHS\)](#). WIC provides states with federal funding grants for supplemental foods, healthcare referrals, and nutrition education for low-income pregnant/postpartum women and children under age 5 at nutritional risk. With so many Head Start/EHS families receiving WIC benefits, the MOU allows sharing of critical health information and mutual referrals. Complementing an AHSA-supplied map of all WIC sites that provide oral health services, ADHS has developed a searchable database of all Arizona Head Start/EHS programs participating in the WIC MOU along with a searchable list of WIC clinics and detailed information on available services.

Thanks to AHSA's work on a Data Sharing Agreement with the Department of Health Services (AZDHS) [Childhood Lead Poisoning Prevention Program](#), AZDHS and participating Head Start/EHS grantees are now sharing lead testing results and the latest educational materials and procedures. Head Start/EHS grantees received training on the use of the Lead Prevention Program's new data system through MEDSIS, enabling them to submit lead screening reports via spreadsheet or enter documentation directly into the data system. They can also enter an MOU with the Lead Prevention Program for data sharing to obtain Lead Screening results with parent-signed permission.

Along with forging formal agreements and MOUs, AHSA continues to establish and enhance mutual statewide referral systems and communication networks that enable Head Start/EHS programs to better identify and serve high-risk populations such as the homeless and refugees. Enhanced certification and training opportunities for Head Start and Early Head Start case workers and staff continue to deepen the understanding of the unique challenges and traumas faced by special and high-risk groups.

Providing “Whole Child” Wellness Leadership

Head Start/EHS programs are based on a half-century of groundbreaking research and evidence-based curricula and best practices across the early care and education landscape. In addition to providing medical/dental services, preventative screenings, and nutritional guidance, these programs address social and emotional needs including behavioral health support for children and families. Recent studies have raised national awareness of the far-reaching negative effects of trauma and toxic stress cycles resulting from adverse childhood experiences (ACEs).

AHSA is working closely with the Head Start State Collaboration Office, the Arizona Department of Education (ADE), and other stakeholders to firmly establish Arizona as a Pyramid Model state. This tiered public health approach supports social emotional competence in infants and young children by offering universal support to all children, targeted services for specific needs, and intensive services whenever indicated. With a significantly higher-than-national percentage of Arizona children coming into Head Start/EHS programs with a history of multiple ACEs and extreme trauma, the Pyramid Model helps educators and case workers to triage and partner with parents and other caregivers to ensure timely and appropriate support and treatment. Engaging with ADE’s intensified focus on expulsion prevention, AHSA keeps the Arizona Head Start community at the forefront of critical work with public school districts in developing preventative modalities for children who are struggling.

AHSA remains actively involved in statewide policies and initiatives that impact Head Start/EHS children and families, including collaboration with the Department of Economic Security in leading the charge to have specialists on call for instances where extreme behavioral issues are endangering other children and/or teachers. Reauthorization of Child Care and Development Fund (CCDF) federal block grants are enabling the funding of professional resources that can effectively serve the child and the family as well as prevent disruption within the Head Start center. AHSA is also spearheading the effort to assess and meet statewide training needs for more effective classroom strategies, including hosting a presentation for the Head Start/EHS community on Positive Behavior Interventions and Supports (PBIS) by Koi Education, a leader in PBIS training and certification.



Year-End Child Health Profile

95% children with health insurance

98% children with continually accessible health care

93% children with all possible immunizations (or exempt)

80% children up-to date on preventative/primary healthcare

90% children diagnosed with chronic condition received medical treatment

83% children with continually accessible dental care

86% preschool children needing dental treatment received it



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

Driving Professional Development and Quality Improvement

AHSA expands access to professional growth opportunities for Head Start/EHS staff including advantageous agreements with Arizona's higher education system and promotion of the Early Childhood Workforce Registry with its constantly refreshed database of professional development opportunities and other job-seeking benefits. AHSA also hosts and promotes relevant trainings throughout the year, highlighted in February of 2017 by engagement with Head Start Region 9's Western States Leadership Conference. Held in Tempe, Arizona, the two-day event included a Dual Language Learners Institute where evidence-based research and best practices provided a framework of instructional approaches and specialized support for children with diverse language needs and those in vulnerable populations such as refugee resettlement. The comprehensive Management Systems Institute supported continuous improvement and adherence to monitoring controls required by the Office of Head Start, from goal-setting data analysis to creating an organizational culture that allows for agility in the face of change.

Collaborating with stakeholders across the statewide landscape, AHSA remains active in developing strategies and working through the implementation of universal educational policies, standards, and tools for quality ratings and improvement systems. AHSA continually encourages and supports Head Start/EHS participation in such initiatives as the Quality First tiered quality rating improvement system, the statewide data collection tool of Teaching Strategies Gold®, and the CLASS® (Classroom Assessment Scoring System) teacher-child observation instrument for program monitoring and professional development planning.

Taking the lead on coaching implementation for professional development as mandated by the 2016 Head Start Performance Standards, AHSA is working closely with specialists from the Region 9 Teaching/Technical Assistance (T/TA) Center to promote and grow the Arizona Mentor Network. In most cases, coaching has proven far more effective than lectures or one-time trainings for building skills and identifying and achieving personalized improvement goals. Monthly Mentor Network meetings bring together coaches, mentors, and Head Start/EHS staff and child care partners for teaching and learning experiences aligned around coaching support strategies. Ongoing meetings encourage new professional relationships that are helping to grow statewide initiatives.

At the same time, invitations to collaborate are expanding Mentor Network attendance and boosting the impact of coaching implementation. The result is an unprecedented level of intentionality and collaboration with the potential to meet individual and program needs for professional development and quality improvement—not only today but as they evolve and change over time.

Head Start Staff

4,239 Head Start/EHS staff

744 preschool classroom teachers

804 preschool assistant teachers

406 EHS center-based teachers

955 total classrooms 18,000 volunteers serve Head Start/EHS



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

G indicates Grantee **D** indicates Delegate

For programs in La Paz, Mohave, & Yuma Counties contact:

G Western Arizona Council of Governments (WACOG)
1235 S. Redondo Center Drive
Yuma, AZ 85365 • (928) 782-1886
wacog.com

For programs in Maricopa County contact:

G Catholic Charities Westside Head Start
7400 W. Olive, Suite 10
Peoria, AZ 85345 • (623) 486-9868
CatholicCharitiesAz.org

G Child Crisis Arizona
402 N. 24th St. • Phoenix, AZ 85008
(602) 889-6165 • childcrisisaz.org

G City of Phoenix Education Division
200 W. Washington, 17th Floor
Phoenix, AZ 85003 • (602) 262-4040
phoenix.gov/humanservices/index.html

G Maricopa County Human Services Early Education Division
234 N. Central Ave.
Phoenix, AZ 85004 • (480) 464-9669
<http://myhisd.maricopa.gov/>

G Southwest Human Development (SWHD) Head Start
2850 N. 24th St. • Phoenix, AZ 85008
(602) 266-5976 • swhd.org

G Urban Strategies Family & Child Academy
1918 W. Van Buren St. Bldg. G
Phoenix, AZ 85009 • 602-718-1720
urbanstrategies.us/program/family-child-academy

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. (BTW)
1519 E. Adams • Phoenix, AZ 85034
(602) 252-4743 • btwchild.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 • fesda.org/Preschool

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) 353-5181 • msdaz.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
1502 W. Mountain View Rd.
Phoenix, AZ 85021 • (602) 347-2206
wedschools.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 A • Sacaton, AZ 85147
(520) 562-6901 • gilariver.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 CDI Head Start Serving Hualapai Tribe
P.O. Box 125 • 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 • navajohadstart.org

G Pascua Yaqui Head Start
7474 S. Camino de Oeste • Tucson, AZ 85757
(520) 838-7150 • pascuaayaqui-nsn.gov

G Quechan Head Start
P.O. Box 1899 • Yuma, AZ 85366
(760) 572-0263 • quechantribe.com

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

G White Mountain Apache Tribe (WMAT) Head Start Program
P.O. Box 699 • Whiteriver, AZ 85941
(928) 338-4938 • wmat.nsn.us

