

Maricopa County
Head Start Zero-Five Program



ANNUAL REPORT

FY 2012

The Power and the Purpose of Engaging and Empowering Parents

The Power and the Purpose of Engaging and Empowering Parents

At the close of the Policy Council meeting when members who served for program year 2011-2012 were transitioning off the Council and the newly elected members were transferring onto the Council, Roxanna, one of the parents serving on our program's Policy Council, spoke to the incoming parents on the Policy Council.

“I am Roxana and I have been a Head Start parent for two years. To the new members: you will have a lot of fun. The program has good staff and they will help you with anything you need help with. I learned a lot. I was a shy, quiet person and I would only talk to the person next to me, never talk before a group, and I would always be at the back of the room. The program made me a stronger parent and as a stronger parent I learned to help other parents when they need help. And that's what I like about this program. I'm not only a better parent for me and my child but also a better parent helping other parents. So I think you will learn a lot being here.”

Albert Einstein said, “Not everything that can be counted counts, and not everything that counts can be counted.” Certainly in the case of Roxanna and most all of the other members of the Policy Council there will be many benefits that they will both give and receive through their service, most of which will not be measured and reported except perhaps in a report of hours served and in-kind match. But the strength, confidence, courage, and skills that they gain as leaders and advocates will not be reported and the fruits of their leadership and advocacy may not be evident for years to come.

Grant Award and Non-Federal Share (NFS)

In program year 2012, MCHS received \$21,626,377 from the Office of Head Start to serve 2,307 children in Head Start and 307 children and pregnant mothers in Early Head Start. The program's non-federal share (in-kind match) requirement was \$5,509,525. The program fully met and exceeded its Non-Federal Share requirements. In 2012, the program continued to be strong in generating parent and other volunteer hours. In total the program benefitted from 3,862 volunteers; 2,582 who were parents and former parents in the program. Parent volunteer hours totaled 262,672.65 hours for \$4,684,418.38 in NFS and with the addition of volunteers from the community

ANNUAL REPORT 2012

total volunteer time reached 314,299.19 hours. The program generated \$7,015,989.01 in NFS; exceeding the program's match requirement by \$1,506,464.01.

New Partnerships

The program entered into agreements for new partnerships for center-based service option sites at House of Refuge, SonRise, and Maxwell Chandler. The program also entered into a new partnership (to begin in PY2013) with the national service corps program Jumpstart. The partnership will recruit community volunteers in the 55+ age range to provide weekly classroom support at two of our center-based sites. The program contracted with the Arizona chapter of Experience Matters to assist in the recruitment.

The program continues in partnership with Teach For America; this year bringing on three new corps. A former corps member has also decided to return to continue teaching with our program and she will help with the transition of the three new corps members to the program. Several other former corps members are furthering their education to continue in teaching and/or education administration. Teach For America was named as one of the top 100 best companies to work for in Fortune Magazine's 2012 Best Companies edition.

Program of Excellence

The program continues to maintain the National Head Start Association designation as a Program of Excellence and in PY2013 will be applying for a sustaining designation as a Program of Excellence.

Financial Audit

FY 2011 Single Source Audit

An annual financial audit of Maricopa County is completed by the Arizona Auditor General's Office. These audits include the Head Start grant and comply with the requirements of the Single Audit Act and OMB Circular A 133. The most recent completed audit is for FY 2011. The FY 2011 Single Audit completed by the Arizona Auditor General's Office resulted in a repeat finding of the need to have a process and

ANNUAL REPORT 2012

procedure of monitoring of ARRA reports for accuracy. Although there were no errors identified by the auditors, there needs to be evidence of the higher level of review.

1. The Human Services Department Finance Department did not maintain documentation evidencing its review from the revised financial reporting procedures to ensure a second level of review to ensure that all calculations are correct and properly documented; assuring accuracy prior to submitting information on the federal reporting system. The Department should continue this practice. This audit identified the following recommendations for the Head Start grant, none of which involved any questioned costs.

Corrective Action Plan

The Maricopa County Human Services Department implemented a secondary review of the Section 1512 report for the quarter ending September 30, 2011. This finding is expected to be fully corrected by September 30, 2011.

Program Governance

The program implemented a small test of change to engage the Policy Council in participating in the annual performance evaluation of the Program Director. In the middle of the program year a group of volunteers from the Policy Council developed a list of areas that they wanted to rate the program's Director on. They then developed an evaluation form, which was given to Policy Council members at one of the last Policy Council meetings of the program year. The Policy Council evaluations of the Director were shared with the Director's supervisor prior to issuance of the Director's annual performance evaluation. This will be continued in the following program year as a way of empowering the Policy Council's voice and input into the leadership of the program.



PY2012 Health Outcomes

Children need to be healthy in order to be able to learn. Our program works with medical and dental professionals as well as parents of enrolled children to ensure that children receive the medical and dental care they need. We help parents to

ANNUAL REPORT 2012

understand the importance of health care – including the importance of good nutrition, rest, and exercise. We help families to establish medical and dental “homes” for their children – identifying medical and dental care providers in their community who the child can establish an ongoing relationship with and who will provide culturally relevant, timely, professional, and affordable health care.

Activity	East Valley	West Valley
EPSDT	95% Head Start; 67% Early Head Start	99% Head Start; 90% Early Head Start
Medical Treatment Received	100% Head Start; 100% Early Head Start	100% Head Start; 50% (1 of 2 children) EHS
Dental Exam Received	94% Head Start	93% Head Start
Dental Treatment Received	92% Head Start	100% Head Start

The program served 351 children with disabilities in Head Start and Early Head Start (12.9% of enrollment).

Eligibility and Selection

Program Eligibility

Must live in Maricopa County, outside of the City of Phoenix

Head Start—must be 3 years of age by August 31

Early Head Start—must be prenatal to 36 months

Family income must be at or below the federal poverty level, based on family size (families with incomes up to 250 percent of the federal poverty level may be enrolled if there are no income eligible children waiting to be served)

Selection Criteria

All continuing children will be selected and enrolled in the option/site of their choice prior to the selection of any other child.

The first category of priority selection is children with disabilities. In consultation with the Disabilities Coordinator, Head Start children who are new program year applicants and who have a certified special need will be given priority selection for

ANNUAL REPORT 2012

enrollment throughout the program year to ensure that the program meets the 10% requirement as mandated in the Head Start Act.

The second category of priority selection is children who are transitioning from Early Head Start to Head Start--either center or home based.

The third category of priority selection are those children from families who receive TANF/SSI, are Foster children or are children of families who are defined by the McKinney-Vento Act as homeless.

The last priority selection category are children who were previously enrolled in a Head Start program; either locally or out of state.

After the above groups have been selected, children who do not have group priority status will be enrolled by age group.

Within each priority group, additional selection considerations or family factors may be given to children.

- Consideration will be given to children referred by our partner agencies because of exposure to substance abuse within each priority group.
- Teen parent(s) at the time of application.
- Children of an incarcerated parent(s).
- Primary Language at home is other than English.
- Children who applied for the 2011-12 program year from April-December 2011 but who were not selected for enrollment in the 2011-12 program year will be given priority within their primary priority group. The parent/guardian of the child must have updated the application for Head Start services for this consideration to apply.

Service Area

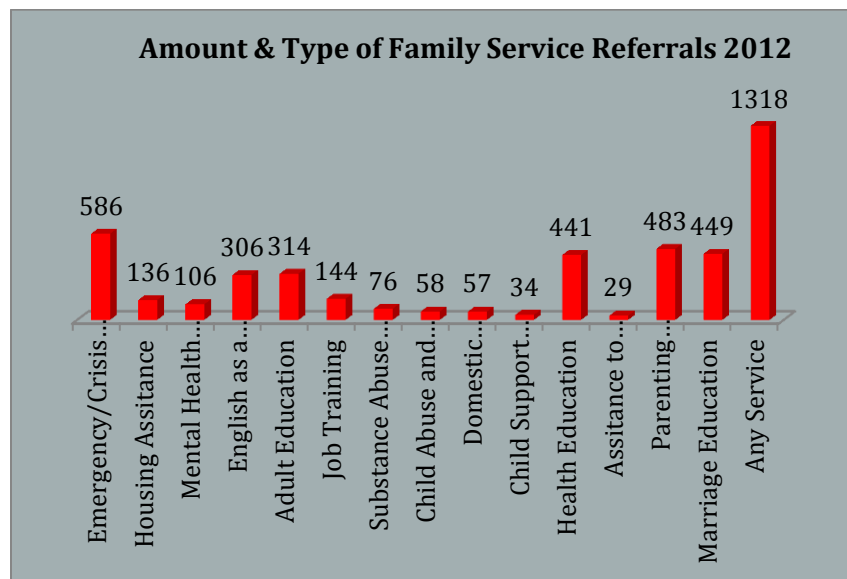
East Valley School Districts Served: Chandler, Fountain Hills, Gilbert, Higley, Kyrene, Mesa, Queen Creek, Scottsdale, Tempe

West Valley School Districts Served: Aguila, Avondale, Buckeye, Dysart, Glendale, Littleton, Palo Verde, Peoria, Saddle Mountain, Tolleson, Union, Wickenburg

ANNUAL REPORT 2012

Families and Service Referrals

In Program Year 2012, the program served 2,966 families and made 4,537 service referrals. This included a decrease of 39% in service referrals from the previous year in the area of housing assistance, a decrease of 19% in child abuse and neglect service referrals, and a decrease of 24% in child support assistance referrals. There was also a 26% increase in working with incarcerated individuals and/or their families, and a 17% increase in referrals for substance abuse prevention and/or treatment over the previous year.



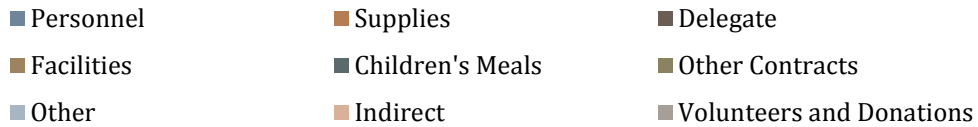
PY 2012 Revenue and Expenses

The program received \$21,626,377 in funding from the Office of Head Start to serve 2,614 children in the East and West Valleys of Maricopa County (2,307 in Head Start and 307 in Early Head Start). The program provided Head Start and Early Head Start services throughout the year to children and pregnant teens. The program provides services to children and families in the program's designated service area of the East and West Valleys of Maricopa County who are determined to be in highest need. Comprehensive child development services and family case management supports help to ensure the best possible start in life for these infants and young children who are living in poverty and/or who have disabilities, which place them at risk; and helps

ANNUAL REPORT 2012

to ensure that these children enter kindergarten school ready and poised for long-term success. The program did not receive private funds.

FY 2012 Expenditures



FY 2012 Revenue		
Funding Source	Funding	% of Budget
Federal Head Start/ Early Head Start	\$21,626,377	74%
Federal Healthy Marriage Initiative	\$411,722	1%
Federal CACFP Meal Reimbursement	\$277,189	1%
Non-Federal Share Match	\$7,015,989	24.5%
Total	\$29,331,277	100%



ANNUAL REPORT 2012

Program Information Report Highlights

In Program Year 2012 the program served 3,132 children and 2,966 families (417 children and 390 families in Early Head Start; and 2,715 children and 2,576 families in Head Start).

Early Head Start – End of Enrollment Year

- 96.6% of children completed the enrollment year with a medical home
- 91.4% had up-to-date immunizations or all possible immunizations to date, or exempt
- 93% of children had a dental home
- 11.8% had IFSP or IEP
- 73.9% had up-to-date EPSDT
- 26.7% of families who experienced homelessness during the program year acquired housing during the enrollment year
- Teacher Credentials: 93% infant and toddler classroom teachers meet the degree/credential requirements of Section 645A(h) that became effective September, 2010

Head Start – End of Enrollment Year

- 99.5% of children completed the enrollment year with a medical home
- 98.2% had up-to-date immunizations or all possible immunizations to date, or exempt
- 98.9% of children had a dental home
- 12.9% had an IFSP or IEP
- 89.1% had up-to-date EPSDT
- 28.9% of families who experienced homelessness during the program year acquired housing during the enrollment year

ANNUAL REPORT 2012

- Teacher Credentials: 42.5% of the program's preschool teachers meet the degree/credential requirements of Section 648A (2) (A) that will become effective September, 2013
- 97.5% of preschool classes in which at least one teacher meets the degree/credential requirements of Section 628A (3) (B) that became effective October, 2011
- 72.5% of preschool classroom assistant teachers with a CDA/equivalent or higher, or are enrolled in a CDA or ECE degree program

School readiness goals and outcomes

Staff from various positions throughout our program collaborated on identifying the program's school readiness goals. Our delegate agency, Catholic Charities, was also included in these conversations.

- We used resource materials that were created by the Office of Head Start to guide our decision making. These resources included The Head Start Child Development and Early Learning Framework; and The Parent, Family, and Community Engagement Framework. We correlated the goals we selected with the Arizona State Learning Standards.
- This team of stakeholders identified criteria for equipping Head Start children for school readiness and lifelong learning. Overall, our program has adopted 23 school readiness goals in six domains.

PHYSICAL DEVELOPMENT & HEALTH

8 School Readiness Goals

Language & Literacy

6 School Readiness Goals

English Language Development

2 School Readiness Goals

Cognition & General Knowledge

5 School Readiness Goals

Social & Emotional Development

1 School Readiness Goal

Approaches to Learning

1 School Readiness Goal

23 Total SRG's

ANNUAL REPORT 2012

School Readiness Goals	Physical Development & Health	Language & Literacy	English Language Development	Cognition and General Knowledge	Social & Emotional Development	Approaches to Learning
	Children will develop their gross motor skills and understand movement concepts.	Children will develop oral language skills including grammar, ability to define words, and listening comprehension necessary for school success.		Children will demonstrate an understanding that symbols and images can represent objects, events, or persons.	Children will demonstrate an understanding of their own feelings and the monitoring of their own behavior through successful relationships with teachers and peers.	Children will demonstrate new knowledge and skills, and to set and achieve goals through persistence, flexibility, curiosity, and engagement.
	Children will develop the control of small muscles that are crucial in the performance of daily routines and school related skills.	Children will develop and demonstrate receptive and expressive skills in English for later school success.		Children will demonstrate an understanding and comprehension of counting, number symbols, and number operations.		
	Children will possess overall health, including oral, visual, and auditory, health, and is free from communicable or preventable diseases.	Children will develop and demonstrate receptive and expressive skills in English for later school success.		Families will be engaged in the opportunities and strategies to be involved in their child's learning through volunteering, family literacy activities, and home curriculum tasks.		
	Children with suspected delays will be referred to appropriate services.	Children will demonstrate an understanding and comprehension of print concepts, alphabet, letter sound connections, and writing skills.		Families will be engaged in program activities to promote decision making and advocacy skills.		
	Maricopa County Head Start will provide school districts with accurate and timely child assessment data.			Families will be engaged in the process of transitions and be provided strategies when their child transitions from one program to another.		

ANNUAL REPORT 2012

2011-2012 School Readiness Outcome Report

Measure: 4 year olds who met or exceeded school readiness goals	EastSide Fall 2011	EastSide Winter 2011	EastSide Spring 2012	WestSide Fall 2011	WestSide Winter 2011	WestSide Spring 2012	ES/WS Combined EOY	Gain/Loss
<u>Social-Emotional Development:</u> Demonstrate an understanding of their own feelings and monitoring of their own behavior	20%	78%	94%	31%	73%	93%	94%	68%
<u>Social Studies Knowledge and Skills:</u> Establish and sustain positive relationships in their families and community	11%	72%	93%	23%	69%	90%	92%	75%
<u>Physical Development and Health:</u> Develop Gross Motor skills and understand movement concepts	28%	75%	94%	37%	78%	93%	94%	61%
<u>Creative Arts Expression:</u> Develop of small muscles to perform daily routines, creative arts, and school related skills	29%	80%	94%	37%	75%	93%	94%	60%
<u>Language Development:</u> Develop and use language skills to express thoughts and needs	20%	72%	97%	27%	65%	90%	94%	70%
<u>Approaches to Learning/Science Knowledge and Skills:</u> Approach learning with persistence, flexibility, curiosity, and engagement	18%	77%	94%	26%	70%	93%	94%	71%
<u>Logic and Reasoning:</u> Demonstrate ability to think, reason, use information, and apply strategies for solving problems	53%	96%	98%	54%	92%	98%	98%	44%
<u>Literacy Knowledge and Skills:</u> Understand and awareness of speech sounds, rhyming and syllables	27%	82%	92%	40%	74%	93%	93%	59%
<u>Literacy Knowledge and Skills:</u> Understanding and knowledge of the alphabet, letters, and letter sounds	55%	89%	96%	51%	77%	91%	94%	40%
<u>Literacy Knowledge and Skills:</u> Understanding of print and use writing skills to convey meaning	61%	95%	98%	61%	87%	96%	97%	36%
<u>Mathematics Knowledge and Skills:</u> Understanding and comprehension of counting, number symbols, and number operations	13%	50%	63%	22%	48%	83%	73%	56%

Program Governance

The Maricopa County Board of Supervisors (BOS) serves as the governing body for the Head Start Zero-Five Program. The BOS is comprised of five members who are publically elected for four-year terms; each representing a geographically defined district of Maricopa County.

The BOS works in partnership with the Head Start Policy Council and key management staff to oversee the program and make decisions on program operations. The Policy Council is comprised of parents and members of the community, all of whom serve one-year terms. Parents make up more than half of the Policy Council membership and are elected to serve on the Policy Council by the parents in the program. The Policy Council selects the Community Representatives.

This year the program tried a small test of change innovation of empowering the Policy Council to provide feedback on the performance of the program's Director. Seven volunteers from the Policy Council met to design an annual performance evaluation of the Director that was completed by the Policy Council at the end of the program year. The Director was evaluated by the Policy Council members on areas such as: trustworthiness, communication, leadership, cultural relevance/respect, and commitment to the program. The evaluations were then provided to the Director's supervisor for consideration in the overall annual performance appraisal of the program Director.

The Policy Council enjoyed strong leadership of its elected officers and very active participation from the Policy Council members.

Parent Engagement Activities

In addition to the regular Parent Meetings held at sites for the families of children enrolled in center-based services and socializations for families of children enrolled in home-based services the program continued to offer families supports through Para Las Familias (a curriculum designed to help families learn how to more effectively communicate and deal with stress and conflict). Families were also invited to participate in several offerings of "Shopping Matters" with the program's Nutritionist. Shopping Matters events were held at a grocery store where the Nutritionist would teach parents how to read the nutritional information labels on

ANNUAL REPORT 2012

food items; which aisles to shop in and which aisles to avoid. Parents continue to be the most active volunteer support for our program generating the vast majority of the more than \$7 million in in-kind match; helping the program to exceed non-federal share match requirements by \$1,506,464.

The program also began a plan to have the Family Support Specialists receive Family Development Credentialing. Three of the program's Family Support Specialists completed the FDC and a second cohort of staff will begin the credentialing process. Additionally, the program has agreed to pilot a universal intake form being developed through the Maricopa Family Support Alliance, which will assist families to access a broad array of community resources more seamlessly. The program is also working with other divisions within the Maricopa County Human Services Department toward the goal of developing a uniform family services matrix.



Program Year 2011-2012 Enrollment/Attendance	
Children served in Early Head Start/Percentage of full enrollment	417/136%
Children served in Head Start/Percentage of full enrollment	2715/121%
Average monthly enrollment Early Head Start/Head Start	73.97%/85.41%
Percentage of eligible children served Early Head Start/Head Start	Approx. 10.2% (3,132 of 30,692 children 0-5 living at or below the federal poverty level in the service area)