



HEAD START and
EARLY HEAD START
2018 ANNUAL REPORT

**Creating
National Models
for Innovation and
Partnerships**



SINCE ITS LAUNCH IN 1965, the National Head Start program has been giving children from at-risk backgrounds the opportunities they need to be successful in school and in life. Head Start emphasizes whole-child health and school readiness skills for children from 3 to 5 years, while Early Head Start focuses on the healthy development of infants and toddlers including prenatal care. Parents are engaged as equal partners with the child's teacher, and families receive comprehensive services from counseling and crisis intervention to goal-setting, job training, and education. As Arizona's largest nonprofit dedicated to early childhood development, **Southwest Human Development operates 21 Head Start/Early Head Start centers and 15 Early Head Start-Child Care Partnerships (EHS-CCP) centers in the city of Phoenix.** Evolving through more than 35 years of evidence-based research and a commitment to excellence, our programs are nationally recognized for leadership in early childhood and literacy education.

Positive Community Impact

Added **\$2.2 Million** to the local economy

Employed **491** Head Start/EHS staff

Served **1,592** total children and pregnant women

Provided comprehensive services to **1,445** families

2018

Integrating Best Practices with Innovation

Southwest Human Development continually leads the way with best available, evidence-based strategies for transforming the lives of children from at-risk backgrounds and their families. Our Head Start and Early Head Start programs have built a national reputation for exemplary educational and family engagement services and collaborations that take best practices, research, and evidence to scale. Continually reaching toward program excellence requires a deep, ongoing commitment to assessment and improvement. Several of the initiatives highlighted in this report relate to the 2018 launch of our new 5-Year Grant Goals and Objectives plan based on three broad-range impact goals.

Wellness Impact

Children and families receive high-quality, comprehensive wellness services that include health, safety, nutrition, mental health and developmental services essential for overall growth and school readiness.

- Implement an updated birth to 5 integrated curriculum approach to foster children's physical and social emotional and nutritional skill development.
- Adopt an updated technological approach to track and implement birth to 5 integrated health case management services.
- Expand birth to 5 integrated health and nutrition program engagement to foster children and families' health and nutritional skill development.
- Expand implementation of birth to 5 environmental health and safety coaching as a program approach to foster child, family, and staff wellbeing.

Quality Family Engagement Impact

Families are participants in their child's education and engaged in their own personal growth and development.

- Families demonstrate consistent, on-time child attendance throughout the school year.
- Family goals are connected to the seven outcome areas of the Parent Family & Community Engagement framework using Construct™ Engagement software to measure two-generation progress.
- Families are engaged in family literacy experiences throughout the school year.

Impact on Children Being Ready for School

Children and families receive high quality early care and education services that include developmental curriculum planning and individualized instruction essential for overall growth and school readiness.

- Implement the research-based, birth to five curriculum-aligned, integrated, ongoing assessment tool of Construct™ Teaching to plan and implement high quality individualized instruction.
- Implement effective home visiting techniques using evidence-based approach as assessed by the Home Visitor Environmental Rating Scale.

Head Start/Early Head Start Enrollment

949 HS children served	782 funded HS enrollment	396 EHS children served	340 funded EHS enrollment	35 EHS pregnant women served	212 EHS-CCP children served	112 funded EHS-CCP enrollment
------------------------	--------------------------	-------------------------	---------------------------	------------------------------	-----------------------------	-------------------------------



Head Start Early Head Start Snapshot

46 preschool classes operated

255 full-day preschool children

527 part-day preschool children

88 EHS children in

11 full-day classes

252 EHS children in home-based program

112 children in full-day EHS-CCP centers

Impact on Children Being Ready for School

Children in Southwest Human Development programs have the advantage of research-based curricula and evidence-based teaching and intervention practices that support growth in every critical area of early development and education. They also benefit from fall and spring testing with the Minnesota Executive Function Scale (the MEFS App™), a web-based tool providing school readiness data that enables our families and staff to create experiences that build executive function skills and maximize learning potential for a successful transition into future school experiences.

The 2017-18 program year was marked by a deepening of our commitment to early language and literacy, the cornerstones of successful learners. Our programs offered monthly parenting skills curriculum experiences featuring a specific school readiness goal to help families understand the foundational role that early language and literacy play in early learning. As leaders in cultural and linguistic sensitivity, Southwest Human Development employed 144 staff who were proficient in language(s) other than English to meet the needs of 1,151 children from homes where English is not the primary language.

We also embarked on a sweeping expansion of lending libraries and the number of early care and education materials available for important at-home experiences. Installing a Little Free Library® at every Head Start/Early Head Start site gave our families and home base groups daily access to books and resources. In collaboration with the city of Phoenix children's librarian, a dedicated member of our Southwest Human Development Head Start Policy Council, we launched a campaign to support and facilitate public library use including access to the Phoenix Public Library's array of early language, literacy, and family support services. As many as 82 percent of our families acquired a city of Phoenix Public Library card in 2018.



2017-18 Program Year Gains in School Readiness and Child Outcomes

Percentage Meeting/Exceeding Developmental Expectations

	Achieving	In Progress
Head Start preschool children	91%	8%
Early Head Start center-based	89%	11%
EHS-Child Care Partnerships	94%	6%



Wellness Impact

Southwest Human Development follows the national Head Start “whole child whole family” model that reaches far beyond school readiness to address the entire spectrum of health, nutrition, safety, socialization, and nurturing needs that enable learning. Behavioral health support is available for children and families, including staff access to mental health professionals for on-site evaluations and recommendations. The focus on infants/toddlers and prenatal care/education takes advantage of the early intervention window so crucial to remediating developmental delays and disabilities when the developing brain’s neuroplasticity is at its highest. Both Early Head Start and Head Start programs have the potential to fill in the cognitive gaps that are common in children from at-risk backgrounds. Of the 108 preschool children eligible for disabilities services, 84 had speech/language impairments—an area where early intervention is likely to yield significant gains or complete remediation.



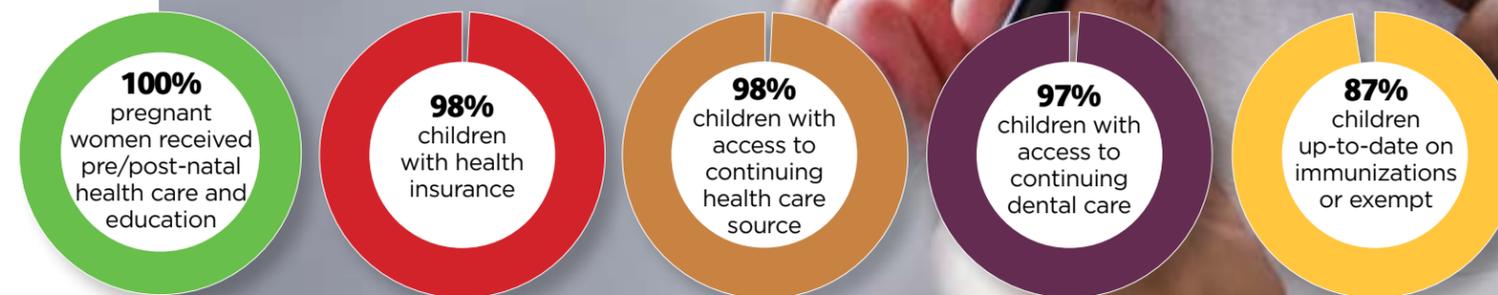
In addition to providing comprehensive health care services, Southwest Human Development programs are committed to wellness leadership with progressive initiatives like yoga and mindfulness training for children and families. In 2018 that focus widened to include staff wellbeing and the launch of a monthly newsletter that promotes health literacy and provides valuable information on proper nutrition. In accordance with our new 5-Year Grant Goals and Objectives plan, we conducted data analytics and designed models to refine and adopt our proprietary Construct™ Health Well Being software for high-quality health case management. We have also begun the process of implementing Classroom-Socialization Safety Plans that identify opportunities for embedded professional development through environmental health and safety coaching.

Special Needs and Vulnerable Populations

- 14 total foster children served
- 51 children referred by Child Welfare Agency
- 192 homeless children served
- 156 children with IEP or IFSP* for disability services

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

Year-End Child Health Profile



Father Engagement and Involvement

460 family assessment/
goal-setting activities

466 involved in children's
Head Start experiences

99 involved in Head Start
program governance



Effective Family Services

- 1,445 total families served
- 1,172 at least one parent employed
- 1,105 received at least one family service
- 199 homeless families served, 130 acquired housing
- 234 in job training or school
- 277 completed training or advanced education by grade level, certification/license or college degree

Quality Family Engagement Impact

Parents involved in our programs learn positive parenting skills and receive support in creating stable, healthy home environments. Southwest Human Development has risen to national leadership in moving people out of poverty by aligning them with life-changing resources and opportunities. Our evidence-based model of two-generational programming includes:

Construct™ software offers a goal-led guide for scaffolding family development and supporting the growth of self-efficacy. By the closing of the program year, 277 parents had advanced their educational status by completing at least one additional grade level, earning a high school diploma or GED, or completing a certification/license program or college degree.

New engagement initiatives in response to our new 5-Year Grant Goals and Objectives included intensifying efforts to expand services to specialized populations such as homeless and foster children and families. Of the 199 homeless families served during the 2017-18 program year, 130 were able to acquire housing. Southwest Human Development joined the national imperative to

address chronic absenteeism in early education with a goal of 85 percent attendance in program services. To support this effort, we designed the Construct™ Attendance software tool for real-time targeted audience data that enables more effective attendance case management and ultimately more positive child and family outcomes. We also adopted Home Visit Rating Scales (HOVRS) to help our home

visiting staff reach higher levels of excellence in practices that guide parents in supporting their children's early development. Based on field studies of successful home visits, HOVRS is supported by home-visiting research in multiple disciplines. The

program year also marked an expansion of family literacy activities across Head Start and Early Head Start programs, from connections to libraries and public resources via technology to evidence-based parenting training.

Of 2,907 program volunteers, 2,127 were current or former Head Start parents

Innovation for Constant Quality Improvement

Southwest Human Development is widely recognized for program excellence supported by technological advancements including our locally designed Construct™ software tools. The first was Construct™ Coaching, an adaptive professional development model for strengthening teacher and child outcomes by supporting high-quality teacher and caregiver practices based on observation, reflection, modeling, and planning. Dedicated Construct™ software tools continue to be developed and implemented to drive professional growth and program quality in the areas of home visits, health and wellness, safety, environments, curricula, and individualizations.

We are currently moving through a research validation process that will result in the Southwest Human Development Construct™ Teaching Birth to Five ongoing assessment tool, developed and grounded in the Head Start Outcomes Early Learning Framework. In addition to providing real-time child assessment data used to plan individualized instruction and high-quality teaching practices, this tool enables better communication with parents about their child's school readiness goals. Southwest Human Development staff also benefit from access to a state-of-the-art tool for assessing executive function skills in children. Based on a simple five-minute test administered via a tablet, the Minnesota Executive Function Scale (the MEFS App™) provides a reliable, unbiased assessment of the effectiveness of teaching methods, curricula, and interventions.

We are now supporting the professionalism of child development and family development staff with family engagement practice and teacher practice coaching using the Embedded Professional Development-Consultation and Coaching model. Comprehensive expectations for coach and leader practices are research-based but they also incorporate Southwest Human Development's experiences of real-world successes. With an emphasis on professional learning communities and cohorts for sharing experiences and learning together, these models are helping to move high-quality practices for improved child and family outcomes.

Head Start Staff Highlights

- 491 staff across all programs
- 113 preschool teachers/assistant teachers
- 144 staff proficient in language(s) other than English
- 1,151 children from homes with primary language other than English



Fiscal Efficiency based on Proven Excellence

Southwest Human Development excels in forming dynamic partnerships and procuring innovative and braided/blended funding resources that maximize resources and benefit the entire community. Our stature as a valued contributor to advocacy programs on every government level has resulted in awards for Early Head Start Child Care Partnerships (EHS-CCP) grants that increase access to safe, reliable child care for low-income working families. We are also nationally recognized as a founding partner and primary program provider for Educare Arizona, part of a leading-edge network of early childhood schools run by local public/private partnerships.

2017-18 Head Start Fiscal Summary

\$8,441,761	Head Start Preschool Funding
\$5,474,726	Early Head Start Funding
\$2,136,012	Early Head Start Child Care Partnerships
\$664,876	USDA Child and Adult Care Food Program
\$4,013,125	Local In-Kind Donations
\$20,271,299	Total Revenues

2018-19 Projected Budget

\$11,724,408	Head Start Preschool Funding
\$5,524,071	Early Head Start Funding
\$2,023,211	Early Head Start Child Care Partnerships
\$713,867	USDA Child and Adult Care Food Program
\$4,817,922	Local In-Kind Donations
\$26,158,016	Total Revenues



Independent Audit Results

CliftonLarsonAllen LLC, Certified Public Accountants, completed the Fiscal Year 2017 audit ending June 30, 2018. Summary of findings: The financial statements present fairly, in all material aspects, the financial position of Southwest Human Development, Inc. as of June 30, 2018 and 2017, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.



Head Start and Early Head Start Center Locations

Balsz District

Balsz School

4309 E Bellview
Phoenix, AZ 85008

Brunson Lee School

1350 N 48th Street
Phoenix, AZ 85008

Crockett School

501 N 36th Street
Phoenix, AZ 85008

Educare Arizona

1300 N 48th Street
Phoenix, AZ 85008

Creighton East District

Creighton School

2802 E McDowell
Phoenix, AZ 85008

Gateway School

1100 N 35th Street
Phoenix, AZ 85008

Monte Vista School

3501 E Osborn Road
Phoenix, AZ 85018

Papago School

2013 N 36th Street
Phoenix, AZ 85008

Creighton West District

Excelencia School

2181 E McDowell Road
Phoenix, AZ 85006

Kennedy School

2702 E Osborn Road
Phoenix, AZ 85016

Loma Linda School

2002 E Clarendon Avenue
Phoenix, AZ 85016

Machan School

2140 E Virginia Avenue
Phoenix, AZ 85006

Osborn-Madison Park District

Encanto School

146 West Osborn Road
Phoenix, AZ 85013

Longview School

1209 E Indian
School Road
Phoenix, AZ 85014

Madison Park School

1431 E Campbell Avenue
Phoenix, AZ 85014

Montecito School

715 E Montecito Avenue
Phoenix, AZ 85014

Phoenix College

3310 N 10th Avenue
Phoenix, AZ 85013

Solano School

1526 W Missouri Avenue
Phoenix, AZ 85015

Paradise Valley District

Campo Bello School

2650 E Contention
Mine Road
Phoenix, AZ 85032

Echo Mountain School

1811 E Michigan Avenue
Phoenix, AZ 85022

Palomino School

15833 N 29th Street
Phoenix, AZ 85032

EHS-Child Care Partnerships

Ninas Family Child Care Centers (Locations vary)

3502 East Indian
School Road
Phoenix, AZ 85018

Strong Foundations

2302 West Colter Street
Phoenix, AZ 85018

UMOM New Day Centers

3333 E Van Buren Street
Phoenix, AZ 85008



Creating a Positive Future for Young Children

2850 North 24th Street • Phoenix, AZ 85008
Tel (602) 266-5976 • Fax (602) 633-8755
Head Start Referral (602) 468-3431

swhd.org/HeadStart

