

Annual Report

Durango 4-C Council

Tri-County Head Start

Program Year 2016-2017

Tri-County Head Start
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Letter from the Director

New Executive Director

In February of 2017, the Durango 4C Council/TCHS Board of Directors hired a new Executive Director, Lisa Stone-Muntz. Lisa brings thirty-years experience in the early childhood field working with families from all backgrounds. Please see her letter below.



Dear Friends & Supporters,

Tri-County Head Start is a special place for children and families. Thousands of families have benefited from our local programs since the beginning in the early 70s. To this day, we strive to do even more.

During Program Year 2016-17, the organization faced several challenges due to the resignation of the former Executive Director and financial budget challenges. I am pleased to share that through the support of the board, staff and community, we have stabilized the organization and are reinvesting into our programs that serve our most vulnerable families. A few program highlights include:

- We brought smiles and services to 363 children at 10 centers located in 3 counties.
- Sixty-two percent of families received parenting and health education, job training, housing assistance and emergency/crisis intervention.
- Teachers, Program Assistants and Cooks received salary increases.
- Received grant funding for a new roof, flooring and updated playground in Cortez and mitigated environmental issues at the Roberta Shirley Center in Durango.
- Merged our Cortez Head Start and Early Head Start programs to improve convenience for parents and keep our overhead low while increasing our services to families.
- Reconfigured our central office to create a more collaborative working environment and decrease overhead costs.

As you will see throughout this report, we made great strides in 2017 to position the organization toward a brighter future and stronger support for our families and program staff. We continue to rely on your support and feedback to fulfill our mission and support vulnerable young children and their families for the purpose of preparing them for success in school and life. Together, we are changing lives and influencing the future.

Best to you and your family,

Lisa Stone-Muntz
Executive Director

About Tri-County Head Start

The Durango 4-C Council was established in the 1960s under a federal initiative to improve the quality of child care. In 1972, the Council incorporated as a non-profit organization and became the grantee for Tri-County Head Start. Tri-County Head Start (TCHS) operates center-based programs in Southwest Colorado with locations in Archuleta, La Plata and Montezuma Counties.

TCHS provides both Head Start and Early Head Start services. Head Start (HS) is a federally funded program developed to help low-income children ages 3-5 years old prepare for school success. The federally funded Early Head Start (EHS) program developed to increase healthy outcomes for babies and mothers and to provide early childhood support for young children from birth to 3 years of age. While enrolled in TCHS, children of all abilities are provided activities that help them grow mentally, emotionally, socially, and physically. Quality educational experiences are offered in safe well-equipped environments that promote literacy and school readiness.

Governing Board

The Board of Directors of the Durango 4-C Council is responsible for the overall agency fiscal and legal functions as well as development of certain policies and procedures. The board consists of no less than 6 nor more than 12 members equally divided between 3 sectors: Agency Representatives, Private Sector, and Parents. Governance of TCHS is achieved through a shared decision-making process described in the Head Start Performance Standards. The Board of Directors functions as the Grantee Board/Governing Body.

Policy Council

The Policy Council is established annually with elected parent representatives from each of the program classrooms or centers. The Policy Council must work in partnership with key management staff and the Governing Board to develop, review, and approve or disapprove policies and procedures including how the Governing Body and the Policy Council will implement shared decision-making.

Financial Audit Results

TCHS has established policies and procedures to ensure that the federal funds are spent wisely. TCHS's financial records are reviewed annually by McPherson, Breyfogle, Daveline and Goodrich (MBDG), an independent auditor. The September 1, 2016 thru August 31, 2017 audit report was completed in October 20, 2017 and there were no adverse findings.

Mission and Goals

Mission Statement

The mission of TCHS is to develop and provide quality, integrated, comprehensive early childhood development programs which offer a broad range of services and respond to the needs of eligible young children and their families for the purpose of preparing them for success in school and in life.

Goals

Tri-County Head Start develops overarching program goals which incorporate objectives, identify program impact areas, and outlines activities to focus on for each year of the 5 year grant cycle. Each year, staff assess the progress in reaching goals and outline revisions or updates to the objectives or yearly activities.

Goal 1: TCHS will provide an appropriate environment and programming that promotes the physical, cognitive, social and emotional growth of young children ages 0 to 5 that identifies highest needs/at risk children and families to serve and prepares them for success in kindergarten.

Goal 2: TCHS will establish and sustain family literacy programs with community and national partnerships to support the family literacy needs.

Goal 3: TCHS will redesign and improve on the existing Financial Management System, as it pertains to Cost Allocation, to ensure appropriate planning and budget implementations are utilized across all services.

Goal 4: TCHS will evaluate current Data Collection resources available and select the best Child/Program Database to track PIR data and child/family activity.

Locations and Centers

Archuleta County:

Mardel Gallegos Center - Pagosa Springs, Colorado 970-264-2484

- Serves 48 children ages 3-5 years old from September - May
 - Part day:** 4 days per week, Mon. - Thurs. from 8:00am - 12:00pm
 - School day:** 4 days per week, Mon. - Thurs. from 8:00am - 3:00pm
 - Full day:** 5 days per week, Mon. - Fri. from 7:30am - 5:00pm

La Plata County:

Florida Mesa Head Start - Durango, Colorado 970-247-1164

- Serves 16 children ages 3-5 years old from September - May
 - Part day:** 4 days per week, Tues. - Fri. from 7:30am - 12:30pm
 - School day:** 4 days per week, Tues. - Fri. from 7:30am - 2:45pm

Needham Head Start - Durango, Colorado 970-247-4791 ext 3667

- Serves 16 children ages 3-5 years old from September - May
 - Part day:** 4 days per week, Tues. - Fri. from 7:50am - 12:00pm
 - School day:** 4 days per week, Tues. - Fri. from 7:50am - 3:00pm

Park Head Start - Durango, Colorado 970-247-7984

- Serves 16 children ages 3-5 years old from September - May
 - Part day:** 4 days per week, Tues. - Fri. from 7:45am - 12:00pm
 - School day:** 4 days per week, Tues. - Fri. from 7:45am - 2:45pm

Roberta Shirley Center - Head Start - Durango, Colorado 970-247-9487

- Serves 32 children ages 3-5 years old from September - August
 - Part day:** 4 days per week, Mon. - Fri. from 7:30am - 12:00pm
 - School day:** 4 days per week, Mon. - Thurs. from 7:30am - 3:00pm
 - Full Day:** 5 days per week, Mon. - Fri. from 7:30am - 5:00pm

Roberta Shirley Center - Early Head Start

- Serves 40 children ages 0-3 years old from September - August
 - Part day:** 5 days per week, Monday - Friday from 7:30am - 2:00pm
 - Full Day:** 5 days per week, Monday - Friday from 7:30am - 5:00pm

Montezuma County:

High Desert Early Head Start - Cortez

- Serves 24 children ages 0-3 years old from September - August
 - Part day:** 5 days per week, Monday - Friday from 7:30am - 1:30pm
 - Full Day:** 5 days per week, Monday - Friday from 7:30am - 5:00pm

Butler Child Development Center - Cortez

- Serves 48 children ages 3-5 years old from September through May
 - Part day:** 4 days per week, Mon. - Thurs. from 8:00am - 12:00pm

Tree House Early Learning Center - Cortez

- owned and operated by Tree House Early Learning Center
- TCHS contracts with Tree House to serve approximately 16 children ages 3-5 years old from September - May

Mancos Early Learning Center - Mancos

970-533-1587

- owned and operated by the Dolores School District RE-4A
- TCHS contracts with Mancos to serve approximately 16 children ages 3-5 years old from September - May

Teddy Bear Preschool - Dolores

970-882-7277

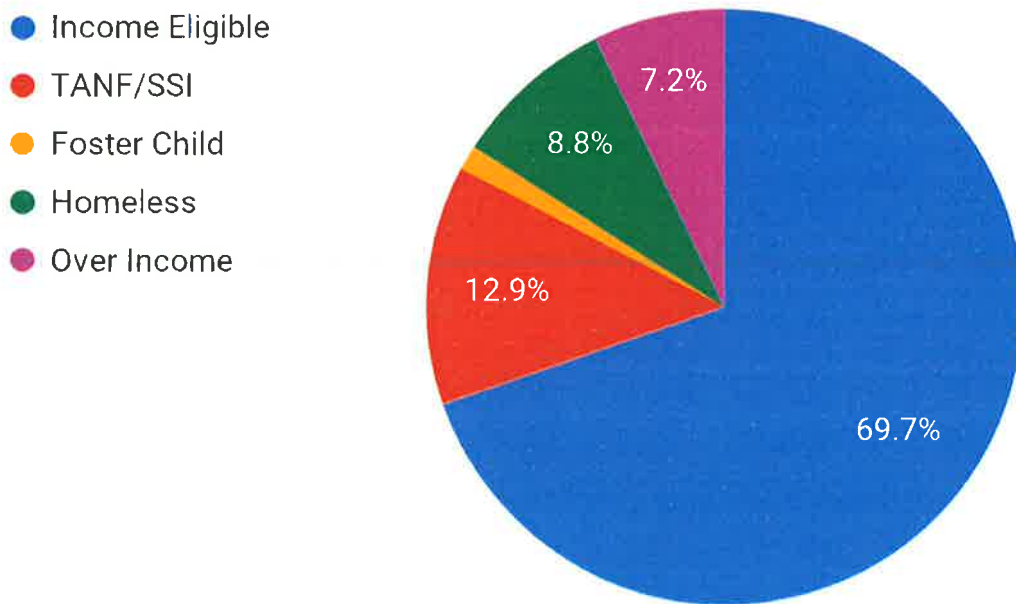
- owned and operated by the Mancos School District RE-6
- TCHS contracts with Teddy Bear to serve approximately 24 children ages 3-5 years old from September - May

All locations of Tri-County Head Start are inclusive, center-based programs.

Enrollment

Tri-County Head Start is funded through our federal grant to serve 64 children in Early Head Start and 229 children in Head Start. With turnover, during program year 2016-2017, TCHS served a total of 97 children in Early Head Start and 266 children in Head Start. We brought smiles and services to a total of 363 children. Throughout the program year the average monthly enrollment was 99.3%. TCHS served 11 children who had an Individualized Family Service Plan (IFSP) and 48 children who had an Individualized Education Program (IEP).

Enrollment by Eligibility Category

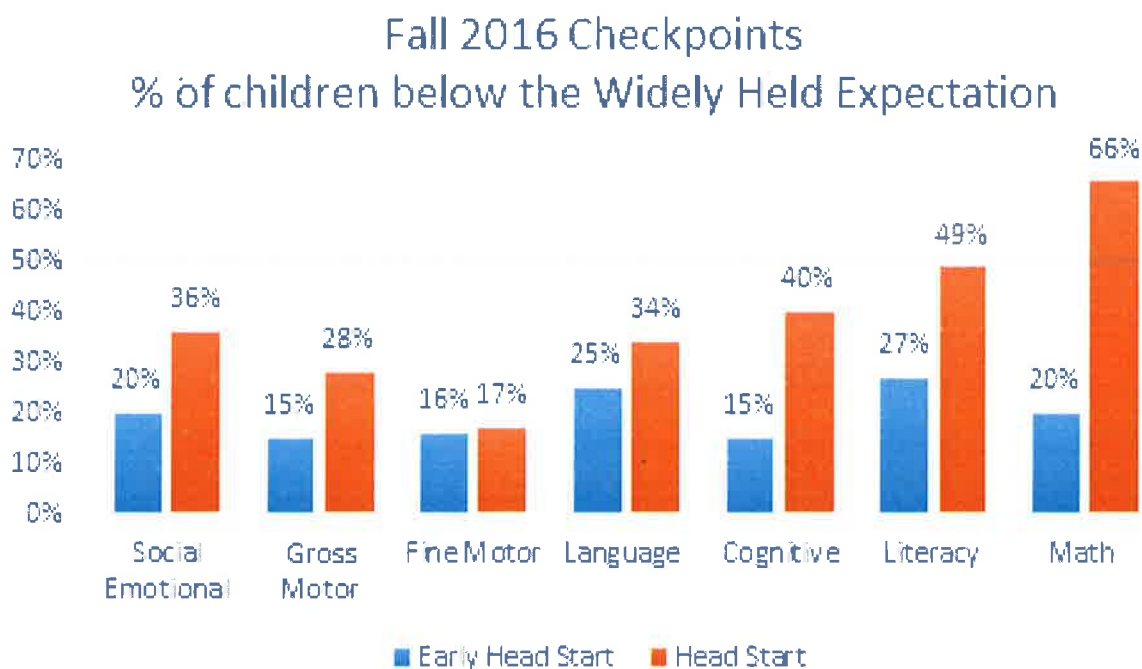


TCHS is committed to serving populations most in need. In the 2016–2017 program year, 92.8% of families served by TCHS were either income eligible (yearly income below the Federal Poverty Guideline), were receiving TANF/SSI (public assistance), had a child in foster care (1.4%), or were identified as homeless (8.8%). 7.2% of children were considered over income, meaning their income was above the Federal Poverty Guidelines. TCHS continues to build relationships with partner agencies across Archuleta, Montezuma, and La Plata counties to serve the most vulnerable populations.

School Readiness

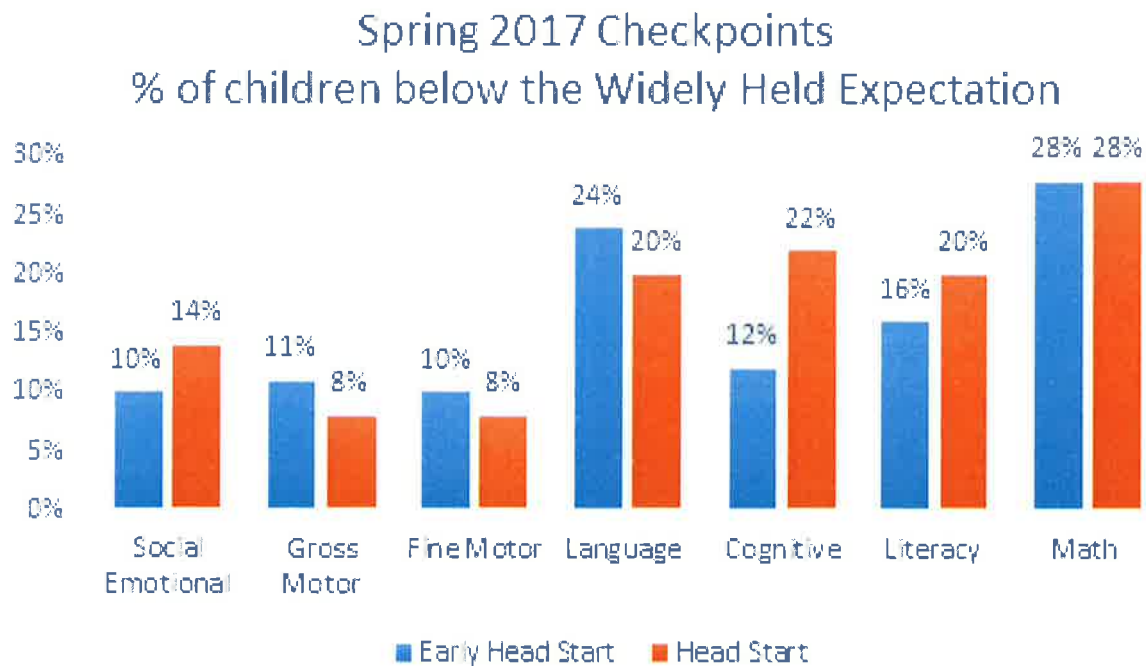
Assessing child development progress continues to be a key program focus to ensure positive outcomes. Tri-County Head Start uses research-based Creative Curriculum and the social-emotional curriculum Dina School to drive our classroom lesson plans for our children. Using Teaching Strategies GOLD Checkpoints, we assess our children three times a year in HS and four times a year in EHS.

The graphs below outline child outcomes based on the TS GOLD Checkpoint assessments. Checkpoints are based on daily observations of each child. They compare child developmental progress from the fall to the spring across 7 domains in both Early Head Start and Head Start.



The goal is to see progress between Fall and Spring Checkpoints each program year, which would indicate children being more school-ready. Due to many children entering the program without prior educational opportunities, it is expected that many children start the school year below the expectation. Based on Fall 2016 Checkpoints, areas of growth for the beginning of the school year have been identified in math, language and literacy due to the high percentage of children

below the widely held expectation for development of children at these ages. With the use of this data, professional development opportunities for teachers around these learning domains can be a focus for PY 17/18.



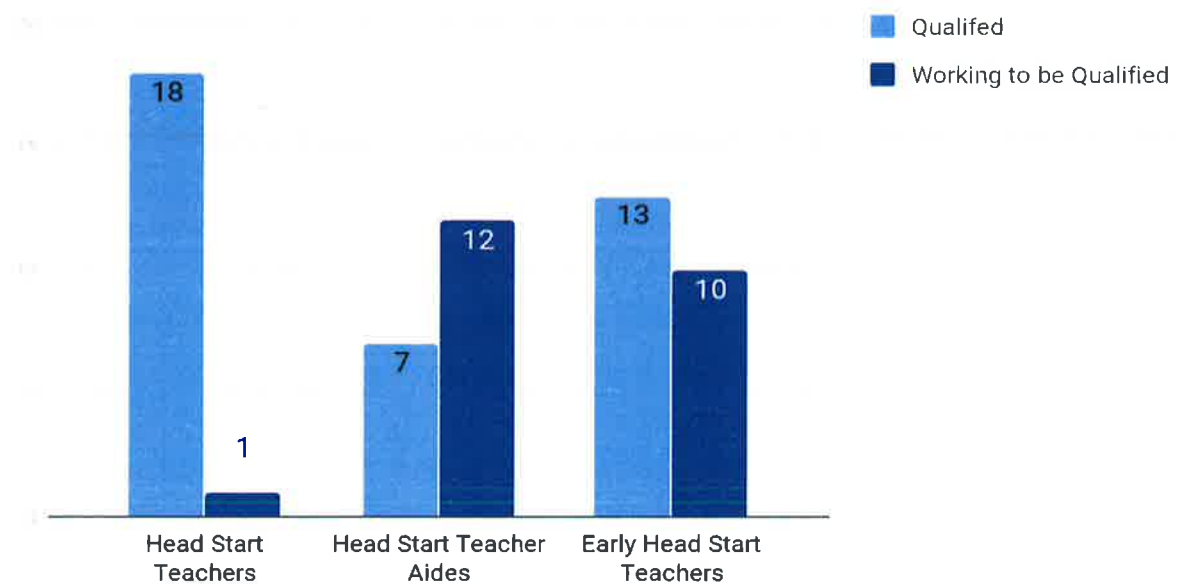
As indicated in the Spring 2017 Checkpoint data, the percentage of children falling below the expectation for preschoolers decreased by over half in every area except for language. Growth for infants and toddlers in Early Head Start from fall to spring is not as drastic, partially due to their emerging development in these areas.

Future work to improve child outcomes and help prepare them for school also includes revision of TCHS School Readiness Goals. With collaboration and input from community members, TCHS staff, and families, school readiness goals that support the whole child, align with Head Start Early Learning Outcomes Framework (ELOF) and are driven by data and field observations will be created. Revisions to the goals will be complete to be included in our new 5 year grant cycle application next year.

Teacher Credentials

Employing qualified, caring staff who implement highly effective teaching practices is a top priority for Tri-County Head Start. Qualified staff refers to teachers and teacher assistants who meet the educational requirements per Head Start Performance Standards. Head Start teachers must have an associate, bachelor or advanced degree in early childhood education or a related field. Head Start teacher aides and Early Head Start teachers must have or be enrolled in training or coursework toward a Child Development Associate credential (CDA) or degree. Teacher Aides must have this credential completed within 2 years of hire, and Early Head Start teachers must have this credential completed within 1 year of employment.

Teacher Qualification Level



Due to a high turnover rate of 43% for PY 2016-2017, the number of staff working to be qualified for Head Start Teacher Aides and Early Head Start teachers is higher than expected. Decreasing teacher turnover rates is a focus area for PY 2017-18. All new hires that are working to achieve their qualifications are on track within the timeline given in the performance standards.

Health Services

Health Services Advisory Committee

The 2016-2017 Health Services Advisory Committee (HSAC) was comprised of 7 local members including: Cooking Matters, WIC, Farm to Preschool, a local pediatric office, the Regional Oral Health Specialist, La Plata Family Center, and our nurse consultant. HSAC is committed to developing collaborative partnerships and improving the health of the children and families we serve. In 2017-18, HSAC will focus on healthy initiatives that reduce childhood overweight and obesity.

Safety Services

TCHS has been actively working with local programs that promote school related safety programming to assist us in developing our own emergency preparedness plan. During PY 2016-2017 safety activities included:

- All staff training in the Standard Response Protocol. This protocol is followed by all of the school districts in the three counties
- Writing an Emergency Operations Plan (EOP) for our centers with assistance from the School Emergency Management grant and Colorado School Safety Center

Future work will include table top drills that involve verbal walk-throughs of the plans with staff, as well as review and updates to the EOPs, and mock drills to ensure our staff and children are adequately prepared for emergencies.

Nutrition Services

Tri-County Head Start emphasizes the importance of nutrition education, with the goal to introduce healthy eating habits and new foods to children and families.

During 2016-2017, Cooking Matters, a nationally-recognized program that provides healthy activities including 6 nutrition-based, hands-on cooking courses at no cost to families. TCHS had 33 families participate this year, which is an increase of 13 families from PY 2015-2016. Nearly 200 bags of groceries were distributed to participants as part of the program.

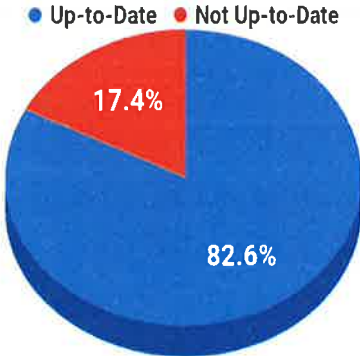
Community volunteers visited 4 centers this school year to provide Exploring Foods Curriculum for 6 weeks. Activities with kids included touching, smelling, tasting, and playing with different types of nutritious foods.

The Food of the Month program incorporated the cooks into classrooms through sensory/tasting activities with kids. In partnership with our nutrition consultant and WIC, this program highlighted one fruit or vegetable in three meals for a month.

Health Service Data

Tri-County Head Start is on par with other Head Start programs nationally, and in the state of Colorado, for our percentage of children in both Early Head Start and Head Start who are up-to-date on a schedule of age-appropriate preventive and primary medical and oral health care. This information is gathered throughout the program year and reported in our Program Information Report completed annually by the end of August.

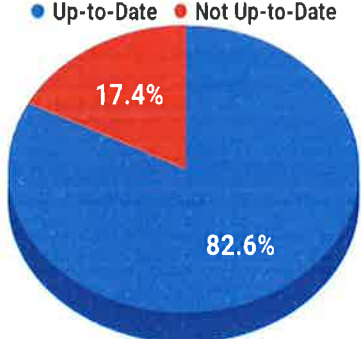
EHS Children: Primary Medical Care



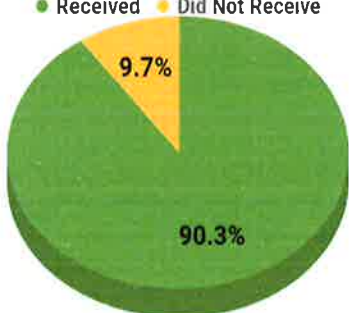
EHS Children: Primary Dental Care



HS Children: Primary Medical Care



HS Children: Preventative Oral Care



Family Services

TCHS provides a multigenerational approach to services by supporting the whole family. During PY 2016-2017, 33% of EHS families, and 31% of HS families received services in over 10 categories such as parenting education, health education, job training, housing assistance and emergency/crisis intervention.

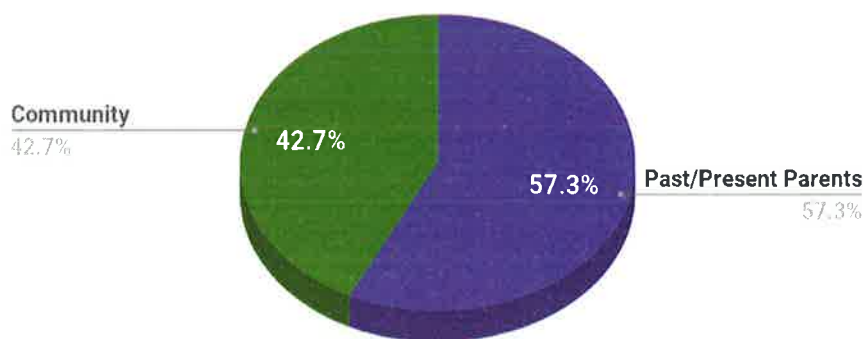
The focus of 2017-18 for family engagement is to improve family outcomes across the seven Parent, Family, and Community Engagement (PFCE) Framework domains. PFCE is a roadmap for progress in achieving the types of outcomes that lead to positive and enduring change for children and families. The PFCE Framework was developed in partnership with programs, families, experts, and the National Center on Parent, Family, and Community Engagement. It is a research-based approach to program change that shows how an agency can work together as a whole—across systems and service areas—to promote parent and family engagement and children's learning and development.

TCHS wishes to increase the percentage of families receiving services by streamlining the resource and referral request system and focusing on tracking the outcomes of the top 10% of our families with the highest need based on data from Family Assessments. Work to achieve this goal includes creating a Family Advisory Council made of up TCHS staff and local family service organizations.

Volunteers

One way TCHS encourages parental engagement activities is through the volunteer program. During 2016-17, a total of 82 people provided volunteer services to the organization. Over half of the volunteers were past or present parents.

Volunteers at TCHS



Encouraging parental volunteers connects them to the community as well as involves them with their child's development and education.

Federal Review Reports

During PY 2016-2017, TCHS responded to two areas of noncompliance with three findings from the ACF's Leadership/Governance/Management Systems review event that occurred in PY 2015-2016. The responses to the findings are outlined below.

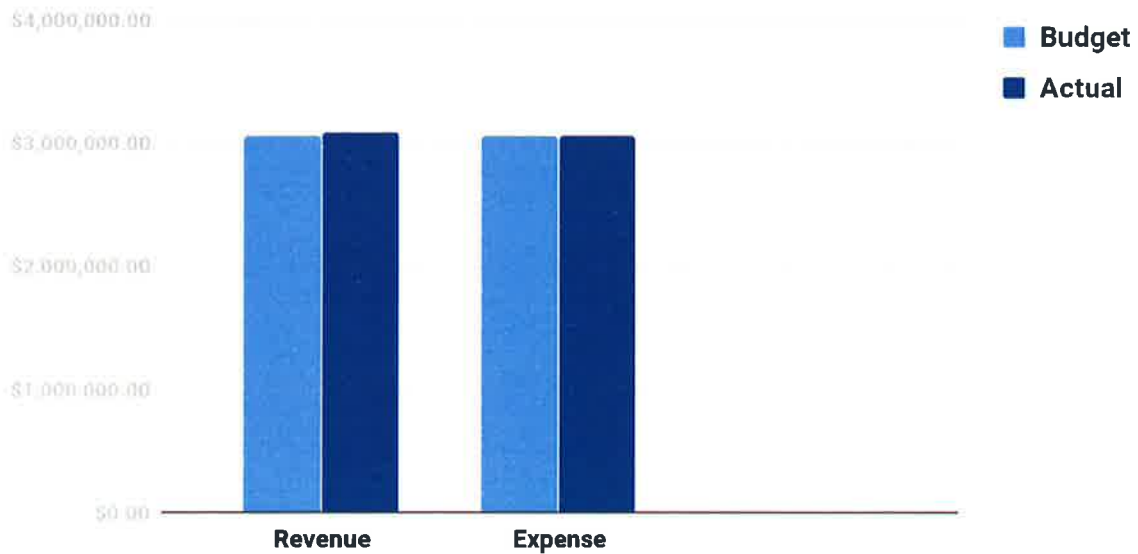
Finding 1: The grantee did not follow its procedures for selecting members of the Policy Council through election from the Parent Committee. To correct this, the Family Involvement Specialist now attends each center's first Parent Committee meetings to train on current bylaws and processes previously approved by the parents and Policy Council. Leadership now assures that parent committees fully understand their election process. Each representative is voted in by Parent Committee members and receives training.

Finding 2: The grantee did not provide thorough training to the governing body (board of directors) to help the members make informed decisions and provide quality oversight of the program. To correct this, leadership now provides annual, in-person Board Training that covers Program Governance, Roles and Responsibilities of the Board and the New Head Start Performance Standards.

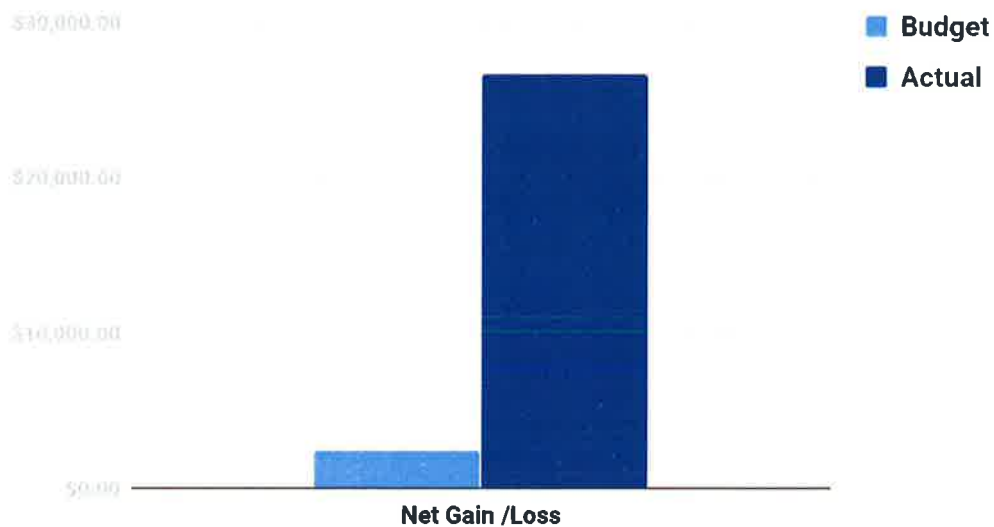
Finding 3: The grantee did not provide all required information and reports to the governing body accurately and timely. The Community Assessment results were not shared with the Board. The governing board did not receive Community Assessment results for the past 2 years. To correct this, leadership completed a Community Needs Assessment report which was shared with the Board and Policy Council for a final vote and approval on June 21, 2017. In the future, TCHS will outsource the annual Community Needs Assessment to solicit non-bias data and analysis.

2016-2017 Financials

Budget vs. Actual



Net Gain



In 2016-2017, TCHS finished the year slightly ahead on revenue and slightly under on expense, resulting in a surplus above the budgeted net gain.

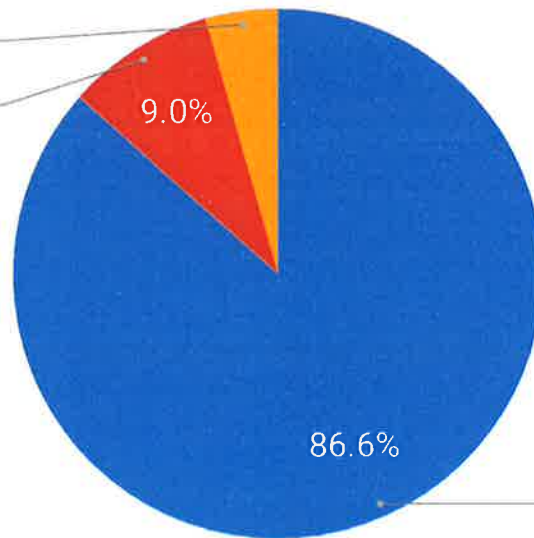
Revenue

Other Non Federal \$136,134

4.4%

State \$278,294

9.0%



Federal Grant \$2,676,266

86.6%

Revenue sources include:

- Federal Grants: Head Start , Early Head Start, CACFP(USDA)
- State: Colorado Preschool Program, Child Care Assistance Program
- Other Non Federal: Private Donations, Miscellaneous Foundation Grants, Tuition, Fundraising, Interest

In-Kind

Roberta Shirley

13.0%

Park

4.3%

Teddy Bear

4.2%

Mancos

3.2%

Needham

2.3%

Mardel

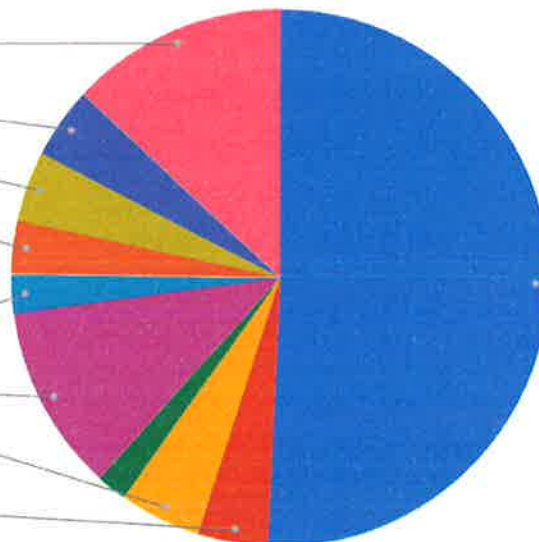
11.3%

Bulter

4.9%

Florida Mesa

4.2%

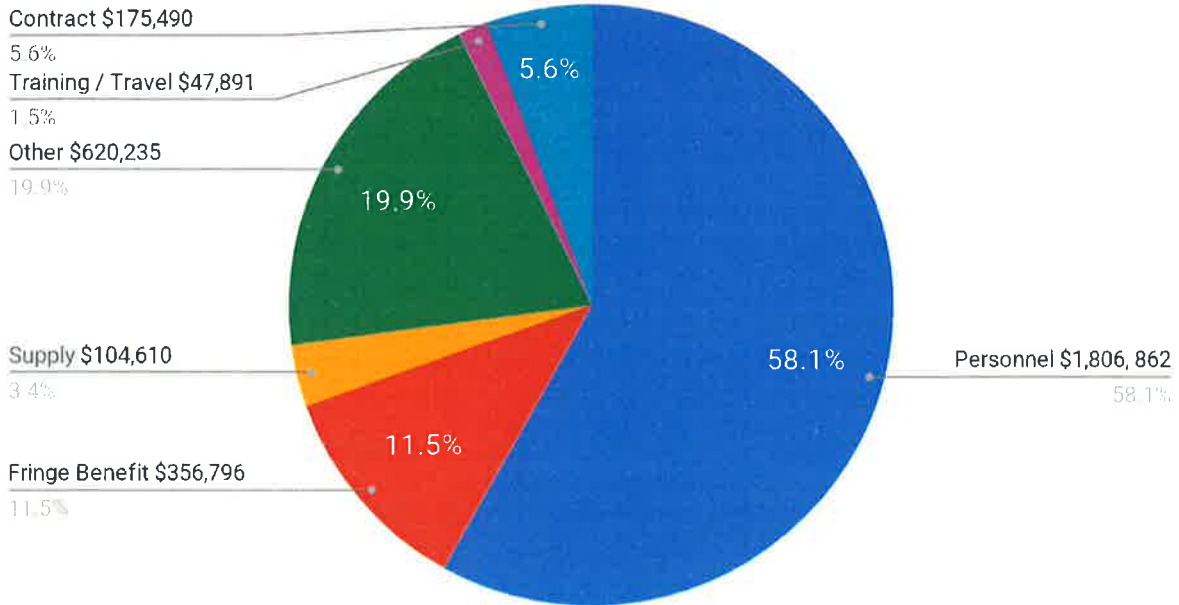


Central Office

50.7%

In-Kind (non-federal shares) include local donations. TCHS is required to match the federal grant funding at 20% of the total Head Start / Early Head Start federal costs.

Expense



Budget Program Year 2017-2018

Revenue	\$2,952,670
Federal Grants	\$2,670,231
State	\$189,799
Other Non Federal	\$92,640
Expense	\$2,952,211
Personnel	\$1,754,783
Fringe Benefits	\$367,946
Supply	\$116,000
Contract	\$147,455
Training / travel	\$51,151
Other	\$514,876
Net Gain	\$459

Annual Campaign

Durango 4-C Council extends their heartfelt gratitude to the following individuals, organizations, and businesses for cash or in-kind contributions to TCHS during program year 2016-2017:

Archuleta County Commissioner
Bard and Barbara Heroy
Community Connection
Early Childhood Council of LPC
H&R Block
Invest In Kids
John and Cissy Anderson
John Baxter
Joyce Erickson
Kiwanis Club of Durango
Kris and Randy Greer
Lawrence Gaughan
LPEA
Michael and Nancy Ray
Munchkin Kidz Mart
Purgatory Resort
Rio Blanco Backflow
Ron and Jane Fogelman
Texas Instruments
Town of Pagosa Springs
United Way of Southwest Colorado

Atmos Energy
Cheryl Brandsma
Dave and Connie Trautmann
Gerald and Karen Zink
Hildy and Peter Johnson
Joel Jones
John and Kathryn Ogier
Joseph and Elizabeth Murphy
Kathryn Kaufman
Kosh Solutions
Laurie Lynch
Loreta and Kenny Bean
Mary Ann Gregg
Mr & Mrs Jeff Thulson
Payroll Department
Qualistar Colorado
Rochelle Mann
San Juan BOCES
The Springs Resort & Spa
United Methodist Thrift Shop
Wood Design

Many other individuals who donated asked to remain anonymous.

Thank you so much!

We Want to Hear From You! Please reach out if you have comments or concerns:

LISA STONE-MUNTZ, *Executive Director*

lisam@tchs4c.org

2016-17 BOARD OF DIRECTORS

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VANESSA MARTINEZ

Former Parent

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JOHN BAXTER

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Early Childhood Special
Educator
Child Find Coordinator*

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*Fort Lewis College
Associate Dean/Professor for
the School of Education*

KYRA MOON

Volunteers of America

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