

# HEAD START & EARLY HEAD START PROGRAMS



[childrenlearn.org](http://childrenlearn.org)



**I**n Fiscal year 2019-20 our Head Start/Early Head Start program served 80 at-risk families. Forty children (3-5 year olds) were enrolled in Head Start's program, and 48 children (0-3 year olds) in Early Head Start. We are the program in Teton County that serves our community's most at-risk families, many of whom are Latino. We provide a full range of education, health, and parenting services to support these families and prepare their children for kindergarten.

## PROGRAM

In our program FY 2020 will be forever remembered as the year of COVID. The COVID-19 pandemic had a notable effect on employment and monthly household income when many businesses closed early or dramatically scaled back operations, cutting short winter 2020 employment that extended into spring and early summer 2020. One22 Resource Center, which provides several types of assistance, including rental assistance, experienced skyrocketing rental assistance requests in April and May 2020. An average of 1,000 households requested rental assistance and assistance payments totaled over \$1.8 million to keep moderate and low income households afloat. Employment rebounded in the summer and extended into fall 2020, with Teton County's unemployment rate decreasing from 5.8% in November 2020 to 3.9% in December 2020. However, economic recovery for low-income families is expected to be difficult. Households are contending with the consequences of the drops in the local economy in 2020 on top of structural economic inequalities of wages versus cost of living that have been at the base of our economy and were laid bare even more dramatically during the pandemic.

## OUTREACH AND LEADERSHIP

EHS/HS was instrumental in developing Voices JH, a network of Spanish-, English- and Romanian-speaking peer mobilizers that provides weekly information on health, education, financial assistance and other community resources for children and youth to nearly 300 immigrant households in the greater Teton area. Voices JH was critical in building trusting and respectful relationships between low-income families and area service providers. This group was critical in providing COVID information to hard to reach communities which include our HS families.

Our EHS/HS program rapidly pivoted and worked with a community task force to address food insecurity and ensure that families had access to food, and basic needs access in a multiple of forms. We had deliveries at homes, at parks, free groceries tables in neighborhoods. The food insecurity task force was proactive and sensitive to the community needs and our program ensured that food was not an issue for our HS children, their parents and siblings. This was only possible because of the coordination and facilitation provided by Community Foundation of Jackson Hole and the participation of nonprofits and business in a creative way that had not been tried before. Just in HS we were able to provide

	Teton County	Town of Jackson	Town of Jackson as a percentage of Teton County
<b>Total population</b>	22,923	10,413	45%
<b>Number and percentage of children under 5 years</b>	1,226/5.3%	753/7.2%	61%
<b>Households with languages other than English spoken at home</b>	3,700/16%	2,596/25%	70%
<b>Number and percentage Hispanic or Latino residents</b>	3,439/15%	2,635/25%	77%
<b>Persons below poverty level, number and percentage</b>	1,448/6.3%	864/8.3%	59%
<b>Female-headed households with children</b>	342	165	48%

Source: U.S. Census, American Fact Finder, [factfinder.census.gov](https://factfinder.census.gov)

food for 157 HS/EHS children and siblings, and 132 parents/caregivers. We served close to 640 meals weekly (including weekends) for 10 weeks. Once the community further developed a system with foodbanks and the school district we took care of special cases that needed specific items due to allergens, etc.

## FACULTY

We record measurable, qualitative improvements in our teachers/classroom effectiveness and parental engagement each year. We have set ambitious goals for continuing to strengthen our program in the coming year despite the challenges we face in funding and community economic instability.

## TOWN OF JACKSON

The Town of Jackson is the only community within the county where Head Start and Early Head Start services are provided. Multiple characteristics - the number of children under 5 years, households with languages other than English spoken at home, Hispanic or Latino community members, and persons below poverty level - indicate that the highest need for Early Head Start/Head Start services is concentrated in the Town of Jackson as compared to the rest of Teton County.

## Economic Features of Service Area

The Economic Policy Institute deemed Jackson Hole the most unequal metro area in the country. Only

8% of households earn 90% of the income, and the top 1% makes 132 times more than the bottom 99%. Over 20% of students are eligible for free or reduced lunch, and 35% of households report an average annual income of less than \$27,000.

## Other Features of Service Area

According to reports from our region's Special Education and Department of Family Services, 89 children under the age of 5 qualified for Special Education and related services in Teton County. One child age 0-5 was in foster care. Approximately 45 children under age of 5 were experiencing homelessness.

## PROGRAM STRENGTHS

Community collaboration and parent engagement, including:

- Voices JH, a network activated by Community Mobilizers comprised largely of Community Leader Academy graduates and former Head Start parents who are a bridge between community organizations and hundreds of immigrant households
- The Community Leader Academy, co-founded by CLC with many CLC staff and Head Start/Early Head Start parents and alumni
- The Early Childhood Community Collaboration (ECCC), co-founded by CLC's Head Start/Early Head Start programs, whose mission is to promote kindergarten readiness

## SYSTEMIC ISSUES

- Teton County's cost of living/housing
  - Exacerbates ongoing financial stress of families and pressures to hold multiple jobs.
  - Ongoing stress and mental health impacts can present in substance use among parents and older siblings of Early Head Start/Head Start children.
  - Driver of out-migration from Teton County, Wyoming for moderate and low-income families, including those who qualify for Early Head Start/Head Start services.

## LOCATION OF FAMILY CHILD CARE HOMES, HOME-BASED PROGRAMS AND THE CHILD CARE PARTNERS.

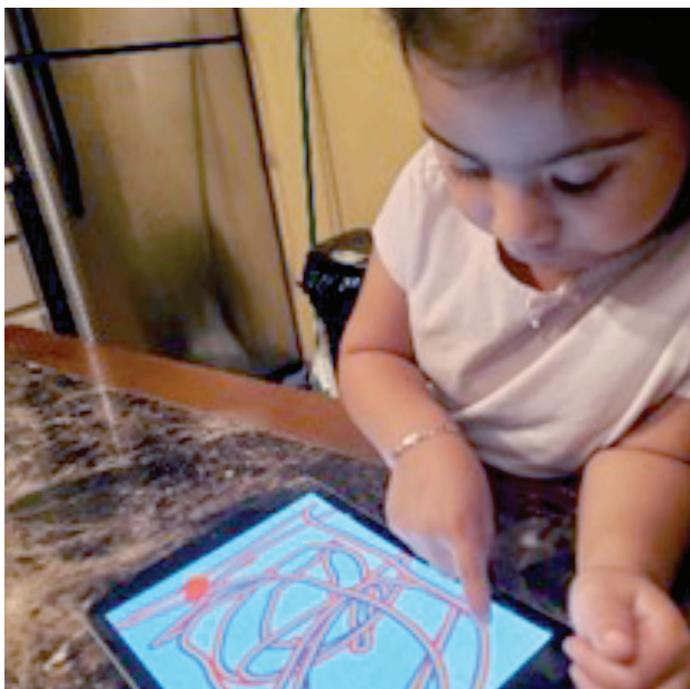
Two other organizations have intimate relationships with Early Head Start/Head Start-eligible families and are among our strongest Community Partner organizations.

### Teton Literacy Center

Offers the Literacy Lab Preschool which serves a similar population as EHS/HS. In the last two years, families on the EHS/HS wait list and other HS-eligible families with fewer risk factors have been referred to Teton Literacy Center and served by the Literacy Lab.

### One22

Provides emergency financial and housing assistance, as well as medical translation services. Their client base largely includes pre- and post- natal women and young children including our EHS and HS families.



## A. TOTAL AMOUNT OF PUBLIC AND PRIVATE FUNDS RECEIVED FY 2019-2020

**\$618,633**

Head Start Grant

**\$364,716**

Early Head Start Grant

**\$34,440**

Head Start Covid-19

**\$34,237**

FTA Transportation

**\$47,450**

Local Government

**\$28,315**

USDA Food Program

**\$75,335**

Non-Federal Donors

**\$221,774**

In Kind Contributions

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**\$1,424,900 Total Funds**

## B. EXPLANATION OF PROPOSED BUDGET

	HS	EHS
<b>Total Payroll &amp; Benefits</b>	\$621,269	\$345,990
<b>Direct Child Program Expenses</b>	\$20,476	\$3,764
<b>Professional Development</b>	\$12,080	\$9,514
<b>Child Meals</b>	\$35,970	\$0
<b>Child Meals COVID</b>	\$24,452	Food Covid-19 \$24,406
<b>Parent Costs</b>	\$7,635	\$7,476
<b>Recruiting &amp; Training</b>	\$1,196	\$373
<b>Dues, Publications &amp; Fees</b>	\$3,682	\$4,205
<b>Office Expenses</b>	\$641	\$1,030
<b>Communications</b>	\$4,064	\$3,811
<b>Professional Fees</b>	\$9,644	\$2,497
<b>Occupancy</b>	\$15,264	\$3,606
<b>Vehicle &amp; Transportation</b>	\$8,664	\$8,123
<b>Equipment</b>	\$6,852	\$3,080
<b>Repairs &amp; Maintenance</b>	\$6,356	\$7,006
<b>In-Kind Expenses</b>	\$151,088	\$70,686
<b>All Other Expenses</b>	\$0	\$0
<b>Total Expenses</b>	\$929,333	\$495,567

**\*Payroll and benefits** cover our salaries and is the largest expense in the program. **Program expenses** include child materials, assessments and anything we use in the classrooms. **Professional development and professional fees** are the training costs, university classes, and workshops specific to community outreach. **Child meals** are the costs that relate to our food program. **Parent costs** cover a number of things from childcare costs at meetings, parent trainings and parent initiatives. **Recruiting and training** are costs related to finding new staff. **Dues and publications** are fees for WHSA membership, NHSA membership, licensing fees, publications and reference materials. **Office expenses** are office supplies and phone directory fees. **Communications** are costs related to cellular, internet and long distance services. **Occupancy** covers rent, insurance, and operational costs related to the site. **Vehicle and transportation** covers gas, vehicle insurance, and mileage. **Small equipment** covers IT equipment. **Repairs and maintenance** covers costs to keep our building running. **In kind expenses** include a number of services and funds that are donated to run the program in different line items. All other expenses are **miscellaneous expenses**, related to community goals. Most of them are covered by in kind.



## C. TOTAL NUMBER OF FAMILIES AND CHILDREN SERVED

Children Served 2019	Funded Served		Families Served 2019	Two-Parent		Single-Parent		Total
	Funded	Served		Two-Parent	Single-Parent			
Head Start	40	41	Head Start	27	12			
Early Head Start	48	54	Early Head Start	27	18			39
Total	88	95	Total	54	30			45
								84

Based on Census data regarding income levels, cost of living and homelessness in Teton County, CLC has a discrete estimate that 12 percent of children 0-5 years old are eligible for HS services. This represents 147 children. Out of that 147 children we served 88 (60%) in 2019-2020.

# D. RESULTS OF MOST RECENT REVIEW AND FINANCIAL AUDIT

Audit results by Jones Simkins, certified public accountants.

its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of CLC as of June 30, 2019 and 2018, and the changes in its net assets and

Material weakness(es) identified: No  
Significant deficiency(ies): None identified

## OHS CLASS® Descriptive Statistics, 2018 | National Grantee-Level Scores by Dimension

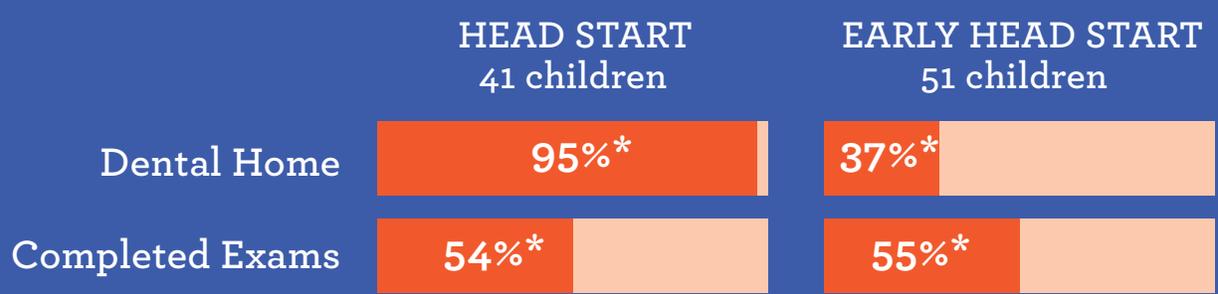
	Dimension	Mean	Standard Deviation	Minimum	Maximum	CLC 2019
EMOTIONAL SUPPORT	Positive Climate	6.01	0.38	4.83	7.00	7.00
	Negative Climate	1.07	0.11	1.00	2.00	1.25
	Teacher Sensitivity	5.88	0.44	4.00	7.00	6.25
	Regard for Student Perspectives	5.45	0.49	4.00	6.86	5.25
CLASSROOM ORGANIZATION	Behavior Management	6.00	0.44	3.50	6.92	6.25
	Productivity	6.14	0.41	4.90	6.93	6.75
	Instructional Learning Formats	5.35	0.48	4.00	6.50	6.50
INSTRUCTIONAL SUPPORT	Concept Development	2.49	0.55	1.25	4.55	4.25
	Quality of Feedback	2.99	0.63	1.38	5.38	4.75
	Language Modeling	3.51	0.56	2.00	5.15	5.25

**Federal Review Results** From 4/24/2019 to 4/27/2019, the Administration for Children and Families (ACF) conducted a Focus Area Two Monitoring Review of The Children’s Learning Center Head Start and Early Head Start programs.

Based on the information gathered during this review, your Head Start program was found to have met the requirements of all applicable head Start Performance Standards, laws, regulations and policy requirements.



**E.** PERCENTAGE OF ENROLLED CHILDREN THAT RECEIVED MEDICAL AND DENTAL EXAMS



\*Covid impacted our numbers

**Population served by eligibility:**

- 46% - 1005 poverty guideline
- 16% - at 130%
- 32% - at homeless

# F. INFORMATION ABOUT PARENT INVOLVEMENT ACTIVITIES

As their child’s first teacher, parents play a critical role in Head Start. Parents are the leaders at Home Visits and are always welcome in the classrooms. Parents are invited to lead parent committee meetings, be part of the Policy Council and share opinions, ideas and thoughts in formal and informal ways. In addition Children’s Learning Center Head Start Program offers:



Activities	HS families attended	EHS families attended
Family Literacy	24	27
Parent Meetings	39	41
Home Visits	40	45
Socializations	39	41
Family Partnership Agreements	40	45
Education / Job	5	7

## Program Attendance

**HEAD START**  
Biannual Parent Meeting

**97%**  
attendance

**EARLY HEAD START**  
Socialization

**51%\*\*\*\***  
attendance

\*\*\*\* Only 17 socializations offered due to COVID

## Father Involvement

**HEAD START**  
44 total children

**18/27**  
dads attended

**EARLY HEAD START**  
51 total children

**27/27**  
dads attended





## G. AGENCY EFFORTS TO PREPARE CHILDREN FOR KINDERGARTEN

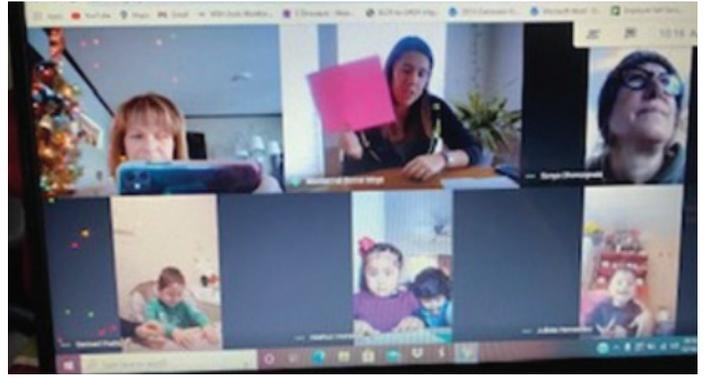
Preparing children for kindergarten is viewed as a systemic process. Children’s Learning Center reviews what is happening in the community and the program thru the Self-Assessment and Community Assessment process and ensures that all factors are taken into account when planning for EHS and HS. It’s a system that ensures that we are appropriately funded, monitored, and allows us to implement a program that will reach our community and school-readiness goals. At a micro level we assess progress with portfolios, formal, and informal assessments.

**HS SAW GROWTH IN CHILDREN FROM FALL 2019 TO SPRING 2020 IN THE FOLLOWING AREAS:**

- Spanish language with 5 children moving from below to at or above
- Cognitive skills with 3 children moving from below to at or above
- Spanish literacy with 10 children gaining progress
- Math knowledge improved with 3 children moving from below to at or above

**EHS SAW GROWTH IN THE CHILDREN FROM FALL 2019 TO SPRING 2020 IN THE FOLLOWING AREAS:**

- Social-emotional area with 4 children moving from below to at or above
- Spanish language improved with 3 children moving from below to at or above





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*"Children's Learning Center  
is an equal opportunity provider."*