The Arrowhead Economic Opportunity Agency, Inc. has operated a comprehensive Head Start program since 1965 and Early Head Start program since 2003. Arrowhead Head Start serves three counties in northeastern Minnesota: Cook, Lake and St. Louis (excluding the City of Duluth). Residents live in many small, remote rural communities over a large geographical area covering approximately 12,500 square miles. St. Louis County is the second largest geographic county east of the Mississippi River and is geographically larger than the state of Connecticut.

The economy in our region is primarily in natural resources and includes iron mining, wood products and shipping. Tourism is also an important part of our economy along with the gaming industry. Additional areas of employment opportunities are found in health care, education and the service industries.

Arrowhead Head Start is proud of our credibility in the communities we serve and the high level of collaboration we engage in with community partner organizations and schools. The collaborations positively affect every aspect of our program from Recruitment to Kindergarten Transition to Family Self-Sufficiency. Head Start and Early Head Start staff serve on community and school committees, bringing a voice for the children and families we serve to the broader community.

We continued with our blended Head Start/School Readiness classrooms, K-Ready Preschool, with the St. Louis County School District at the Northeast Range and South Ridge schools. This past year we added the Lake Superior School District (Two Harbors) to our blended Head Start/School Readiness classroom partnership. We are working with the Proctor School District to open a new classroom in that community in the fall of 2018 for the first time in over 2 decades. We are working with the Hermantown School District on a new Early Childhood Facility scheduled to open the fall of 2020.

We are seeing a decline in the number of eligible children in our service area. We were approved for a reduction in the number of Head Start children served which will be implemented in the fall of 2018. With this approved reduction, we will be expanded services to 1020 hours to Hermantown and Mt. Iron—Buhl in the fall of 2018, adding to the classrooms we have in Virginia and Hibbing currently at 1020 hours.
PARENTS AS TEACHERS (PAT)

In our Early Head Start Home-Base program, Arrowhead Head Start utilizes the Parents as Teachers (PAT) curriculum. PAT is an evidence-based home visiting model designed to ensure young children are healthy, safe and ready to learn. The four components of PAT create a cohesive package of services with four (4) primary goals:

1. Increase parent knowledge of early childhood development and improve parenting practices.
2. Provide early detection of developmental delays and health issues.
3. Prevent child abuse and neglect.
4. Increase children’s school readiness and school success.

Starting in the fall of 2017, we will be implementing this curriculum in our Preschool Home-Base program. Staff training on this curriculum is scheduled for the summer of 2017.

Curriculums

COR ADVANTAGE

The COR Advantage is HighScope’s birth to Kindergarten child assessment. Nine content areas are evaluated assessing children’s learning. Teachers generate brief written descriptions, or anecdotes, that objectively describe children’s behavior. These notes evaluate the child’s development and teachers plan activities to help individual children and the classroom make progress. Information is entered on-line and reports are provided on the progress of each child, in the classroom, and for the overall program. The COR Advantage is used for both Early Head Start and Head Start.

HIGH SCOPE

High Scope is a valid, researched based curriculum that is aligned with Head Start’s Early Learning Outcomes Framework and Minnesota Early Learning Standards.

The Infant-Toddler curriculum is part of HighScope’s complete, research-based system of early childhood education and care. Components include proven teaching practices to support children’s growth and learning; curriculum content for infants and toddlers (ages 0-3); and assessment tools to evaluate and plan for children’s learning and measure program quality.

The Preschool curriculum emphasizes adult-child interactions, a carefully designed learning environment, and a plan-do-review process that strengthens initiative and self-reliance in children and young people. Teachers and students are active partners in shaping the educational experience. The HighScope curriculum integrates all aspects of child and youth development. Using research-validated strategies, this approach enhances each child’s growth in the foundations of academics as well as in social-emotional, physical, and creative areas.

In addition to utilizing the HighScope curriculum, we incorporate the Preschool Quality Assessment (PQA). The PQA is a rating instrument designed to evaluate the quality of early childhood programs and identify staff training needs. The Preschool PQA is reliable and valid and is appropriate for use in all center-based and early childhood settings.

The PQA covers 63 dimensions of program quality in 7 domains: learning environment, daily routine, adult-child interaction, curriculum planning and assessment, parent involvement and family services, staff qualifications and development, and program management.
**PROGRAM GOALS**

**PRIORITY GOAL 1:** Improve and maintain service access for families experiencing barriers to participation in Arrowhead Head Start.

**PRIORITY GOAL 2:** Strengthen collaboration and continuity in early education experiences.

**PRIORITY GOAL 3:** Strengthen connections and support for families to improve their wellbeing.

**PRIORITY GOAL 4:** Strengthen our Arrowhead Head Start Staff team.

**SCHOOL READINESS GOALS**

A. Maintain developmentally & culturally appropriate environments.

B. Use nurturing & responsive teaching practices that engage children in learning.

C. Children experience growth on school readiness components (in 9 areas).

D. Continuous improvement in staff implementation of curricula.

E. Developmental/Social-Emotional concerns & delays are promptly identified and addressed.

F. Learning is individualized based on assessment results.

G. Families are engaged in their children’s learning and development.

**VISION STATEMENT**

Arrowhead Head Start envisions a future where all young children, regardless of background or income status, have the same opportunities to learn and grow. A stronger, seamless early childhood education system will be created through close partnerships between Head Start and the public schools that include pooling of resources and integrated programming. Through the sharing of space, staff, and ideals, schools will develop a better understanding of the real challenges faced by low-income families, and build relationships that continue to encourage parents’ involvement through their child’s education.

Families will have access to resources to help them succeed, and will feel valued and supported by the community as they raise the next generation. Parents will be confident in their skills as their child’s first teacher, and empowered to advance their own education and journey to self-sufficiency. Families will live in physically and emotionally safe environments with greater stability, well-being, and quality of life.

Young children will be excited about learning and ready for school. They will transition from one developmental level to the next, and between educational settings, in a cohesive way. Children will receive the early guidance needed to address behavioral and mental health concerns so they are able to learn, develop positive social connections, and flourish.
PARENT FAMILY COMMUNITY ENGAGEMENT

The annual family fun event was once again held at Simek's Farm in Kelsey, MN on Sept. 29, 2017. A total of 477 children and their family members attended and were provided various educational experiences that included:

- Parts of a Plant—SNAP Education
- Rethink Your Drink—Public Health
- Food Accessibility—Rutabaga Project & MN Green Corps
- Gardening & Cooking Class Sign-Up
- Worm Composting
- Jicama Taste Test & Voting
- Where does your food come from?
- Adult Basic Education/Financial Literacy/Youth Build
- My Plate & 10 Tips to Eating More Vegetables

Additional Family Activities
- Garden Rocks
- Pumpkin Decorating
- Hay Rides
- Farm Animal/Petting Zoo
- Corn Maze
- Exercise Stops
- Playground

SCHOOL PARTNERSHIPS

Arrowhead Head Start partners with 12 public schools in northeastern Minnesota. In nine (9) schools we are provided with classroom space within the school building. One (1) site has us sharing space with two school districts early childhood programs in a rented facility and one (1) site we are in a separate building from the school district but receiving services through the school district at our site. This past year we had three sites where the classroom was blended with Head Start: Babbitt (Northeast Range), South Ridge, and Two Harbors. These school partnerships help our program provide services in smaller communities in helping children be ready for Kindergarten in these small districts.
### Funding: 2017-2018

#### 2017-2018 Funding

<table>
<thead>
<tr>
<th>Program Expenditures</th>
<th>Head Start</th>
<th>EHS</th>
<th>MN Head Start</th>
<th>USDA-CACFP</th>
<th>CSBG-MCAG</th>
<th>E-Rate</th>
<th>MN Early Learning Scholarships</th>
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<tr>
<td>Administration</td>
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#### Non-Federal Share (NFS) $937,187
### Planned Funding: 2018-2019

**Federal Head Start**<br>(4/1/15 - 3/31/16) $2,398,776  
**Federal EHS**<br>(4/1/15 - 3/31/16) $1,086,244  
**Minnesota Head Start**<br>(7/1/15 - 6/30/16) $606,754  
**USDA/CACFP** $149,434  
**CSBG/MCAG** $7,417  
**E-Rate** $32,743  
**MN Early Learning Scholarships** $272,415  
**Total Funding** $4,553,783

#### Program Expenditures

<table>
<thead>
<tr>
<th>Program Expenditures</th>
<th>Head Start</th>
<th>EHS</th>
<th>MN Head Start</th>
<th>USDA-CACFP</th>
<th>CSBG-MCAG</th>
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<td><strong>Total</strong></td>
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<td>$1,086,244</td>
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<td>$149,434</td>
<td>$7417</td>
<td>$32,743</td>
<td>$272,415</td>
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</tbody>
</table>

### Non-Federal Share (NFS) $871,253
### Funded Enrollment
- **Federal Head Start:** 258
- **Early Head Start:** 85
- **MN Head Start:** 52
- **MN Early Head Start:** 12
- **Total Funded:** 407

### Total Number of children served:
- **Head Start:** 323
  - **EHS:** 137
- **Eligible Children**
  - **HS:** 291 (90%)
  - **EHS:** 134 (98%)

### Ave. Monthly Enrollment
- **Head Start:** 308
- **EHS:** 97
- **Total:** 405

### Average Annual Attendance:
- 87%

### Head Start Medical Exams
- **Medical Exams Completed:** 320
  - **Treatment Needed:** 17
  - **Treatment Obtained:** 9
- **Early Head Start Medical Exams**
  - **Medical Exams Completed:** 119
  - **Treatment Needed:** 12
  - **Treatment Obtained:** 3

### Head Start Dental Exams
- **Dental Exams Completed:** 279
  - **Dental Treatment Needed:** 30
  - **Dental Treatment Obtained:** 7
- **Early Head Start Dental Exams**
  - **Dental Exams Completed:** 19
  - **Dental Treatment Needed:** 0
  - **Dental Treatment Obtained:** 0

### Up-to-Date EPSDT
- **Head Start Children:** 317
- **Early Head Start Children:** 119

### 84 Head Start Children with an IEP (26%)
- **18 Early Head Start Children with an IFSP (13%)**

### 105 Children received Mental Health Services
- **89 Families received Mental Health Services**
USDA/CHILD & ADULT CARE FOOD PROGRAM (CACFP)

Breakfasts Served: 22,539
Lunches Served: 27,451
Snacks Served: 18,668

Father/Male Involvement

Head Start: 152
Early Head Start: 31

230 Head Start Parents Employed
86 Early Head Start Parents Employed
49 Head Start Parents in Job Training/School
21 Early Head Start Parents in Job Training/School

2 Head Start Parents Active Military Duty
3 EHS Parents Active Military Duty

School Readiness Outcomes

Arrowhead Head Start looks at patterns and trends in several subsets of data including age, gender and length of service day. This analysis helps with program planning to ensure best practice and quality of service. Please see the attached 2017-2018 School Readiness Outcomes report showing our data/outcomes for this past year.

88% of classroom teachers have a Bachelor's degree, 86% with a MN Teaching License in Early Childhood Education
MISSION STATEMENT:
Arrowhead Head Start works with young children and families on healthy prenatal and early childhood development, school readiness, and supporting their success in life.

FEDERAL MONITORING REVIEW
The program has no Federal monitoring reviews during 2017-2018. The last monitoring review from the Administration for Children and Families (ACF) was ERSEA (Eligibility, Recruitment, Selection, Enrollment, and Attendance) review event on March 15-16, 2017. Based on the information gathered, no area of noncompliance was found during the course of the review. Accordingly, no corrective action was required.

AUDIT
Walker, Giroux, Hahne, Ltd., conducted the annual financial audit for the year ending June 20, 2017. AEOA and Arrowhead Head Start was found to be in compliance with the requirements described in the U.S. Office of Management & Budget’s Uniform Guidance. All audit documents are available for public inspection.

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E-mail: skip.ferris@aeoa.org

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