



**YOUNG  
MINDS  
BIG  
FUTURES**

# ANNUAL REPORT 2023-2024

Spokane Colleges Head Start



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## Director's Message

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Reflecting on the 2023-2024 program year, I am incredibly proud of the dedication and perseverance demonstrated by our Spokane Colleges Head Start staff, families, and partners. Like many early learning programs across the nation, we faced challenges with workforce shortages, enrollment, and attendance. Yet, through innovation, flexibility, and a shared commitment to our mission, we adapted and strengthened our program to continue providing high-quality services to the children and families of Spokane.

Despite the obstacles, our focus remained steadfast on ensuring every child received the care, education, and support needed to thrive. We implemented program adjustments to meet families where they are, enhanced our partnerships to expand resources, and reinforced our commitment to staff well-being and professional growth. These efforts not only allowed us to navigate difficulties but also positioned us to build a more resilient and impactful program.

To our families, thank you for your trust, engagement, and collaboration. Your involvement is a vital part of your child's success and strengthens the foundation of our program.

To our community partners, your continued support has been instrumental in broadening our reach and deepening our impact. The collective effort of staff, families, and partners is what allows us to move forward with confidence and purpose.

As we look ahead, we remain committed to fostering an environment where children and families can flourish, where staff feel supported and valued, and where our program continues to be a pillar of opportunity and growth in the Spokane community. Together, we will keep making a difference.

Bobbi Woodral  
District Director  
Spokane Head Start/Early Head Start



## Financial

### Funding and Expenditures

#### Head Start/Early Head Start Grant #10CH012101

Reflects Program Year 02: September 2023 – August 2024

<b>Funding</b>	<b>HS-EHS</b>
Federal DHHS: Head Start/Early Head Start	\$ 15,723,832
USDA CACFP	\$ 647,071
CCAMPIS	\$ 97,717
DDA	\$ 45,713
Local Student Government	\$ 131,000
State Child Care Subsidy/Other	\$ 3,633,322
	<u>\$ 20,278,655</u>

<b>Budget Expenditures</b>	<b>HS-EHS</b>
Personnel	\$ 10,317,456
Fringe Benefits	\$ 4,654,437
Travel	\$ 17,972
Facilities/Construction	\$ -
Equipment	\$ 85,466
Supplies/Materials: Includes non-consumables	\$ 641,357
Other	\$ 1,727,146
Indirect Costs	\$ 1,515,175
	<u>\$ 18,959,009</u>

Unobligated Federal Funds on Final SF-425	<u>\$ 1,319,647</u>
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**Note:** The program experienced a workforce shortage, creating savings in Personnel and Fringe Benefits.

### Financial Audit

The financial audit for Spokane Head Start (HS) and Early Head Start (EHS) is included in the Community Colleges of Spokane audit conducted by the Washington State Auditor's Office. The most recent audit report, dated December 23, 2024, is for the audit period of July 1, 2023, through June 30, 2024, and showed no findings for this program. The full report is available by request.

## Enrollment and Eligibility

Spokane Colleges remains dedicated to providing high-quality early childhood education and care to families in the community. During the 2023-2024 program year, strategic adjustments were made to better align with community needs and achieve full enrollment. The program began the year with a total of 936 funded slots (598 Head Start and 338 Early Head Start). After extensive recruitment and outreach efforts, community needs assessment review, and self-assessments, ongoing challenges enrolling preschool-age children were identified. Key factors included the rise of Transitional Kindergarten, expanded ECEAP slots, and evolving family needs.

To address these challenges, the program submitted a change of scope in January 2024. This adjustment request would reduce Head Start slots from 598 to 345 and increase Early Head Start slots from 338 to 346, bringing the total program capacity from 936 to 691 slots. The changes were approved and implemented as follows:

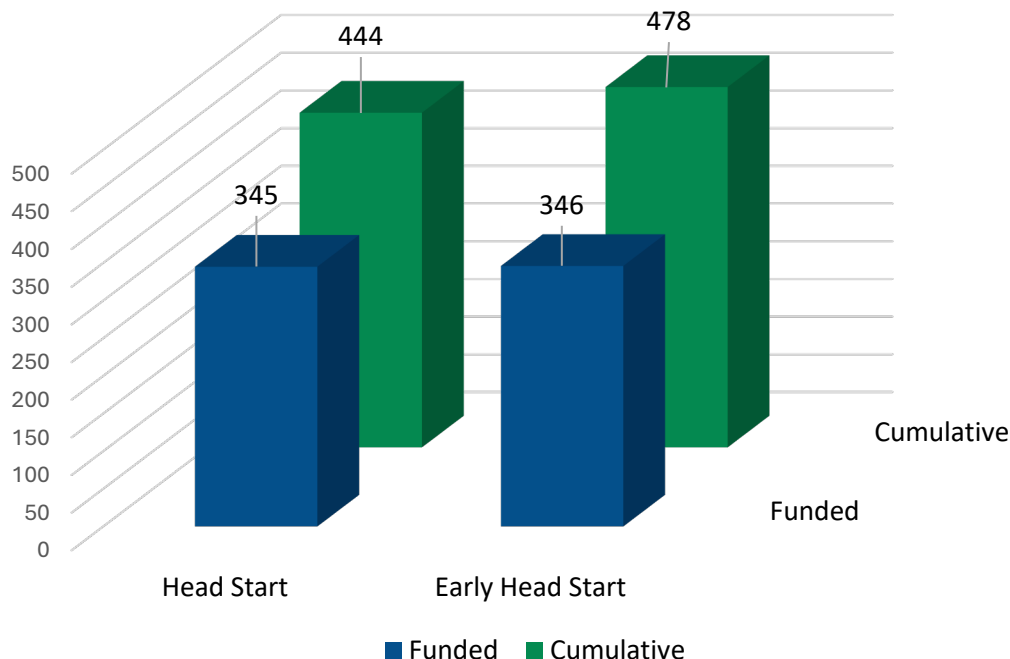
- **March 8, 2024:** Approval to convert 20 Head Start slots to 8 Early Head Start slots
- **April 1, 2024:** Approval to reduce 233 Head Start slots

These strategic changes allowed the program to:

- Achieve full enrollment and establish a waitlist
- Reduce Head Start class sizes to 15 children, supporting more individualized instruction, especially for children with complex needs
- Convert part-day (3.5-hour) classes to school-day (6.25-hour) models, better serving working families

Spokane Colleges Head Start remains committed to evaluating community needs, monitoring enrollment trends, and engaging in strategic planning to ensure the program continues meeting the needs of families in Spokane.

## Enrollment

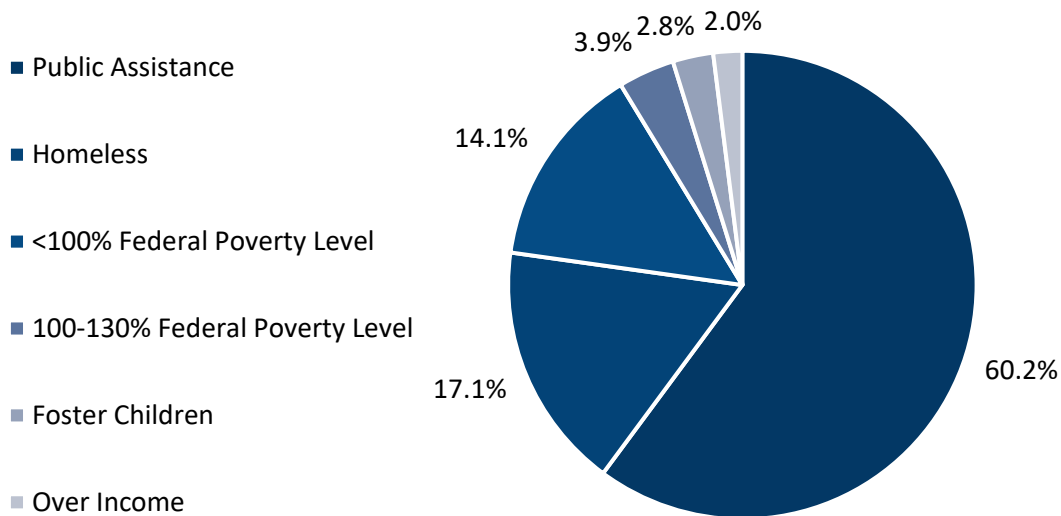


## Children with Disabilities

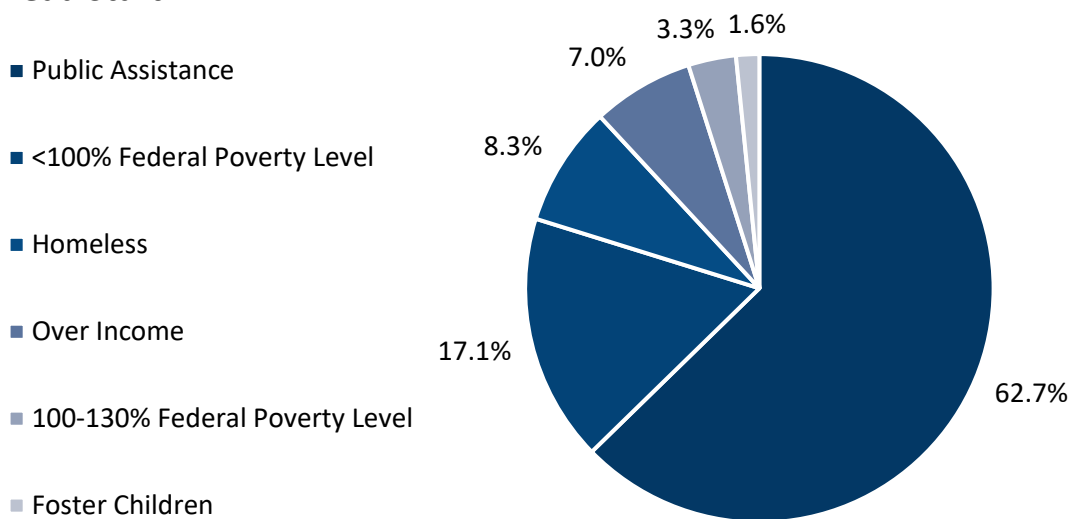
In accordance with federal guidelines, Head Start and Early Head Start programs are mandated to reserve at least 10% of enrollment slots for children with disabilities. In program year 2023-2024, enrollment statistics exceeded this requirement, with 21.4% of Early Head Start slots and 13.3% of Head Start slots allocated to children with disabilities.

## Types of Eligibility

### Early Head Start



### Head Start



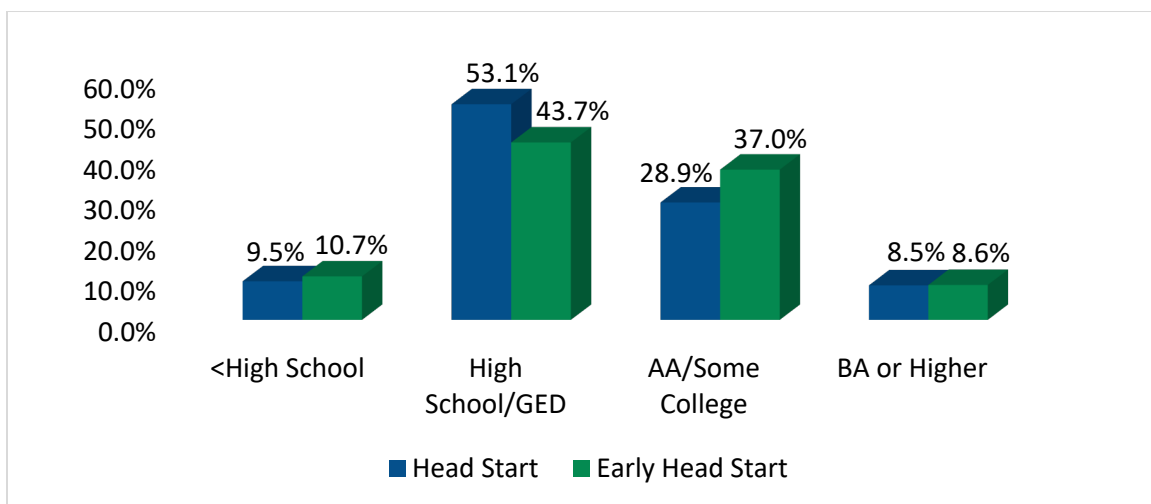
## About Spokane Colleges Head Start Families

Spokane Colleges Head Start serves a diverse range of families, each facing unique circumstances. With centers at both Spokane Colleges campuses, essential support to eligible parents pursuing higher education is provided. Through a successful partnership with Catholic Charities Eastern Washington, the program extends Head Start and Early Head Start services to families residing in transitional housing, fostering stability and growth. Additionally, four centers are strategically situated within community centers, which are vital hubs for local resources. A center is also in the Spokane Colleges Adult Basic Education building, which allows for services to be offered to ELL families or those pursuing their GED.

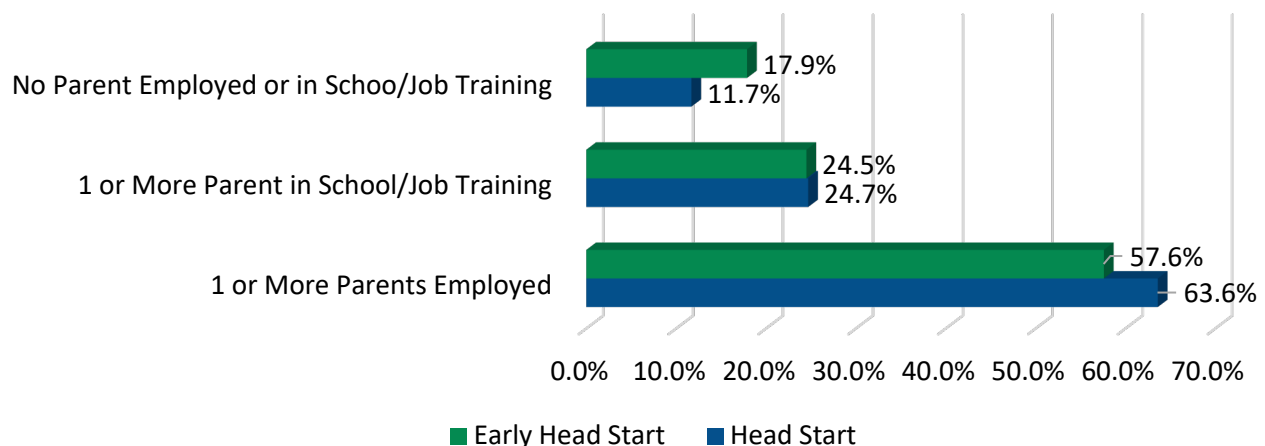
### Parents in the Household

Spokane Colleges Head Start families consisted of 59.6% two-parent households and 40.4% single parent households. Similarly, within the Early Head Start program, 51.4% of families were comprised of two parents, with 48.6% being single-parent households.

### Parent Education Levels



### Parent Employment/School





## Family Services

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### Parent and Family Engagement

Spokane Colleges Head Start emphasizes meaningful partnerships with families, recognizing parents as their child's first teachers. The program is dedicated to culturally responsive, family-centered support that empowers families throughout their child's educational journey from birth to kindergarten transition.

**Parent Training and Education** Spokane Colleges Head Start provided ongoing parent training at each site, covering topics such as parenting skills through Conscious Discipline, child development, family literacy, financial literacy, safety awareness, health and dental education, mental health support, and other topics tailored to parent interests and needs.

**Policy Council and Leadership Opportunities** Policy Council (PC) was comprised of 27 parents from the program's 11 sites. This included 18 PC Representatives and 9 PC Alternates. Policy Council also included three Community Representatives, resulting in a total voting membership of 21 members. Average parent representative monthly attendance was 77%, allowing them to meet quorum requirements, and conduct business effectively.

Policy Council Representatives also serve as leaders at their sites, facilitating two-way communication by bringing site highlights to Policy Council and sharing Policy Council information with site families. They are actively involved in planning parent and family events, contributing to a collaborative and engaged community.

The Policy Council Executive Committee includes elected officers—President, Vice President, Secretary, and Treasurer—as well as elected Washington State Association of Head Start and ECEAP (WSA) Parent Representatives. The seven-member Executive Committee provides parent leadership, plans the monthly Policy Council meetings, and advocates for early learning programs at the state level. During 2023-2024 the President and Vice President embraced leadership challenges as growth experiences, and shared testimonials with parents at Policy Council, Spokane Colleges staff at the All-Staff Meeting, Spokane Colleges Board of Trustees meeting, and state-level advocacy events.

**Committee Participation and Advocacy** Parents are encouraged to participate in program committees, including the Health Advisory Committee and the annual program self-assessment. Parent representatives also advocate at the state level through participation in the Washington State Association of Head Start (WSA) and ECEAP meetings, including Advocacy Day with state legislators.

**Parent and Family Activities** Spokane Colleges Head Start offers a variety of family engagement activities, including the Read-a-thon Adventure Challenge, the Spokane Public Schools Kindergarten Transition event, EatPlayGrow's "Move to the Beat" program, Family Gardening Night, and Men and Children (MAC) Night. These events are designed to strengthen family connections and support child development.

**Volunteer Engagement** Parents are encouraged to support their child's learning goals, participate in leadership roles, and volunteer in community outreach events such as SNAP's Resource Carnival and recruitment events.

**Home Visits and Conferences** The program conducts educational home visits twice a year and parent-teacher conferences to strengthen relationships, discuss child development, and set individualized goals. The home-



based program option provides comprehensive Early Head Start services through weekly home visits and parent-child socializations for prenatal families and children aged birth to three.

**Male Engagement** Spokane Colleges Head Start supports male involvement by creating father-friendly environments and encouraging participation in goal setting, leadership, and volunteering. Events like “Big Guy and I Bingo” and workshops from the Spokane Fatherhood Initiative promote male engagement and positive child development.

## Medical and Dental

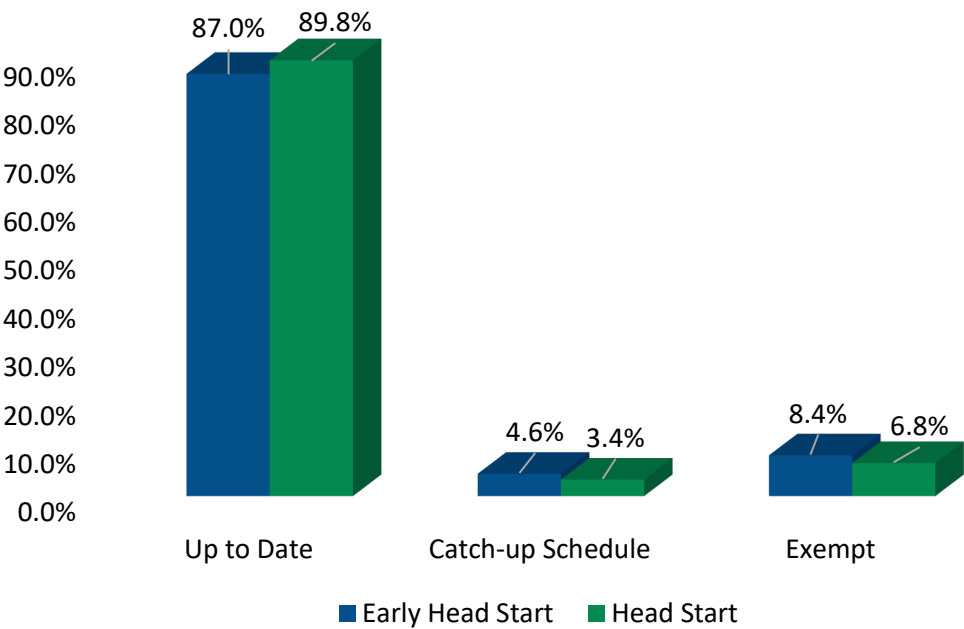
### Enrolled Children Up to Date on Medical Exams

80.2% of Early Head Start children and 76.1% of Head Start children were up to date on their essential medical exams.

### Enrolled Children Up to Date on Dental Exams

74% of Head Start children were up to date on dental exams.

### Vaccine Completions and Exemptions



## Classroom Assessment Scoring System (CLASS)

Spokane Colleges Head Start remains committed to fostering high-quality teacher-child interactions that promoted social, emotional, and cognitive development for every child in Preschool Head Start classrooms. One

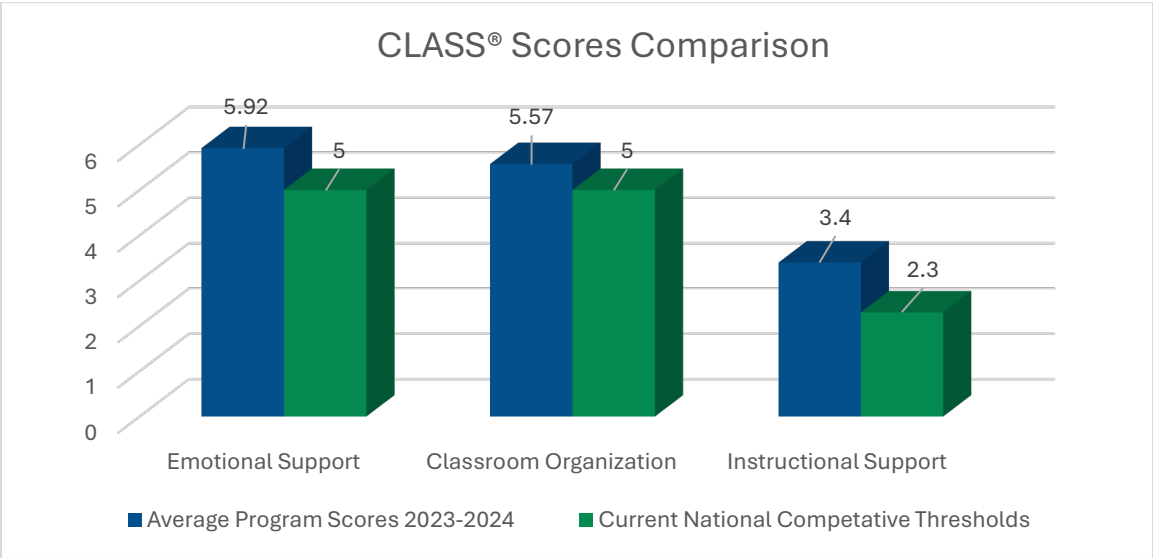
of the key tools used to assess and enhance classroom quality was the Classroom Assessment Scoring System (CLASS®). CLASS® measured three critical domains of teacher-child interactions: Emotional Support, Classroom Organization, and Instructional Support. These domains reflected how well educators created a warm, responsive, and engaging learning environment that set the foundation for school readiness.

During the 2023-2024 program year, Classroom Quality Specialists and Education Specialists, all of whom were certified CLASS® observers, conducted observations in every preschool classroom. Their expertise ensured a thorough and accurate assessment of teaching practices, leading to valuable insights and targeted coaching opportunities.

Internally conducted CLASS® scores for 2023-2024 exceeded the Current National Competitive Thresholds in all three domains, demonstrating the program’s dedication to high-quality early childhood education:

- Emotional Support: The program scored 5.92, surpassing the national threshold of 5.0. This reflected the teachers' strong ability to create nurturing, supportive relationships that fostered children's sense of security and confidence in the classroom.
- Classroom Organization: The program achieved a score of 5.57, compared to the national threshold of 5.0. This highlighted the educators' effectiveness in managing routines, maximizing learning time, and fostering positive behavior in a structured, engaging environment.
- Instructional Support: While this domain remained the most challenging nationwide, the program’s score of 3.4 exceeded the national benchmark of 2.3. This demonstrated the educators' continued efforts to encourage higher-order thinking, language development, and concept exploration among children.

These strong results were a testament to the dedication and expertise of Spokane College Head Start’s teaching teams, Classroom Quality Specialists, and Education Specialists, who worked collaboratively to support high-quality instruction. Through Practice-Based Coaching, individualized teacher support, and ongoing professional development, staff remained focused on enhancing teacher-child interactions and classroom experiences.



# Child Outcomes

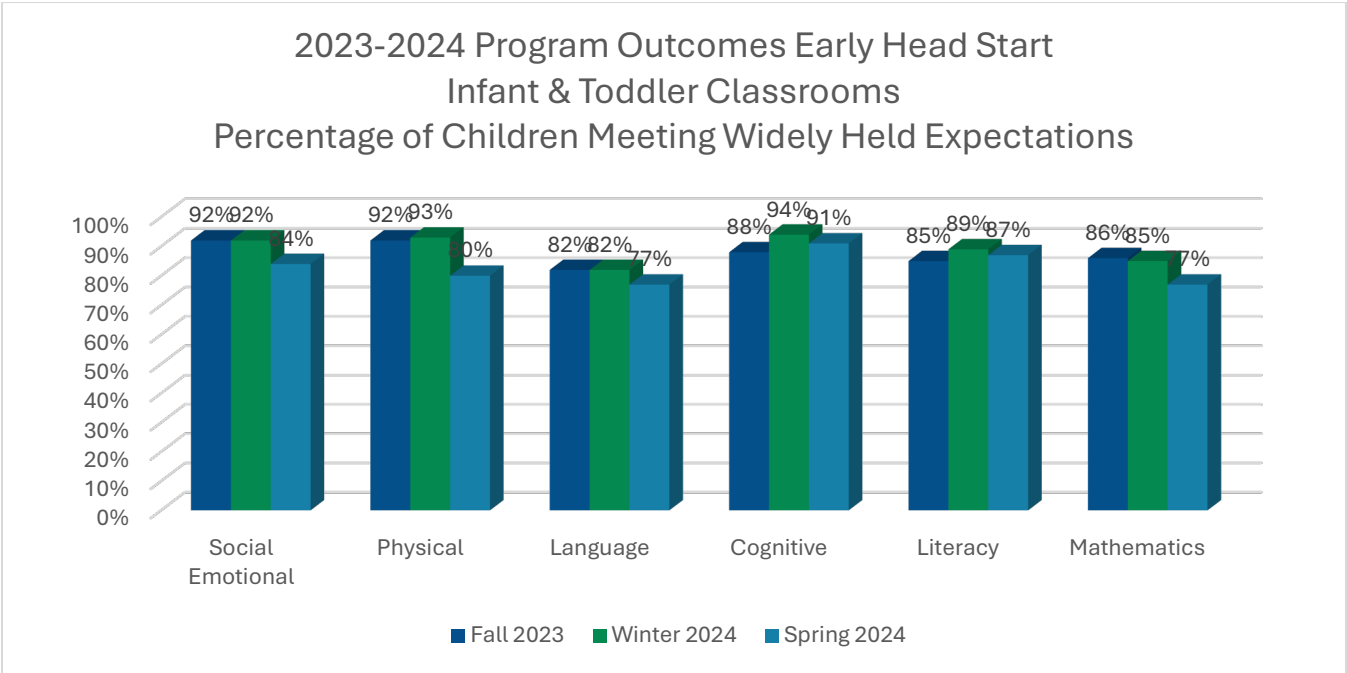
The Head Start Performance Standards require continuous evaluation of student development and learning. The assessment tool, Teaching Strategies Gold, is employed quarterly to evaluate and summarize children's development. This assessment method involves utilizing individualized observation data gathered throughout these quarterly periods. This data allows for comparisons to be made over time, not just for individual children, but also across classrooms, sites, and the entire program.

Program staff actively use this data to shape instruction, customize learning experiences for each child, and foster collaboration with families. This approach strengthens the connection between school and home learning, ensuring a comprehensive and cohesive educational experience for the children involved.

The following graphs represent 2023-2024, Fall, Winter, and Spring outcomes for children across different age groups— birth to 3-years-old, preschool 3-5 years-old, and preschool children entering Kindergarten in Fall 2023. The data reveals insights into the developmental progress of children in social-emotional, physical, language, cognitive, literacy, and mathematics domains.

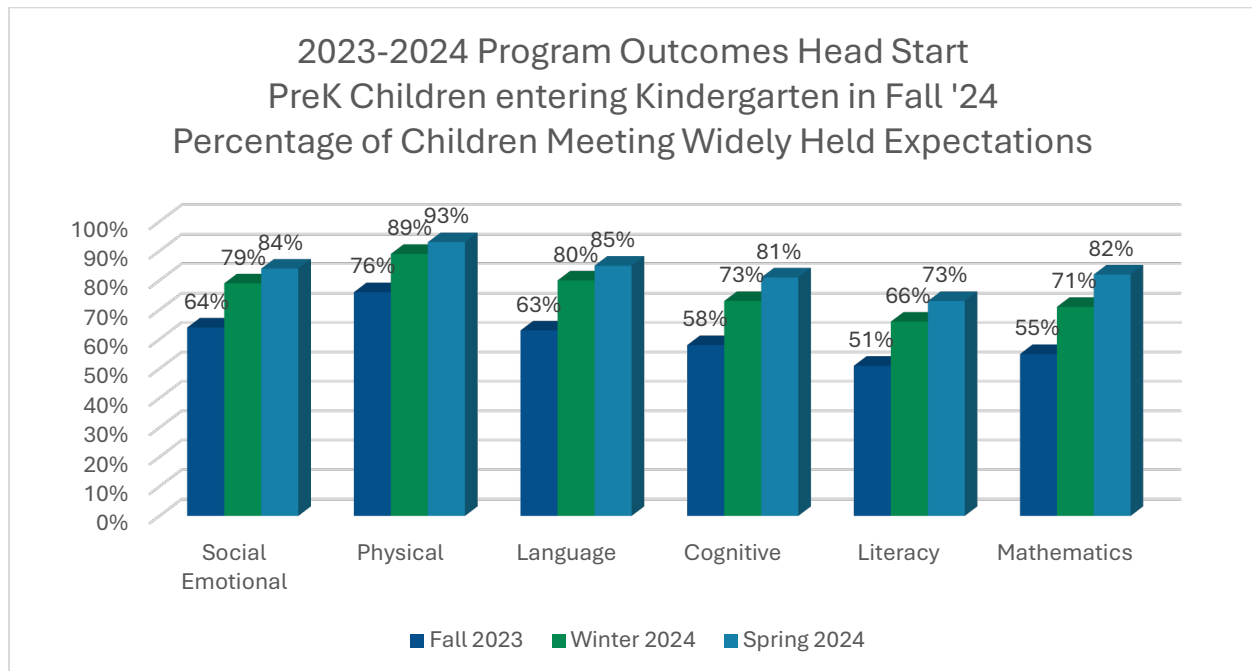
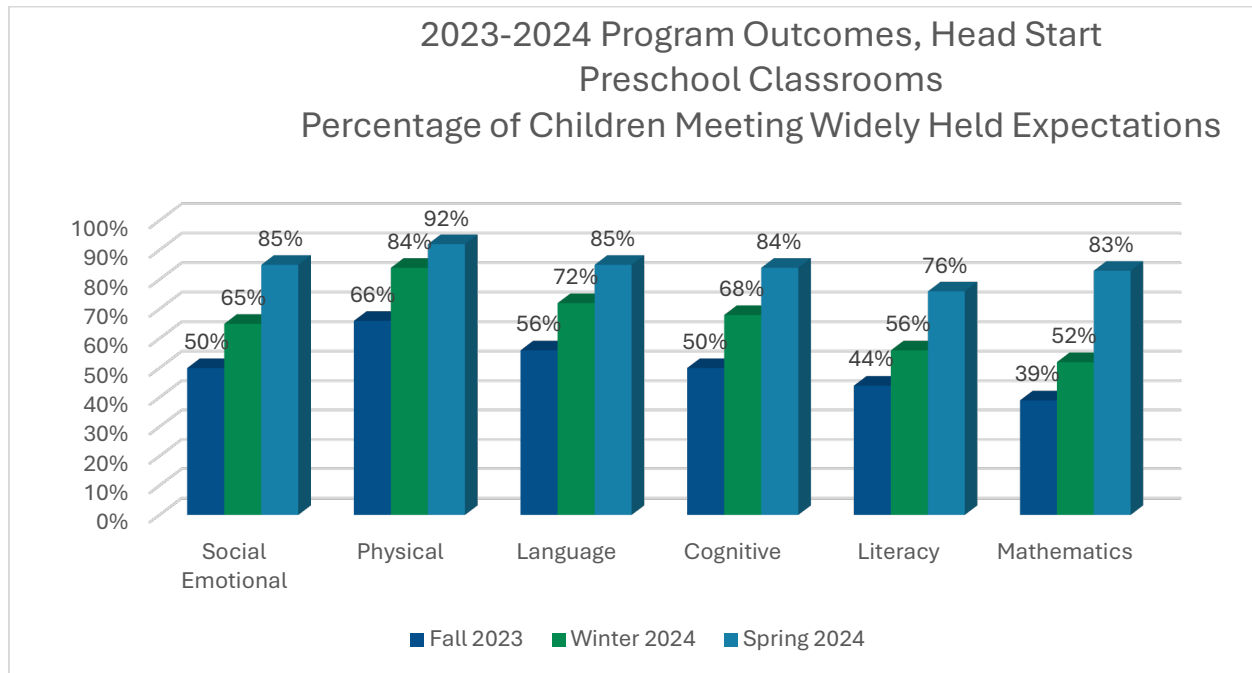
The term "widely held expectations" refers to the range of knowledge, skills, and abilities that children of a certain age or grade level typically demonstrate over a given period. Based on current early childhood education research, these expectations help evaluate whether children’s development aligns with age- or grade-appropriate benchmarks.

The first graph, representing children from birth to 3 years, shows consistently high outcomes across all developmental areas over each period. Slight declines are attributed to newly enrolled children and transitions in children’s age-related expectations as they grow.



The following graphs represent all preschool age children aged three to five and preschool children entering kindergarten in fall of 2024. Both groups show significant increases across all developmental areas in meeting widely held expectations. Throughout the past program year emphasis was placed on building foundational

social emotional skills to support school readiness. Conscious Discipline curriculum was utilized to enhance skills of staff and strategies were used program wide to support social emotional learning and well-being of children and families, it should be noted the program believes significant improvements in Social Emotional outcomes can be linked to continued implementation of the Conscious Discipline strategies, structures, and tools. Additionally, a focus on implementation of the Creative Curriculum to Fidelity has supported effective teaching methods and learning opportunities tailored to enhance children's problem solving and critical thinking skills. All of which are imperative in ensuring school readiness.



The outcomes analysis for the Spokane Colleges Head Start program from Fall 2023 to Spring 2024 highlights developmental growth across various age groups. While some areas show the need for continued support and

targeted instruction, the data overall reflects the program’s success in promoting social-emotional, physical, language, cognitive, literacy, and mathematics skills among participating children. Through ongoing monitoring, tailored interventions, individualized instruction, parent education, and staff professional development, the program will further strengthen its impact, preparing children for successful educational journeys in Head Start and beyond.

## Kindergarten Readiness

Throughout the 2023-2024 program year, Spokane Colleges Preschool Head Start prioritized kindergarten readiness by enhancing social-emotional learning, instructional quality, and individualized support.

Data from Fall 2023 to Spring 2024 shows significant growth across all developmental areas, with the most notable improvements in:

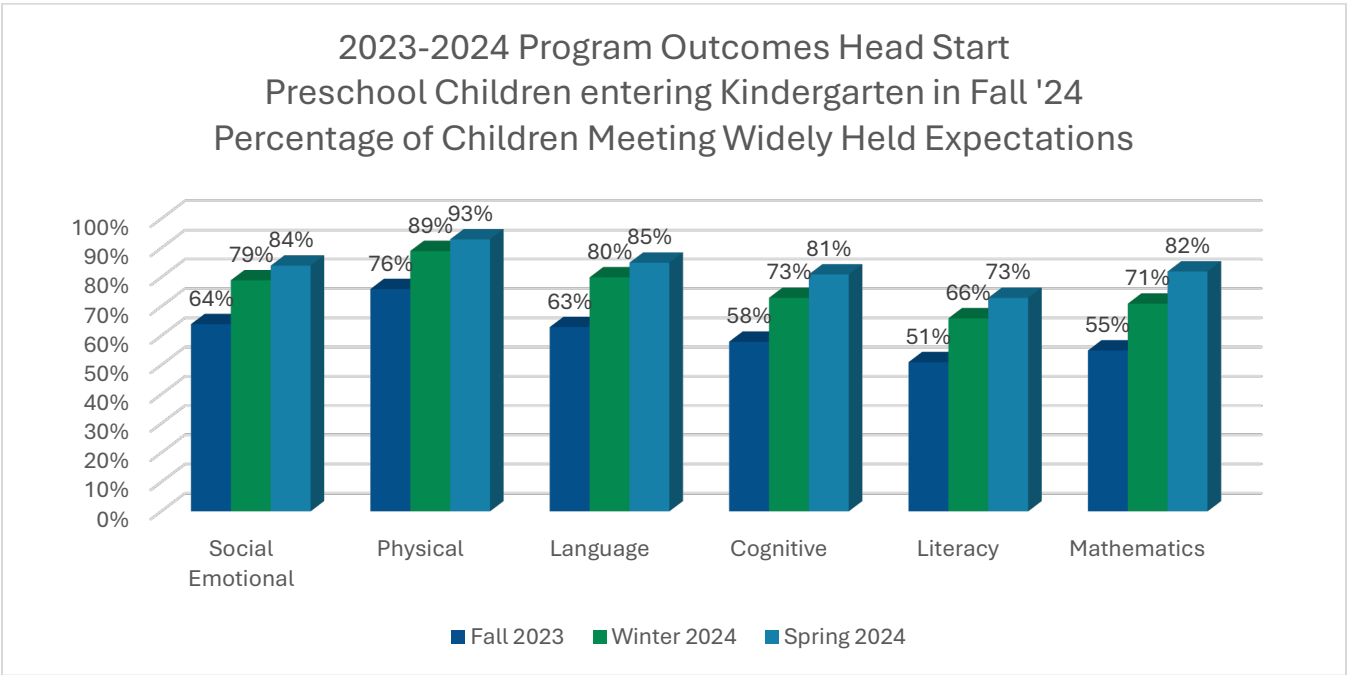
- **Social-Emotional Development** (64% to 84%)
- **Cognitive Skills** (58% to 81%)
- **Mathematics** (55% to 82%)

The continued implementation of *Conscious Discipline* strategies played a key role in strengthening children's ability to regulate emotions, build relationships, and engage in learning.

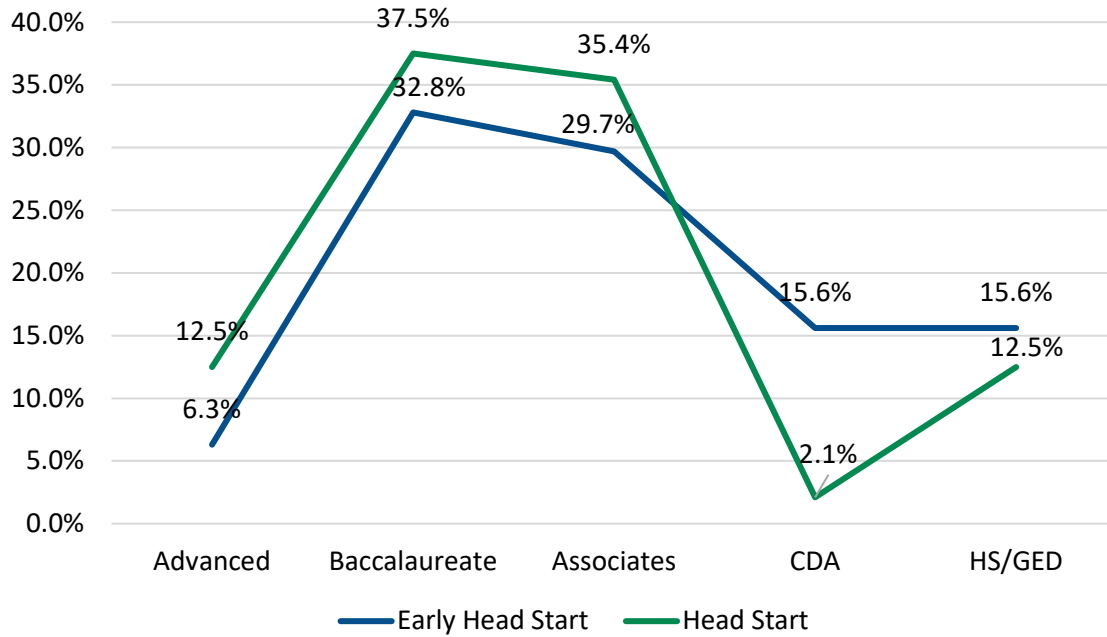
Smaller class sizes provided more opportunities for individualized instruction, while coaching for quality teaching practices enhanced curriculum implementation. This support fostered problem-solving and critical thinking skills in children.

Strong family partnerships ensured that learning was reinforced at home, while targeted support for children with diverse learning needs promoted learning environments tailored to each child’s unique strengths and challenges.

These efforts reflect the program’s commitment to preparing every child for a successful start in kindergarten and lifelong learning.



## Education Staff Qualifications



## Federal Review

Spokane Colleges Head Start didn't have an Office of Head Start federal review during the 2023-2024 program year. The next scheduled review, a Focus Are Two (FA2) monitoring review, will take place during the 2024-2025 program year.



## Appendix A

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### Contributors

- **Claudia Hume**, Nutrition Specialist
- **Christy Knight**, Program Specialist 3
- **Eric Shears**, Information Technology Specialist
- **Sari Shepard**, Family Engagement Specialist
- **Lee Ann VanLengen**, Director of Accounting and Budgets
- **Deanne Wilson**, Comprehensive Services Manager
- **Bobbi Woodral**, District Director