



Navajo Head Start

2021-2022

ANNUAL REPORT



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HEAD START / EARLY HEAD START

Navajo Head Start (NHS) is the largest school system on the Navajo Nation serving children from birth to five years old. NHS prepares children for kindergarten and further academic achievements. On an annual basis, NHS serves up to 1,340 enrolled children and their families. Of the one thousand three hundred forty (1,340) enrollment slots, 1,313 funded enrollment slots are for Head Start (HS) children aged 3-5 years while 37 funded enrollment slots are for Early Head Start (EHS) children aged 0-3 years.

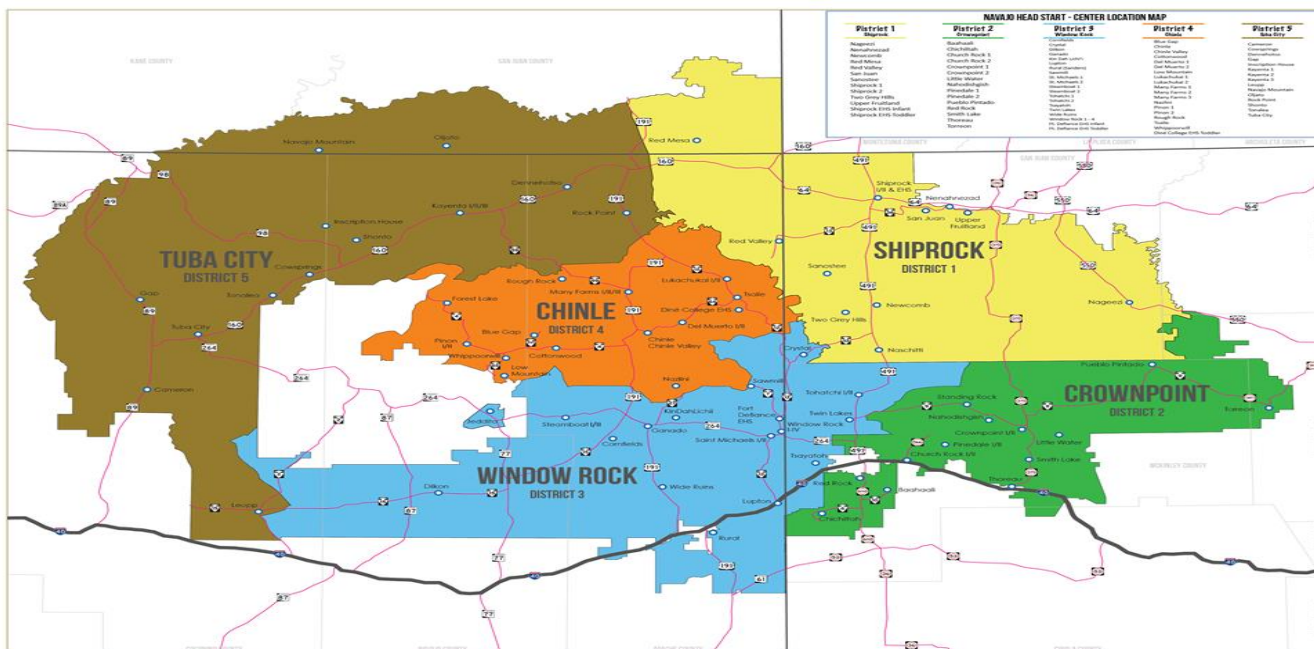
For School Year 2021-2022, enrolled children attended by: *in-person*; *remotely* utilizing homework packets and the use of Hatch tablets; and *hybrid* in that children attended in-person 2 days and remotely 2 days. Each Center/classroom has three (3) staff members – Teacher, Paraprofessional, and Bus Driver.

During School Year 2021-2022, the Navajo Nation government was in “orange” status, thus allowing NHS Centers to re-open. However, strict COVID-19 safety protocols and guidelines were adhered to – social distancing (6 feet apart), sanitizing, mask wearing and the like. NHS Centers began the school year with remote learning for NHS children and gradually moved toward in-person learning. NHS ended the school year with Centers providing in-person, remote, and/or hybrid learning.

SERVICE DELIVERY AREA

The Navajo Head Start service area serves the Four Corners region of the United States and across 27,000 square miles across the states of Arizona, New Mexico, and Utah. Services also include Centers located in towns known as checkerboard areas on or near the Navajo Nation.

There are eighty-five (85) Navajo Head Start Centers with eighty (80) Head Start and five (5) Early Head Start classrooms in operation during a normal school year.



PROGRAM OPERATIONS

Navajo Head Start continues to be one of the only Head Start tribal super grantee across the United States. NHS made great progress in the last school year during the COVID-19 pandemic as the Navajo Nation government was shut-down and buildings were closed. The NHS staff returned to work and remote learning for NHS children resumed until the end of the school year.

Each Center/classroom has three (3) staff members – Teacher, Paraprofessional, and Bus Driver. At the District (regional) level of support, there are approximately thirty (30) staff inclusive of 6 staff per District – School Readiness Coach (2), ERSEA Family Engagement Liaison (2), Mental Health & Disabilities Liaison, and Health & Nutrition Liaison. In total, NHS has on average two-hundred eighty (280) staff working from various offices throughout the Navajo Nation.

As we continue to re-evaluate and analyze our community assessment and self-assessment, continuous improvements, changes and/or reorganization occur within the Navajo Nation Head Start program.

EDUCATIONAL SERVICES

In the 2021-2022 School Year, School Readiness managed through the pandemic and continued to make decisions that were in the best interest of families and children. In addition, the Navajo Nation Department of Health and Department of Dine Education guided all schools and Navajo Head Start (NHS) in utilizing a safe schools’ framework. The framework allowed NHS to function carefully through the pandemic. This certainly changed the outlook on School Readiness and program operations for teachers, paraprofessionals, and school bus drivers.

Learning Model Options – 3 Types

The three learning options depended on the health and safety gating criteria for Head Start. Those 3 Learning Model Options are as following:

Remote Learning

Monday	Tuesday	Wednesday	Thursday	Friday
Remote Learning	Remote Learning	Remote Learning	Remote Learning	Remote Learning

The first learning option was Remote learning in which families opt to and chose remote learning for their child. Center staff compiled and prepared weekly learning packets (weekly lesson, weblinks for story/music (fingerplays), task cards for scaffolding, etc.) for children. NHS purchased HATCH tablets for children on remote learning, purchased Microsoft TEAMS for Center staff to begin teaching remotely throughout the school year. Backpacks were purchased for children to assist with transporting supplies back-and-forth. The Center staff met once a week to deliver supplies using the non-contact curbside method to ensure Center staff are safe and followed all safety protocols and guidelines.

Hybrid Learning

Monday	Tuesday	Wednesday	Thursday	Friday
Cohort A In-Person	Cohort A In-Person	Remote Learning (All Students)	Cohort B In-Person	Cohort B In-Person
Cohort B Remote Learning	Cohort B Remote Learning		Cohort A Remote Learning	Cohort A Remote Learning

The next learning option for parents was Hybrid. This learning option allowed families to choose their learning style for their child to attend in-person for 2 days out of the week and 3 days in remote learning.

In-person Learning

Monday	Tuesday	Wednesday	Thursday	Friday
In-Person	In-Person	In-Person	In-Person	In-Person

Lastly, In-Person learning was the third option for families who chose to have their child learning at the Center with a full day schedule. Children in-person learning were immersed into a new learning environment that represented the COVID learning environment.

The learning environments detailed with five (5) interest areas, toys and games were ideally chosen on their capacity of cleaning. Each interest area identified and labeled, in addition, the traffic flow of the classroom marked with a one way in and out. The Center included Center staff to pass their Reopening Attestation Assessment prior to reopening their classroom. The assessment reviewed protocols, policies and procedures for screening and temperature protocols, and cleaning/sanitizing schedules.

As School Readiness prepared the classroom and learning options, the Center staff began to utilize technology to bridge the gap of providing remote learning to children and their families using Microsoft TEAMS. Technological advances brought children closer to the classroom and to be part of the classroom while some children attended in-person. Teachers began using innovative resources in connecting culture and language revitalization to the classroom as well.

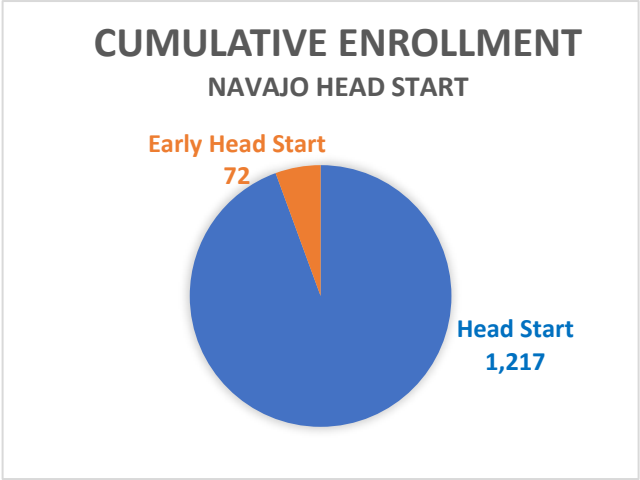
ENROLLMENT / KEY ENROLLMENT STATISTICS

Navajo Head Start (NHS) delivers a comprehensive child development program to eighty (80) Head Start Centers and five (5) Early Head Start Centers throughout the Navajo Nation. NHS ensures each enrolled HS and EHS child and their families in the service area receive and meet all their educational goals. NHS embarks upon the development and implementation of opportunities available to continue to provide quality comprehensive early educational services.

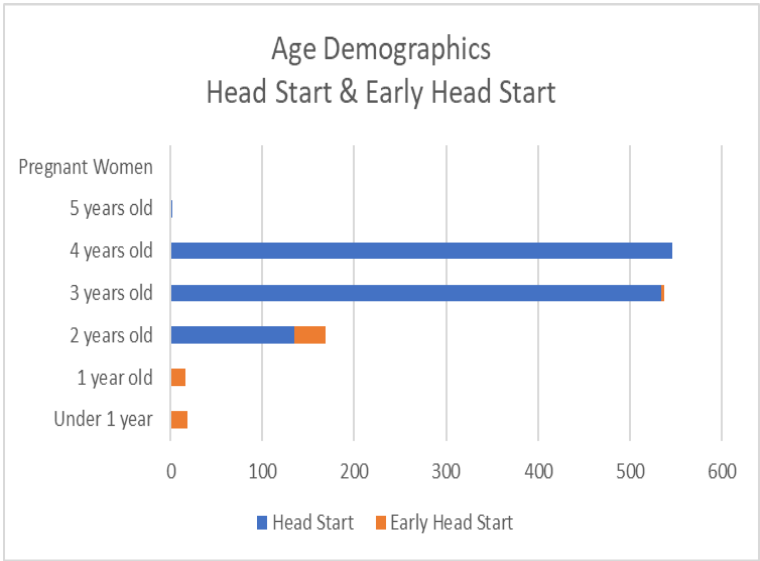
The curriculum for infants and toddlers supports the development and learning of children. The support will guide the child’s Progress/Tracking as it focuses on the development of the skills children are capable of learning at that stage of their development. The Creative Curriculum for NHS (three-to-five-year old’s) is

designed to encourage integrated, play-based learning, as children continue to explore and discover the world around them and develop skills in the various developmental domains on a continuum. EHS and HS children must have the opportunity to learn in ways that are in harmony with how they think, observe and experience the world while respecting language and culture.

Cumulative Enrollment	Participants
Head Start	1,217
Early Head Start	72

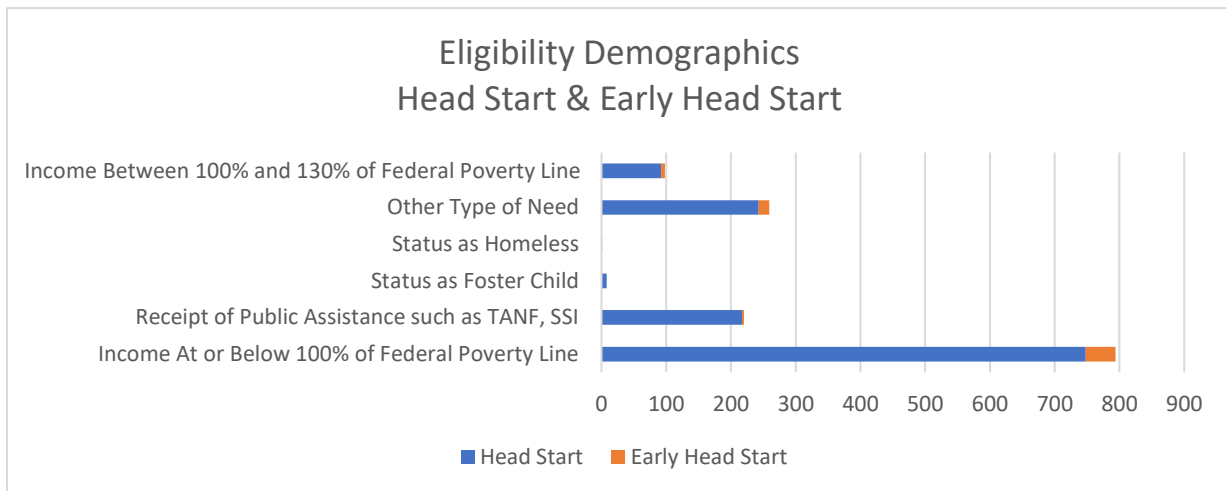


Age Demographics	Head Start	Early Head Start
Under 1 year	0	18
1 year old	0	16
2 years old	135	34
3 years old	534	3
4 years old	546	0
5 years old	2	0
Pregnant Women	0	1
	1,217	72

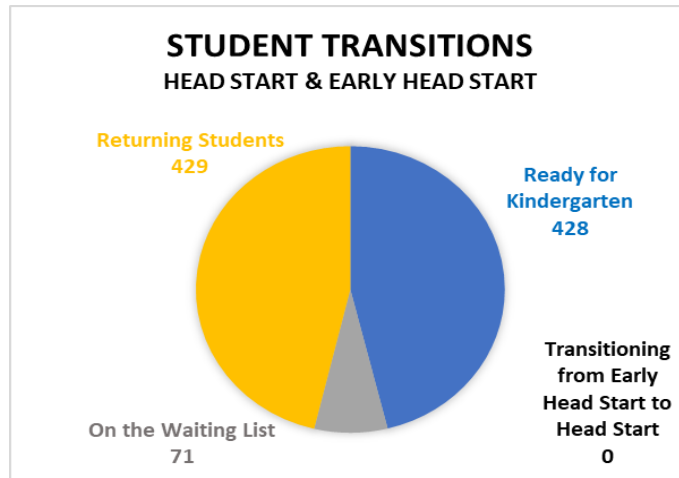


Eligibility Demographics by Race	Head Start	Early Head Start
American Indian or Alaska Native	1,200	69
Asian	2	0
Black or African American	3	1
Native Hawaiian or Pacific Islander	1	0
White	3	0
Bi-Racial/Multi-Racial	7	2
Other	1	0
Unspecified	0	0
	1,217	72

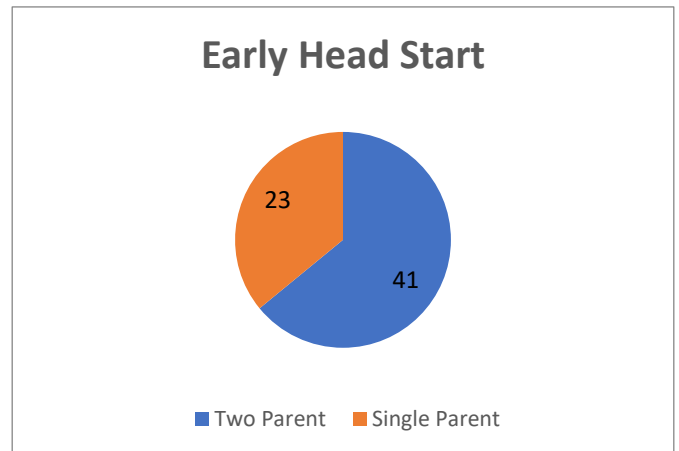
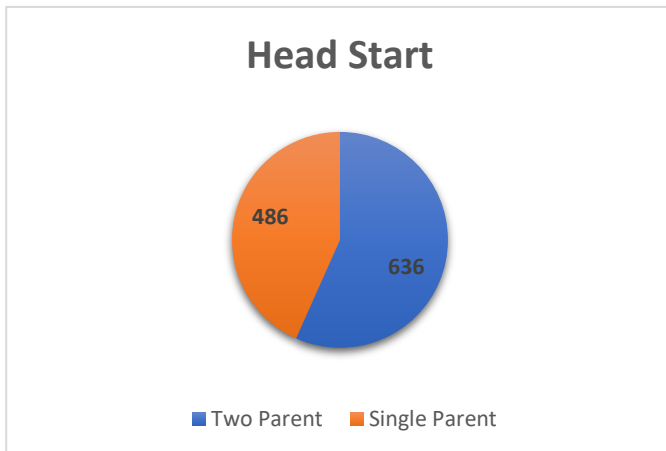
Eligibility Demographics	Head Start	Early Head Start
Income At or Below 100% of Federal Poverty Line	748	46
Receipt of Public Assistance such as TANF, SSI	217	3
Status as Foster Child	8	0
Status as Homeless	1	0
Other Type of Need	243	16
Income Between 100% and 130% of Federal Poverty Line	92	6
	1,309	71



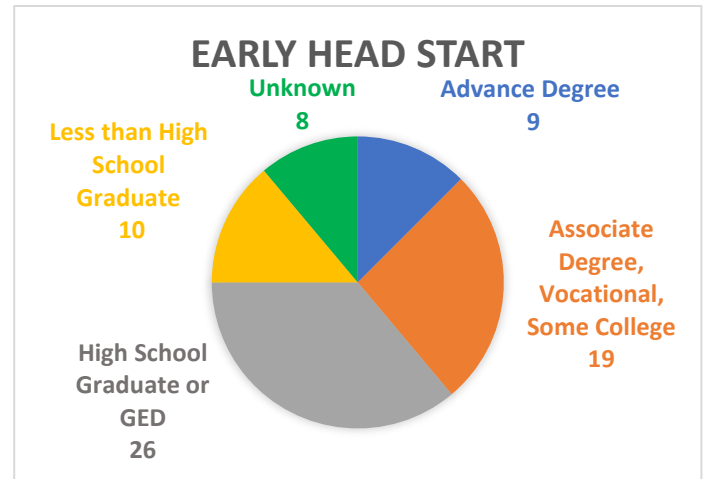
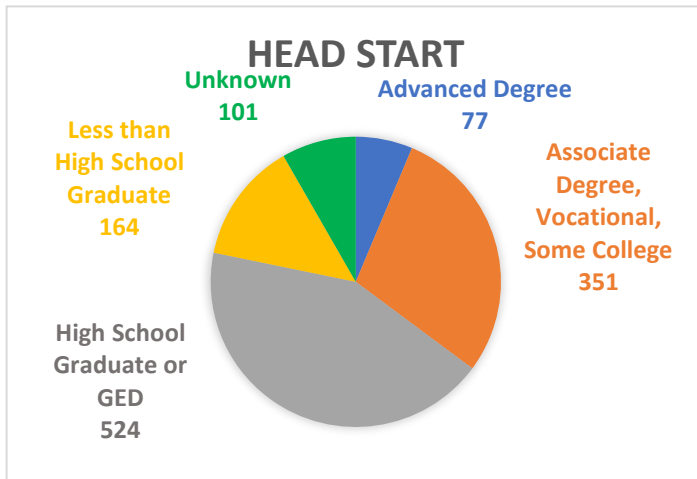
Student Transitions	No. of Students
Ready for Kindergarten	428
Transitioning from Early Head Start to Head Start	0
On the Waiting List	71
Returning Students	429
	928



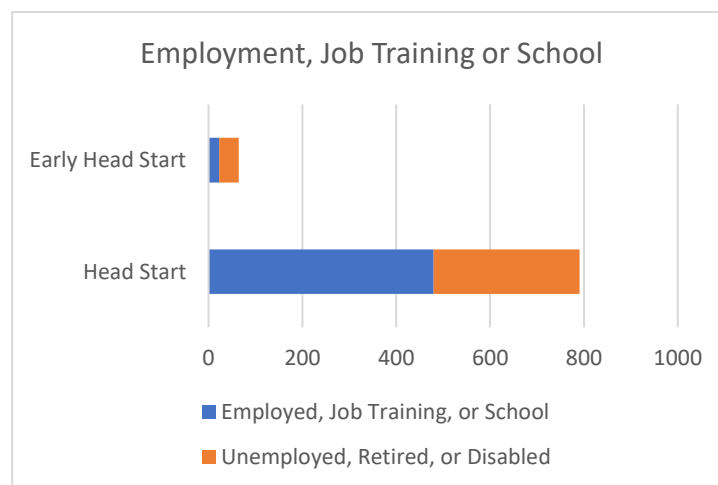
Families in Head Start	Head Start	Early Head Start
Two Parent	636	41
Single Parent	486	23
	1,122	64



Parent Education Demographics	Head Start	Early Head Start
Advanced Degree	77	9
Associate Degree, Vocational, Some College	351	19
High School Graduate or GED	524	26
Less than High School Graduate	164	10
Unknown	101	8



Employment, Job Training, School	Head Start	Early Head Start
Employed, Job Training, or School	480	23
Unemployed, Retired, or Disabled	311	41



Centers in Operation/Facilities

Facilities objective is to support and maintain a physical environment that is safe, accessible, age-appropriate, and culturally sensitive in keeping with the individual needs of children, families, and communities with 95% interactions and daily upkeep of the Head Start Centers.

In March 2021, there were 79 Head Start Centers in operation, one (1) Head Start Center closed, and five (5) Early Head Start Centers in operation. Of the 79 Head Start Centers, thirty-four (34) Centers operated as duration status and forty-four (44) Centers operated as seasonal status. The five (5) Early Head Start Centers operated as duration status. The one (1) Head Start Center with closed status was due to structural inadequacies.

At the end of February 2022, there were seventy-six (76) Head Start Centers in operation, four (4) Head Start Centers closed, and five (5) Early Head Start Centers in operation. Of the 76 Head Start Centers, thirty-four (34) Centers operated as duration status and forty-two (42) Centers operated as seasonal status. The five (5) Early Head Start Centers operated as duration status. The four (4) Head Start Center with closed status was due to structural inadequacies, or no enrollment, or no Center staff.

Due to the COVID-19 Pandemic, Navajo Head Start slowly re-opened its Centers for Remote learning. As the school year progressed, parents were given a choice of Remote, Hybrid or In-Person learning for their child(ren). Prior to transitioning to Hybrid or In-Person learning, NHS established and implemented its "School Re-Opening" Plan.

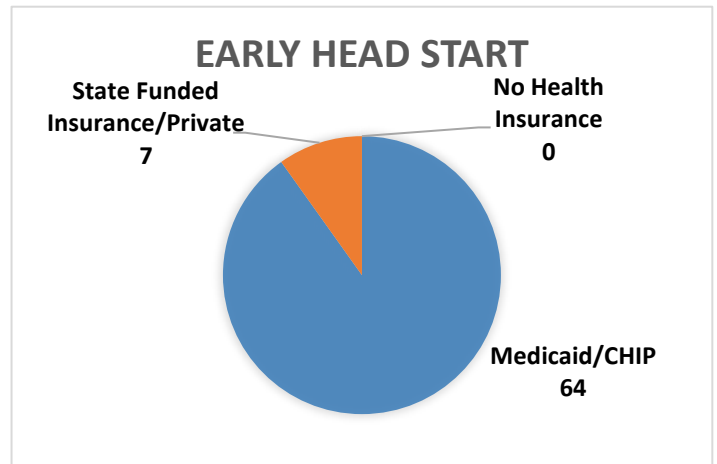
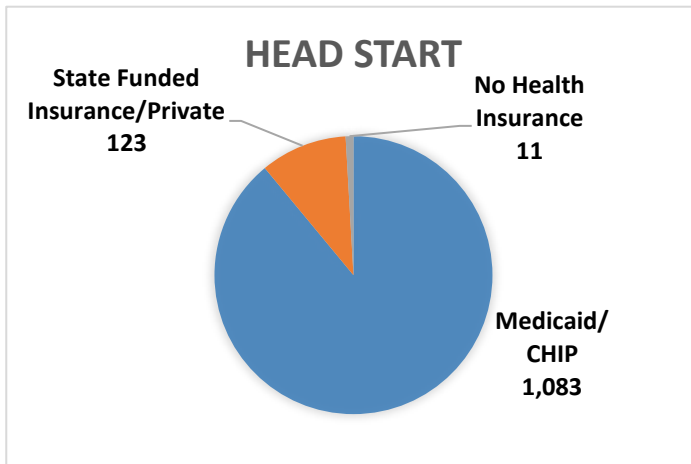
EARLY CHILDHOOD DEVELOPMENT / HEALTH PROGRAM SERVICES

The health of all Navajo Head Start (NHS) children is at the forefront of the program. NHS has a strong health program that follows the Head Start Program Performance Standards and enhances those standards through one-on-one engagement, close monitoring and strong partnerships with our local community of health care providers. Areas of focus include health care, oral health, mental health, physical health, health screenings, food, nutrition, Health Advisory Committee, and medication administration.

Navajo Head Start (NHS) delivers a comprehensive child development program to eighty (80) Head Start Centers and five (5) Early Head Start Centers throughout the Navajo Nation. NHS wants to ensure each enrolled Head Start and Early Head Start child and their families in the service area meet all educational goals. NHS ensures such progress/tracking are made by providing activities and experiences that support such development over time.

The past year Navajo Area Indian Health Services, including the P.L. 93-638 contracted health facilities, provided physical exams, dental, immunizations and screenings vital to the rural Navajo communities. In doing so, this helped families to access preventive health care and intervention for those children with no insurance or lack of transportation to healthcare facilities.

Health Insurance	Head Start	Early Head Start
Medicaid/CHIP	1,083	64
State Funded Insurance/Private	123	7
No Health Insurance	11	0
	1,206	71



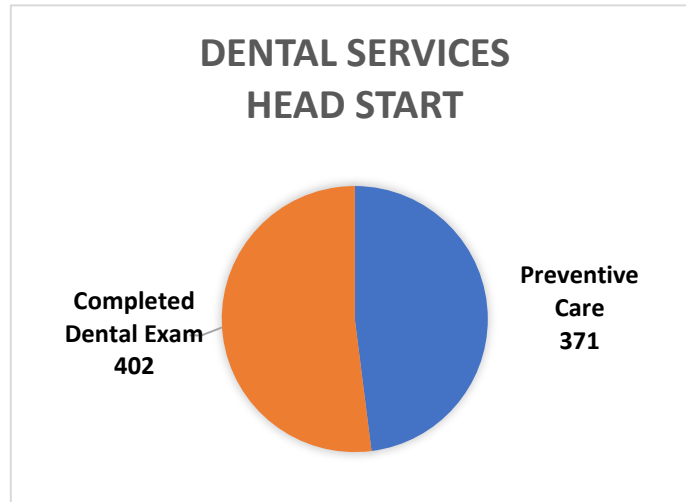
Navajo Head Start Health Services Advisory Committee

Navajo Head Start has a Health Services Advisory Committee (HSAC) as required by the Head Start Program Performance Standards §1302.40 (b). The HSAC committee meets quarterly to discuss important health issues with Navajo Head Start staff. The committee consists of parents, Indian Health Service representatives, Office of Environmental Health representatives, and various other health care providers such as physicians, registered nurses, health educators and other health care professionals. The committee is a strong resource for the Navajo Head Start program. Many of the members assist with dental screenings, mobile health units, nutrition education and physical activity programs and other services deemed necessary to comply with Head Start Program Performance Standards.

Health Requirements

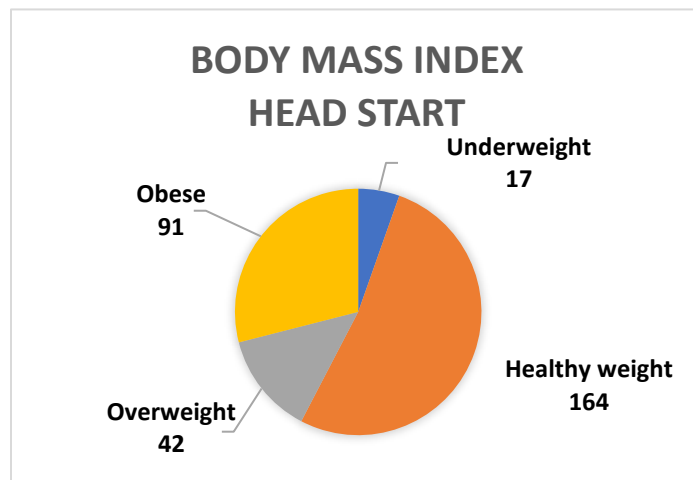
Navajo Head Start must meet health requirements upon a child's enrollment into the program. Within the first 45 days of enrollment, children must complete development, social-emotional, vision and health screening. Along with the 45-day screenings, NHS implements dental screenings and apply fluoride varnish. An additional 45-days are added for a total of 90 days for children to complete their physical examination, dental, blood pressure, lead, growth assessments and hematocrit/hemoglobin tests.

Dental Services	Head Start	Early Head Start
Preventive Care	371	0
Completed Dental Exam	402	0



NOTE: No dental services provided for Early Head Start.

Body Mass Index (BMI)	Head Start	Early Head Start
Underweight	17	0
Healthy weight	164	0
Overweight	42	0
Obese	91	0



NOTE: No Body Mass Index (BMI) reported for Early Head Start.

45-Day Mandate

Navajo Head Start must meet health requirements upon a child’s enrollment into the Head Start program. Within the first 45 days of enrollment, children must complete development, social and emotional, vision and health screening.

Navajo Head Start assists families in meeting their child’s health care needs by following the Head Start Performance Standard for the 45-Day Mandate. The 45-Day Mandate includes the 45-Day Health Screening Requirements.

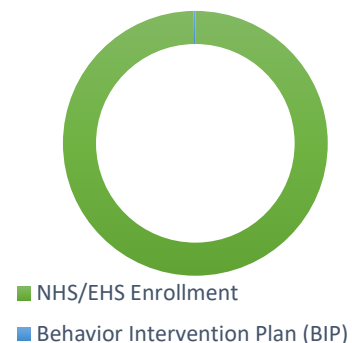
Screening provides support to families to ensure children are up-to-date with their immunizations, support to identify health care providers for medical and dental services, and follow-up for children who may have been given a referral.

45-Day Mandate	Head Start	Early Head Start
Vision	207	0
Audio	199	0
Developmental	970	65
Social-Emotional	1,093	65
	2,469	130

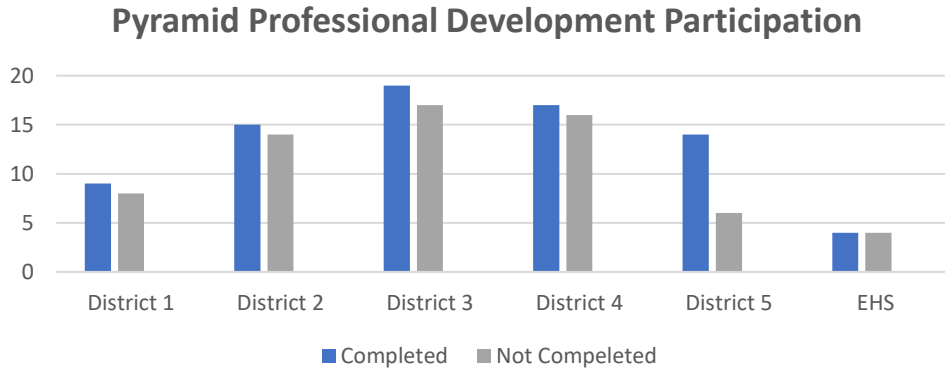
Mental Health and Behavioral Health Services

The Mental Health content area within Navajo Head Start (NHS) provides mental health services and behavioral health services and serves children with disabilities and/or delays. NHS addresses the social emotional (SE) well-being of each child through the Brigance SE assessment tool. The Brigance SE provides a snapshot of a child’s developing capacity to express and regulate emotions, form trusting relationships, explore, and learn. NHS can refer a child to our Mental Health Consultant through Navajo Nation Office of Special Education (NNOSERS) agreement. NHS also has a SE referral process on how to address behaviors and/or concerns with mental health through a behavior intervention plan (BIP) that the MHD liaison leads with the Mental Health Consultant. This past school year (2021-2022), there was only 2 students that received a BIP.

Mental Health Consultation	Number
Head Start/Early HS Enrollment	985
Participants with a BIP	2



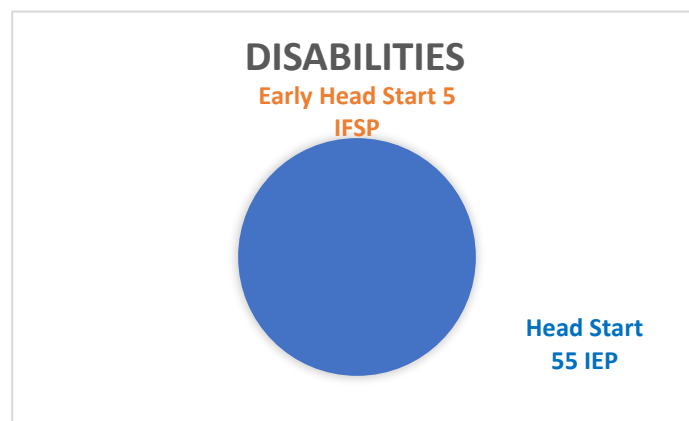
Also, for the Mental Health and Disabilities content areas, 78 Teachers participated in the Pyramid Cohort Professional Development training from January 2021-March 2021. Out of the 78, there was 65 that completed the course and received their certificates for completing the cohort.



Disabilities Services

The Disabilities content area identifies at-risk children for possible disability and/or delay through child find and concern referrals. Navajo Head Start (NHS) serves children with an established Individual Family Service Plan (IFSP) and Individual Education Plan (IEP) through individualization and modifications when teaching. This past school year 2021-2022 reached 4% of 55 IEPs and 4 IFSPs. The percentage was calculated from the funded enrollment of 1,350 with NHS and EHS. The Brigance Developmental determines if there is a need for additional support services or referral for a disability or delay to the local education agency (LEA).

Disabilities	Head Start	Early Head Start
Participants with an IEP	55	0
Participants with an IFSP	0	5



For Head Start the following diagnosed primary disability were noted: speech or language impairment; hearing impairment, including deafness; specific learning disability; and non-categorical/development delay. For Early Head Start, speech or language impairment was the noted diagnosed primary disability.

HEAD START

Diagnosed Primary Disability	Determined to have a disability	Receiving Special Services
Speech or language impairment	21	20
Hearing impairment, including deafness	1	1
Specific learning disability	1	1
Non-categorical/development delay	32	30

EARLY HEAD START

Diagnosed Primary Disability	Determined to have a disability	Receiving Special Services
Speech or language impairment	4	4

Nutrition Services

Navajo Head Start has a strong Nutrition program that follows the Head Start Program Performance Standards § 1302.44 combined with maintaining compliance with Child and Adult Care Food Program (CACFP) for the states of Arizona, New Mexico and Utah. The CACFP program is a state-funded grant that reimburses NHS for food costs.

Navajo Head Start receives supplemental funding from the respective state Child and Adult Care Food Program (CACFP). This reimbursement program pays for 80% of all NHS food costs. Each School Year, to stay in compliance, NHS follows very stringent USDA guidelines for nutrition.

For compliance purposes, NHS must adhere to the nutrition guidelines set by USDA; therefore, all food is prepared at the Center using fresh ingredients and there are no fried foods or foods high in sugar. In addition, NHS encourages educational nutrition activities with the students at least two times a month. NHS follows a 5-week menu cycle for 5 days of school and tries to incorporate traditional/cultural food when possible.

Arizona NHS Centers (51)		New Mexico NHS Centers (29)	Utah NHS Centers (3)
Cornfields	Low Mountain	Baahaali	PENDING
Dilkon (close)	Lukachukai I	Chichiltah	Red Mesa
Ganado	Lukachukai II	Church Rock I	Navajo Mountain
Kindahlichii	Many Farms I	Church Rock II	Oljato
Lupton	Many Farms II	Crownpoint I	
Sawmill	Many Farms III	Crownpoint II	
St. Michaels I	Pinon I	Crystal	
St. Michaels II	Pinon II	Little Water	
Wide Ruins (close)	Rough Rock (close)	Nahodishgish (Dalton Pass)	
Window Rock I	Tsaile	Nageezi	
Window Rock II	Whippoorwill	Nenahnezad	
Window Rock III	Dine College EHS Toddler	Newcomb	
Window Rock IV	Cameron	Pinedale I	
Ft. Defiance EHS Infant	Cowsprings	Pinedale II (close)	
Ft. Defiance EHS Toddler	Dennehotso	Pueblo Pintado	
Rural (Sanders)	Gap	Red Rock I	
Nazlini	Inscription House	San Juan	
Steamboat I	Kayenta I	Sanostee	
Steamboat II	Kayenta II	Shiprock I	
Blue Gap	Kayenta III	Shiprock II	
Chinle	Leupp	Smith Lake	
Chinle Valley	Shonto	Tohatchi I (close)	
Cottonwood	Tonalea	Tohatchi II	
Del Muerto I	Tuba City	Thoreau	
Del Muerto II	Rock Point	Torreón	
	Red Valley (close)	Tsayatoh	
		Twin Lakes I	
		Two Grey Hills	
		Upper Fruitland	

NOTE: No nutrition services were provided for Shiprock EHS Toddler and Shiprock EHS Infant

PARENT COMMITTEES

Parent Committee members are orientated on Head Start program governance and operations, leadership training, technical assistance, support to carry out their duties and responsibilities, and information on their roles and responsibilities as a committee member.

- Local Parent Committee meetings are open to the public and held monthly/virtually.
- Head Start Policy Council meetings are open to the public and held the 3rd Thursday of every month and are conducted virtually.
- The LPC serve as a link between Head Start and the public and/or private organizations.

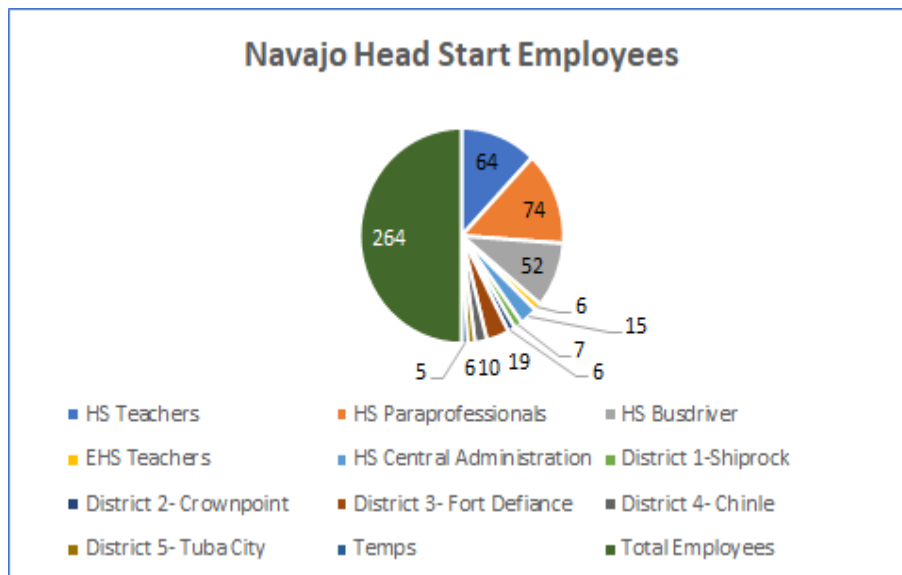
During school year 2021-2022, the LPCs were in-active and a handful held virtually meetings. There was limited activity due to the COVID-19 pandemic, inaccessible and/or limited internet services, lack of parent interest and other barriers.

The Navajo Head Start Policy Council also had limited activity due to the COVID-19 pandemic, inaccessible and/or limited internet services, parent representatives no longer met the member criteria thus foregoing their membership and there were other barriers as well.

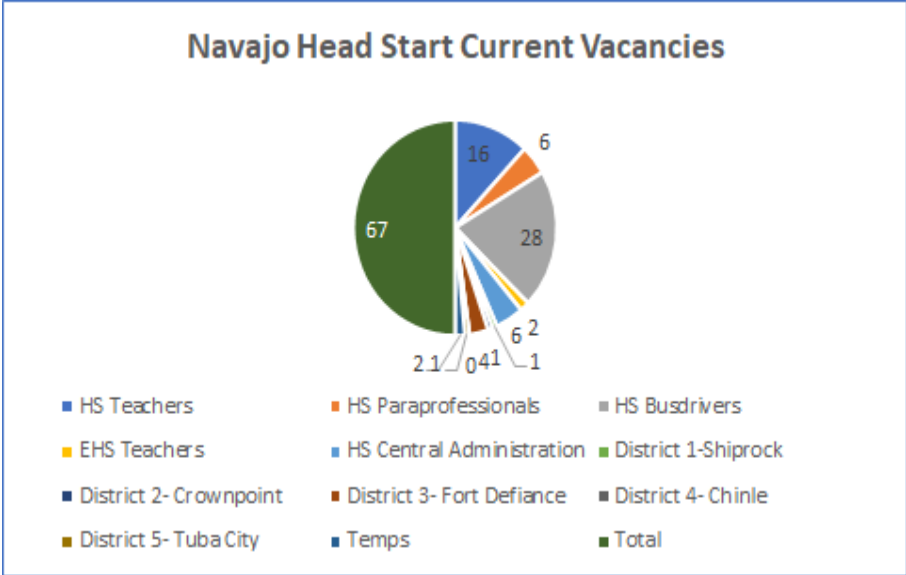
STAFF CREDENTIALS

The Office of Head Start requires stringent compliance for program staffing and Navajo Head Start complies with the Head Start Program Performance Standards relating to program staffing requirements § 1302.91 – 1302.94 and as indicated in the Head Start Act.

Navajo Head Start Employees	
HS Teachers	64
HS Paraprofessionals	74
HS Bus Drivers	52
EHS Teachers	6
HS Central Administration	15
District 1- Shiprock	7
District 2- Crownpoint	6
District 3- Ft. Defiance	19
District 4- Chinle	10
District 5- Tuba City	6
Temps	5
Total	264



Navajo Head Start Current Vacancies	
HS Teachers	16
HS Paraprofessionals	6
HS Bus Drivers	28
EHS Teachers	2
HS Central Administration	6
District 1- Shiprock	1
District 2- Crownpoint	1
District 3- Ft. Defiance	4
District 4- Chinle	0
District 5- Tuba City	1
Temps	2
Total	67



Staff Credentials				
	Master's	Bachelor's	Associate's	High School Diploma
All HS Teachers	7	41	21	2
HS Paraprofessionals	0	8	25	37
HS Bus Drivers	0	0	3	47
Central Admin., District Staff, Directors'	5	21	14	24

TRANSPORTATION

Navajo Head Start's transportation fleet consists of ninety-six (96) school buses and 83 tribal vehicles either purchased or leased through the Navajo Nation Fleet Management Department. The tribal vehicles are leased on an annual basis.

Navajo Head Start transportation services are essential to the families who do not have reliable transportation to transport their child(ren) to and from the Centers daily. NHS has an inventory of ninety-six (96) Type A school buses with three (3) equipped with wheelchair lifts to transport children with special needs and/or disabilities. NHS provides transportation services for enrolled children while others are dropped off and/or picked up by the parent(s) or guardian(s). Navajo Head Start complies with all federal, state, and local transportation requirements relating to the use of school buses and driver qualifications pursuant to Head Start Program Performance Standards Subpart F – Transportation §§ 1303.70 through 1303.75.

Transportation - Individuals	Head Start	Early Head Start
Transportation Provided To and From Classes	485	0

Transportation Services for Centers	Head Start	Early Head Start
Provided transportation services	41	0
No transportation services provided	33	5
Center closed	6	0

NOTE: No transportation services for Centers were not provided due to Center being in remote learning or there were no bus drivers.

BUDGET and EXPENDITURES

Navajo Head Start was awarded \$22,690,353.00 for Fiscal Year 2021 in federal funds.

Fiscal Year 2021

FEDERAL FUNDS	\$21,763,490.00
HS COVID-19	\$1,006,308.00
HS ARPA	\$1,615,275.00
NAVAJO NATION - IMMERSION	\$30,802.00
NAVAJO NATION – CASH MATCH 20%	\$2,902,699.00
Total	\$27,318,574.00

Sources of Non-Federal Share

Navajo Head Start is required to provide 20% of the total grant award amount as the non-federal share. NHS’s non-federal share is comprised of Cash Match monies from the Navajo Nation and In-kind contributions. For the year 2021, NHS requested for catch match waiver and Office of Head Start granted the approval of the waiver. In addition, per Navajo Nation Code Title 10, NHS does receive monies from Navajo Nation for Tribal language culture preservation and revitalization for Immersion.

Navajo Nation Immersion	\$30,802.00
Total	\$30,802.00

Administrative Costs

The administrative costs to operate a Head Start program cannot exceed 15% of the total budget.

Head Start Administrative Costs were: \$ 1,309,599.00 at 6% of the total budget.

Early Head Start Administrative Costs were: \$ 11, 615.00 at 0% of the total budget.

Total Administrative Costs \$1,321,214.00 Percentage of Budget: 6%

Account Description	Revised Budget Amt	Actual Amount	Budget Balance
HS	20,903,323.03	16,624,030.29	4,279,292.74
HS T & TA	215,651.00	140,815.41	74,835.59
EHS T & TA	15,637.00	212.70	15,424.30
EHS	628,878.97	467,052.29	161,826.68
	21,763,490.00	17,232,110.69	4,531,379.31

Level Detail Report of Budget

Cost Type	Account Description	Revised Budget Amt	Actual Amount	Budget Balance
2001	Personnel Expenses	18,112,476.39	13,463,491.71	4,648,984.68
3000	Travel Expenses	782,932.58	717,375.34	65,557.24
3500	Meeting Expenses	0.00	0.00	0.00
4000	Supplies	694,610.19	600,336.95	94,273.24
5000	Lease & Rental	396,834.26	217,856.40	178,977.86
5500	Communications & Utilities	841,405.02	681,310.64	160,094.38
6000	Repairs & Maintenance	686,775.41	496,534.42	190,240.99
6500	Contractual Services	288,667.96	78,405.62	210,262.34
7000	Special Transactions	487,242.88	400,839.27	86,403.61
9000	Capital Outlay	0.00	0.00	0.00
9510	Cash Match	(2,902,699.00)	(1,691,751.62)	(1,210,947.38)
9710	Indirect Cost	2,375,244.31	2,267,711.96	107,532.35
GRAND TOTAL		21,763,490.00	17,232,110.69	4,531,379.31

FY'21 Navajo Head Start Budget

