

The **Arizona Head Start Association** strengthens our member agencies, partners and others who enhance the lives of young children and families by serving as the united voice of the diverse Head Start/Early Head Start community through advocacy, collaboration and education. – AHSa Mission Statement

## A MESSAGE FROM THE PRESIDENT

### AHSa Members and Friends,

2015 was a banner year for Head Start as America celebrated the 50th anniversary of our first system of early learning. This half-century milestone gave Arizona and the nation a chance to pause, recognize achievements, and honor the countless heroes who keep Head Start at the forefront of early childhood development and education. As you review this annual summary, we hope the transformational power of Head Start shines through every page.

Head Start was created so all of America's children could have the opportunity to learn, grow, and succeed in school and life—and AHSa was formed to help Arizona Head Start fulfill that promise. This report measures and supports the value of Head Start in many ways, but probably the most profound statements are from those whose lives were forever and positively changed.

Since its inception in 1965, Head Start has drawn significant bipartisan support and widespread praise for the comprehensive, two-generation approach that includes health, nutrition, family services and parental engagement. As researchers continue to uncover the long-term effects of adverse childhood experiences, support for Head Start and Early Head Start early intervention is more crucial than ever. Along with tireless Head Start advocacy, AHSa takes the lead in forging partnerships and agreements that allow Arizona's public and private entities to work more efficiently for the welfare of at-risk children and families across the state.

It is with a great deal of pride that AHSa presents another year of goals achieved and progress gained. We appreciate the unwavering support of our members, the dynamic partnerships across the statewide network, and the unsung heroes who do the work of Head Start each and every day. Lastly, we want to honor our dedicated Head Start parents, who have been and will always be the heart and soul of every program, every endeavor.

*Mindy Zapata*

Mindy Zapata, President  
Arizona Head Start Association

### AHSa Leadership

Director, Jonathon Gonzales

### Executive Committee

Mindy Zapata, President;  
Alecia Jackson, Vice President;  
Natalie Alvarez/  
Kristin Andrew, Treasurer;  
Larry Campbell/  
Sonja Montoya, Secretary

### Committee Chairs

Early Childhood Development,  
Kimberly Tan;  
Disabilities & Mental Health,  
Michelle Thornton;  
Integrated Health & Safety,  
Chrisanda DeBois;  
Parent, Family and  
Community Engagement,  
Katrina Relph-Mueller

### America's School Readiness Program

For a half-century, Head Start initiatives have been providing education, health, nutrition, and parental involvement services to at-risk children and their families. Local grantees within each state receive federal funding for Head Start and Early Head Start (EHS) programs, with the latter serving children from birth to age three and pregnant women. Organizations that administer these programs in Arizona include Tribal governments, local municipalities, non-profit agencies, and school districts. Federal funds are granted to these community-based programs through the Office of Head Start, a division of the Administration for Children and Families within the U.S. Department of Health & Human Services.

### Arizona Head Start Association

Led by a Director and a volunteer Executive Committee, the Arizona Head Start Association (AHSa) serves and empowers the statewide coalition of organizations that provide Head Start and EHS programs. AHSa unifies and empowers Arizona's diverse Head Start community, carrying out its mission of advocacy, collaboration, and education through four dynamic standing committees:

- Early Childhood Development
- Disabilities and Mental Health
- Integrated Health and Safety
- Parent, Family and Community Engagement

Deeply rooted in Arizona's Early Childhood community, AHSa advocates for Head Start/EHS programs, drives collaborative efficiencies, and supports statewide efforts for positive change. In addition to membership dues, funding for AHSa studies, projects and training is provided by the Arizona Head Start State Collaboration Office through a grant from the Administration for Children and Families.

### A WORD FROM DIRECTOR JONATHON GONZALES

Looking back over the highlights of the 2014-15 program year, I am humbled by all that AHSa has been able to accomplish. Committee chairs and members have taken ownership of creating and driving acceptance for breakthrough agreements that will enable public and private organizations and government agencies to better serve Arizona's vulnerable populations. New agreements are making it possible to share data and resources that address vital concerns like lead poisoning prevention, childhood obesity, and accessibility to Head Start programs for foster children. On every front, AHSa continues to play a leading role in staff development, communications, social service initiatives, and powerful collaborations that drive creative solutions.

As this milestone year closes, I am grateful for the passion and hard work of our AHSa member agencies, our Board of Directors, Head Start staff, and selfless volunteers. I appreciate every individual, organization, and group who help us deliver these life-transforming programs including generous gold-level sponsors like Lakeshore® Learning and the Kaplan Early Learning Company. It is our shared privilege to protect and expand the window of Head Start opportunity so that all of Arizona's children can enter school eager, healthy, and ready to learn.

### HEAD START'S PROUD LEGACY 1965 – 2015

February 19, 2015 was a red-letter day as the Arizona Head Start community gathered with civic leaders, educators, and dignitaries to honor 50 years of life-changing Head Start programs. The AHSa-sponsored Celebration Breakfast was held at the Black Canyon Conference Center and included rich opportunities for sharing and networking.

With Channel 12 anchor Kim Covington serving as Mistress of Ceremonies, event highlights included a video message from Congressman Raul Grijalva. Special guests were on hand to address Head Start's transformational value on micro and macro levels. Michael Johnson, former City of Phoenix Councilman, and Department of Economic Security Brad Willis offered moving stories of the impact on one family and one child. Marvene Lobato, Superintendent of the Fowler Elementary School District, took a wide-angle lens to that value by addressing what Head Start means for communities.

CELEBRATING 50 YEARS OF OPPORTUNITY

Guests also heard from former Head Start students and parents through a compelling video created by the Phoenix Human Services Department. Sherri Anthony, a student in one of Arizona's inaugural Head Start classes in 1965, opened with the words: "The ability to start learning was phenomenal as a child in a very poor neighborhood. Head Start means empowerment, encouragement, and life-changing events."

More than a vehicle for early education, Head Start empowers parents to be lifelong educators, nurturers, and advocates for their children. Darrin Jackson credited Head Start with helping him look at his future and pursue a higher education. "When I think of Head Start, three words come to my mind: Support, equip, and engage," he said. "Head Start taught me how to support my children, equip them with the things they need to learn, and engage in their learning. Head Start is not just for children, it's a family institution. The whole family works together and we all rise together, and I'm very thankful for Head Start."

"Head Start is incredible, it's awesome, it's amazing, it's the foundation for an education and I am living proof of Head Start. I was with the program since I was three and now I'm able to give back to the community."

### HEAD START EHS SNAPSHOT

#### 2015 Positive Statewide Impact

- Federal Head Start grants brought more than \$123 million into Arizona's economy
- Arizona Head Start agencies generated more than \$35 million in local community in-kind contributions
- For each invested dollar, Head Start yields an annual ROI ranging from 7 to 9%
- Arizona Head Start programs employ more than 4,000 individuals

- 21,158 Head Start/EHS total enrollment
- 17,799 Head Start preschool children
- 3,188 EHS children (birth to 3 years)

- 171 EHS pregnant women
- 813 Head Start preschool classes

## LOOKING FORWARD, LOOKING BACK

### America's Early Learning Innovator

When Head Start launched in 1965, the idea of providing education, health and nutrition services to children in poverty was revolutionary—even radical. Through the decades, Head Start and Early Head Start have improved the lives of more than 32 million children and families including pregnant mothers, infants, and toddlers. Many of the "Head Start babies" who discovered the joy of learning at an early age are now teachers, doctors, lawyers, artists, engineers, civic leaders, and scientists.

Over the decades, Head Start has created exponential value that reaches far beyond readiness for school and life. As the national laboratory for early childhood development and education, Head Start continues to be a catalyst for countless national, statewide and community initiatives. The Child Development Associate (CDA) credential, Sesame Street, and Early Head Start are just a few of the innovations introduced to the public and policymakers by Head Start that stress the importance of early brain development.

### Head Start and the Dual Language Narrative Project

Look no further than Arizona Head Start classrooms to see an exciting example of Head Start's role in early learning innovation. Young Spanish speakers who are learning English are at high risk for academic failure. That's why Dr. Trina Spencer, research director for the Institute of Human Development at Northern Arizona University, is developing a new Dual Language Narrative Curriculum that builds upon the native language and fosters bilingualism. Early, intensive language promotion is best approached through narratives or stories that help children understand their personal and cultural experience.

While researchers like Dr. Spencer can create promising solutions, partnering with Head Start provides a proving ground that enables the fine-tuning of lesson plans for real-world success. Working closely with Head Start teachers and/or assistant teachers who are using her lesson plans in large and small groups, Dr. Spencer can leverage their feedback to create a proven, flexible curriculum that meets a variety of special needs and executes successfully across a variety of classroom situations. Partnering with Head Start is speeding development but it also opens the door for funding that requires proof of a workable, sustainable program.

## MAKING A DIFFERENCE, ONE CHILD AT A TIME

### Hope for a Healthier Arizona

Researchers have long recognized the profound impact of a child's earliest years on future learning, behavior, and health. New studies are revealing even more about the long-term negative effects of adverse childhood experiences (ACEs) on healthy development. Trying to change behavior or build skills on a damaged foundation requires far more work and greater expense with poorer outcomes than providing a young child with nurturing, protective relationships and positive learning experiences.

The percentage of Arizona children who have experienced multiple ACEs is significantly above the national average, yet Head Start's life-changing advantages remain out of reach for far too many. During the 2014-15 program year, 120,649 Arizona children under age five were in poverty but only 33% of three- and four-year-olds had access to Head Start and only 3% of those under age three had access to Early Head Start.

For the past 50 years, Head Start has served as a national model for breaking toxic stress cycles through meaningful classroom experiences, positive interactions, and parent engagement. No initiative holds greater promise for a brighter Arizona future than supporting, funding and expanding Head Start/EHS programs today.

### Arizona Head Start Highlights

- Head Start children entering kindergarten averaged 90th percentile proficiency in math, reading, and attention skills—key indicators of future school success.
- Nearly 12,800 Head Start/EHS families received at least one family service, including adult education and workforce training, parenting classes, dual-language education, and crisis intervention.
- Early Head Start programs served 171 pregnant women in 2015 with prenatal care, individualized guidance, and access to parenting resources/education.
- Of the 869 homeless families served by Head Start/EHS programs, 213 acquired housing during the enrollment year.
- Of the preschool children with at least one primary disability, 100% received special education or related services—early intervention proven to save thousands of public school Special Education funds.
- At the end of the enrollment year, 94% of children had health insurance, 97% had continuous access to health care, and 97% had completed all possible immunizations.

"A program like Head Start is important because our children come ready to learn right out of the womb. Programs that anchor the home with the school environment are essential for establishing the importance of learning, even before the kindergarten year. Head Start is a program that taps the potential of children and helps parents become the first teachers for their children.

– Marco Ruiz, Head Start student



## ARIZONA HEAD START PROGRAMS

For programs in Apache, Coconino, Navajo, & Yavapai Counties contact:

• Northern Arizona Council of Governments (NACOG)  
121 E. Aspen • Flagstaff, AZ 86001  
(928) 774-9504 • nacog.org

For programs in Cochise, Graham, Greenlee, Pima, & Santa Cruz Counties contact:

• Child Parent Centers, Inc. (CPC)  
602 E. 22nd St. • Tucson, AZ 85713  
(520) 882-0100  
childparentcenters.org

For programs in Gila & Pinal Counties contact:

• Pinal Gila Community Child Services, Inc. (PGCCS)  
1750 S. Arizona Blvd.  
Coolidge, AZ 85128  
(520) 723-5321 • pgccs.org

For programs in La Paz, Mohave, & Yuma Counties contact:

• Western Arizona Council of Governments (WACOG)  
224 S. 3rd Ave., Suite 206  
Yuma, AZ 85364  
(928) 782-1886 • wacog.com

For programs in Maricopa County contact:

• Crisis Nursery  
402 N. 24th St. • Phoenix, AZ 85008 • (602) 889-6165  
crisisnurseryphx.org

• City of Phoenix Education Division  
200 W. Washington, 19th Floor  
Phoenix, AZ 85003  
(602) 262-4040  
phoenix.gov/humanservices/index.html

• Maricopa County Head Start Zero - Five Program  
234 N. Central Ave. • Phoenix, AZ 85004 • (480) 464-9669  
http://myhsd.maricopa.gov/

• Southwest Human Development (SWHD) Head Start  
2850 N. 24th St. • Phoenix, AZ 85008 • (602) 266-5976  
swhd.org

• Alhambra School District Head Start  
4510 N. 37th Ave. • Phoenix, AZ 85019 • (602) 246-5155  
alhambraesd.org

• Booker T. Washington Child Development Center, Inc. (BTWC)  
1519 E. Adams • Phoenix, AZ 85034  
(602) 252-4743 • btwchild.org

• Catholic Charities Westside Head Start  
7400 W. Olive, Suite 10  
Peoria, AZ 85345 • (623) 486-9868  
CatholicCharitiesAZ.org

• Deer Valley Head Start  
20402 North 15th Ave.  
Phoenix, AZ 85027  
(623) 445-4991 • dvsd.org

• Fowler Head Start  
6250 W. Durango • Phoenix, AZ 85043 • (623) 474-7260 • fcsd.org

• Greater Phoenix Urban League (GPU) Head Start  
1402 S. 7th Ave. • Phoenix, AZ 85007 • (602) 276-9305  
gphul.org

• Murphy Head Start  
2615 W. Buckeye Rd. • Phoenix, AZ 85009 • (602) 353-5414, ext. 0156  
msdaz.org

• Roosevelt School District Head Start • 4615 South 22nd St.  
Phoenix, AZ 85040  
(602) 232-4919 • rsd.k12.az.us

• Washington Elementary School District  
8430 N. 39th Ave.  
Phoenix, AZ 85051  
(602) 347-2206 • wesdschools.org

• Wilson Head Start  
500 N. 30th Pl.  
Phoenix, AZ 85008  
(602) 231-0373 • wsdk12.az.us

For Migrant & Seasonal Program Services contact:

• Chicanos Por La Causa Early Childhood Development (CPLC)  
1242 E. Washington St., Suite 200  
Phoenix, AZ 85034  
(602) 307-5818 • cplc.org

For Tribal Program Services contact:

• Cocopah Head Start  
14515 S. Veterans Drive  
Somerton, AZ 85350  
(928) 627-2811 • cocopah.com

• Colorado River Indian Tribes (CRIT) Head Start  
18026 Mohave Rd. • Parker, AZ 85344 • (928) 662-4311  
crit-nsn.gov/crittheadstart

• Gila River Indian Community (GRIC) Head Start  
P.O. Box 97 • Sacaton, AZ 85147  
(520) 562-3423 • gilariver.org

• Havasupai Head Start  
P.O. Box 130 • Supai, AZ 86435  
(928) 448-2821  
havasupai-nsn.gov

• Hopi Head Start  
P.O. Box 123 • Kykotsmobi, AZ 86039  
(928) 734-7125 • hopi-nsn.gov

• Hualapai Head Start  
P.O. Box 119 • Peach Springs, AZ 86434 • (928) 769-2522  
hualapai-nsn.gov

• Navajo Nation Head Start  
P.O. Box 3479 • Window Rock, AZ 86515 • (928) 871-6902  
navajoheadstart.org

• Pascua Yaqui Head Start  
7474 S. Camino de Oeste  
Tucson, AZ 85757  
(520) 838-7150  
pascuayaqui-nsn.gov

• Quechan Head Start  
P.O. Box 1899 • Yuma, AZ 85366  
(760) 572-0263

• Salt River Pima-Maricopa Indian Community (SRPMIC) Early Childhood Education Center (ECEC)  
10005 E. Osborn Rd.  
Scottsdale, AZ 85256  
(480) 362-2200  
srpmic-ed.org/ecec.asp

• San Carlos Apache Tribe (SCAT) Head Start Program  
P.O. Box 278 • San Carlos, AZ 85550  
(928) 475-2740  
scateducationdepartment.com/headstart.html

• Tohono O'odham Head Start  
P.O. Box 837 • Sells, AZ 85634  
(520) 383-7800 • tonation-nsn.gov

• White Mountain Apache Tribe (WMAT) Head Start Program  
P.O. Box 699 • Whiteriver, AZ 85941  
(928) 338-4938 • wmat.nsn.us

• Indicates Grantee • Indicates Delegate

ARIZONA  
Head Start  
Association

PO Box 45483  
Phoenix, AZ 85064  
602-305-4720  
azheadstart.org

The Arizona Head Start Association has prepared this annual report. Development, production and distribution were supported in part by funds from the Arizona Head Start State Collaboration Office.

## ENGAGING FAMILIES, STRENGTHENING COMMUNITIES

### Comprehensive, Two-Generation Services

Over the decades, Head Start has evolved into a multi-dimensional program that transforms young lives by addressing risk factors and fostering social, emotional, physical, and intellectual growth. Parents, caregivers, and pregnant women learn positive skills and receive support in building stable, healthy home environments. Highly individualized family services include adult education, workforce training, parenting classes, dual-language education, crisis intervention, and support for homelessness.

At the same time, Head Start reaches into the heart of communities to create partnerships and work collaboratively in delivering medical and dental care, promote mental health, and provide disability services. Head Start's comprehensive, two-generation approach supports stability and long-term success by meeting the needs of the whole child, the whole family.

### Year-End Child Health Profile

- 94% children with health insurance
- 97% children with continually accessible health care
- 97% children with all possible immunizations (or exempt)
- 87% children up-to date on preventative/primary healthcare
- 90% children diagnosed with chronic condition received medical treatment
- 91% preschool children with continually accessible dental care
- 83% EHS children with continually accessible dental care
- 85% preschool children completed dental exams
- 85% preschool children needing dental treatment received it

azheadstart.org

### Head Start Family Services

- 19,872 families had access to Arizona Head Start/EHS program benefits
- 10,488 Head Start families received at least one family service
- 171 pregnant women served by Early Head Start
- 869 homeless families served by Head Start/EHS (213 acquired housing during enrollment year)



## SERVING AND SUPPORTING HEAD START STAFF

AHSA continually promotes growth opportunities for Head Start employees and advocates for Arizona's Head Start community when staffing needs are being considered for statewide initiatives and/or funding. In addition to maintaining close ties with the statewide higher education system, AHSA has formed agreements with Grand Canyon, North Central, and Upper Iowa universities that provide unique benefits to Head Start staff.

AHSA partners with the Head Start State Collaboration Office, the Arizona Department of Education, and the office of Arizona Head Start Training & Technical Assistance in providing the Head Start community with relevant, leading-edge trainings. On January 21, 2015, Head Start/EHS staff and local education agencies including kindergarten teachers, special education coordinators, and principals gathered for a Kindergarten Transition Summit on the latest research, strategies, and best practices for successful transitions. AHSA was instrumental in promoting school district attendance at the Summit, where attendees were able to collaborate on creating inclusive classrooms where children thrive socially and emotionally.

On May 27-28, representatives from the Head Start community attended the Parent, Family, and Community Engagement Institute for a training designed to guide them along a path of continuous quality improvement in "measuring what matters most" in their programs. The workshop focused on the use of data to engage and partner with families in assessing progress toward the Office of Head Start's Parent, Family, and Community Engagement Framework Family Outcomes.

AHSA also partnered with Pinal Gila Community Child Services in sponsoring a training module from the Center for Social and Emotional Foundations of Learning (CSEFEL) on PIWI (Parents Working with Infant and Toddlers). Early Head Start and Home Visitor attendees learned about the PIWI model and philosophy including interactions and strategies as well as the concept of parents as observers. CSEFEL offers a series of Infant/Toddler training modules that support early care and education providers who work with children from birth through age two and their families.

### Head Start Staff

- 1,777 Head Start/EHS teaching staff
- 831 Preschool classroom teachers
- 746 Preschool assistant teachers
- 200 EHS center-based teachers
- 21,400 Volunteers serve Head Start/EHS
- 16,300 Volunteers are Head Start parents
- 87% Preschool classrooms with at least one teacher meeting degree/credential requirements effective Oct 2011
- 92% Preschool assistant teachers with CDA/ equivalent or higher or enrolled in CDA/ECE program
- 98% EHS classroom teachers meet degree/ credential requirements effective Sept 2010

## SERVING AS THE PRESENCE OF ARIZONA HEAD START

### Local, State and National Leadership

Whether advocating for Head Start programs or supporting statewide efforts and positive change, AHSA brings the voice of Head Start to every Early Care and Education policy-making and administration table. AHSA works closely with the Head Start State Collaboration Office (HSSCO) to accomplish state system development work, from strategic planning to clarifying issues and identifying resources. AHSA and HSSCO meet regularly with First Things First (FTF), a statewide initiative that addresses the needs of Arizona's young children and their families.

Bringing together Early Care and Education leaders as well as government and advisory committee representation, the FTF Board of Directors serves as the State Advisory Council. AHSA maintains a presence on these advisory committees and close ties with Arizona's departments of Education, Health Services, and Economic Security. Active partnerships with many other private and public organizations across the Early Care and Education landscape enable all stakeholders to meet challenges more effectively. AHSA also represents Arizona Head Start on a nationwide platform, communicating with the National Head Start Association on federal activities, budget, monitoring, resources, technical assistance, and coordination of efforts.

### AHSA's Communications Network

Advocating for the Head Start community demands a constant flow of updates and information to a broader audience. AHSA's quarterly meetings offer unequalled opportunities for members to learn, share and collaborate. Scheduled over three days, the event includes relevant trainings as well as guest speakers on state and national levels who can offer authoritative input on timely topics. Thursday is devoted to a general membership meeting and AHSA committee work, while Friday is reserved for the AHSA Board Meeting.

AHSA's online presence begins with a feature-rich website that gives Head Start and Early Head Start parents access to information about eligibility, guidelines, enrollment, and program locations. The website also provides a wealth of information and additional resources for Head Start staff from job openings to resource links including webinars. In preparation for Head Start's 2015 anniversary celebration, AHSA launched a social media presence on Facebook and provided member agencies with an intensive Advocacy & Social Media training session.

**"WE SET OUT TO MAKE CERTAIN THAT POVERTY'S CHILDREN WOULD NOT BE FOREVERMORE POVERTY'S CAPTIVES."**

President Lyndon B. Johnson, May 18, 1965



## CREATING COLLABORATIVE PARTNERSHIPS

### AHSA Spearheads Foster Care MOU

2015 saw the culmination of three years of AHSA groundwork in the finalization of a statewide Foster Care MOU (Memorandum of Understanding) between the Arizona Department of Child Services (DCS) and the Department of Education's Head Start State Collaboration Office. The reward for countless meetings, phone calls, ad hoc committee work, rewrites and revisions is a new path for delivering early care and education services to foster children placed in a difference service area than their DCS referral office. MOU groundwork benefited from highly successful pilot programs and a grant that enabled building an infrastructure that dissolved service boundaries and established a contact at each Head Start center and every DCS office.

### New Agreement for Lead Poisoning Prevention

AHSA took the lead in forging a new Data Sharing Agreement with the Arizona Department of Health Services (AZDHS) Childhood Lead Poisoning Prevention Program. Voicing concerns to Program representatives as well as AHCCCS (Arizona's Medicaid agency) and Arizona American Academy of Pediatrics, AHSA emphasized the need for additional screening and explained why so many providers are not testing. From those conversations, the Childhood Lead Poisoning Prevention Program and AHCCCS created policy revisions that will be incorporated in the upcoming Early and Periodic Screening, Diagnostic, and Treatment Periodicity Schedule. Signed by AZDHS and participating Head Start/EHS grantees, the agreement will enable data sharing of lead testing results and provides access to updated educational materials and procedures.

### WIC MOU Near Finalization

Three years of negotiation and legal reviews are swiftly leading to the finalization of a Women, Infants and Children (WIC) Memorandum of Understanding (MOU) between AHSA and the Arizona Department of Health Services. WIC is a federal program that provides states with funding grants for supplemental foods, healthcare referrals and nutrition education for low-income pregnant/postpartum women and children under age 5 who are at nutritional risk. With so many Head Start and Early Head Start families receiving WIC benefits and attending WIC clinics, the MOU will ensure that Head Start/EHS programs have access to a master list of critical health information about the children they are serving. It will also provide a protocol that avoids duplication of services and facilitates mutual referrals.

### Improved Intervention for Childhood Obesity

AHSA continues to work closely with the Arizona American Academy of Pediatrics Obesity Committee in developing algorithms that can be used to identify children as overweight or obese. Taking a leading role in bringing together stakeholders across the state, AHSA is data sharing with the Committee and AHCCCS (Arizona's Medicaid agency) with the goal of early diagnosis and intervention. AHSA is working toward a statewide program to facilitate the referral of Head Start and Early Head Start children at risk for obesity, whether that be through the Women, Infants, Children agency, a primary care physician, or a nutritionist through AHCCCS or the grantee.

**"FOR MILLIONS OF FAMILIES, HEAD START HAS BEEN A LIFELINE. AND FOR MILLIONS OF KIDS, IT'S BEEN THE START OF A BETTER LIFE."**

President Barack Obama, May 18, 2015

## ARIZONA HEAD START ASSOCIATION

# 50

ANNUAL  
REPORT  
2015

## Years of Far-Reaching, Life-Changing Programs

