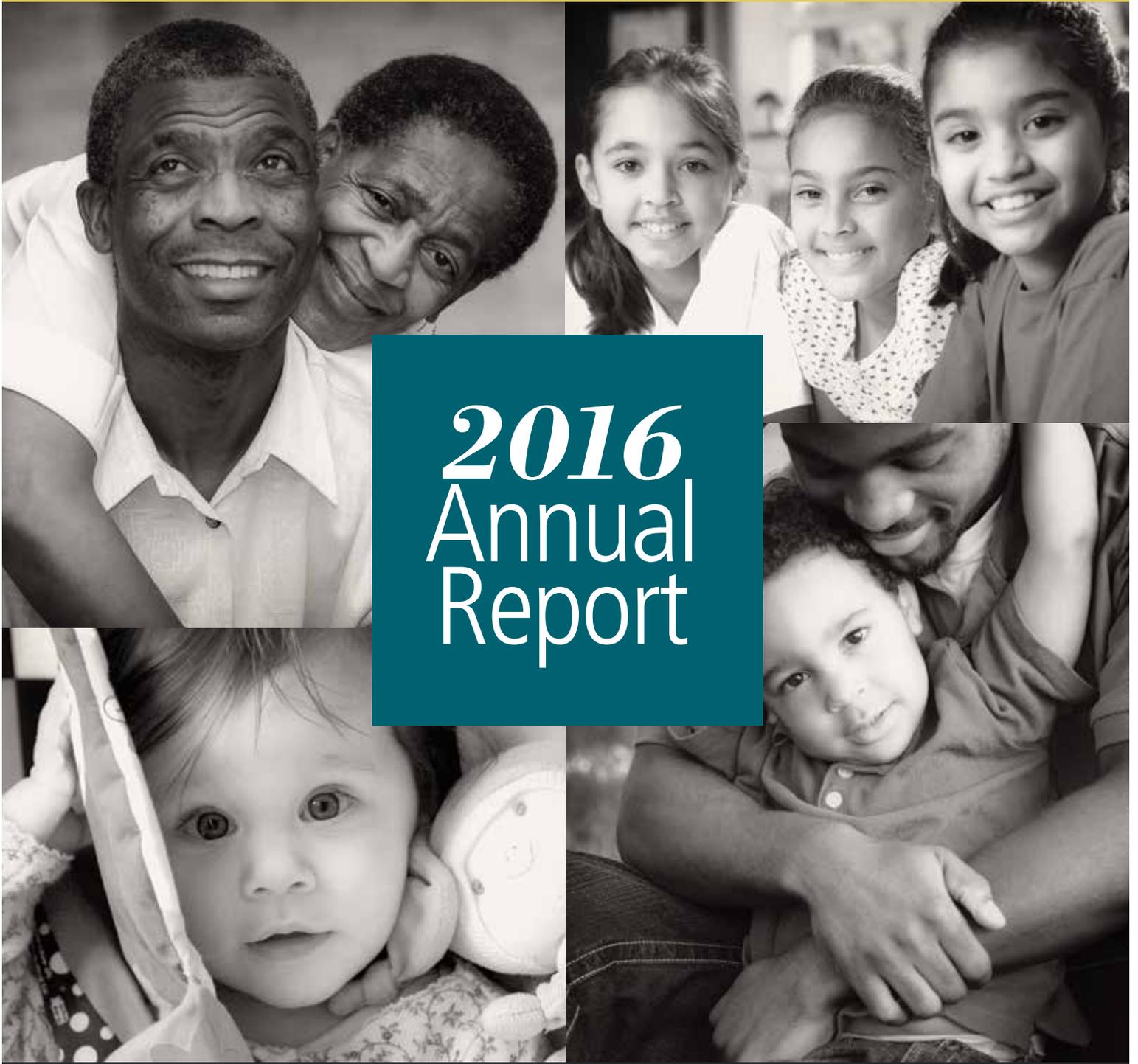


Hinds County Human Resource Agency



2016
Annual
Report

Helping Families, Strengthening Communities





2016

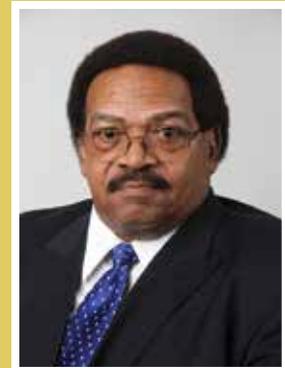
**Helping Families,
Strengthening Communities**

Letter From the President & CEO

In 2016, Community Action celebrated 50 years of service throughout our nation, and HCHRA began its next chapter as we reestablished our commitment to take an active approach to accountability in order to achieve sustainability.

To HCHRA, sustainability is a community matter where the need to remain highly competitive is strengthened by our efforts to accelerate the development of more effective and efficient solutions to produce outcomes for our families.

HCHRA overcame one of its biggest obstacles in reinsuring the trust of one of its major funders in 2016. Being a trusted company with a long-term social license to operate will enhance future community opportunities. Our commitment to long-term sustainable value creation, in line with the principles of the Community Action Promise, is reflected in this annual report. We have an ambition to create the most solution-driven opportunities within Hinds County, building on existing capabilities and our position in the community.



In 2016, we achieved solid operational results. Production efficiency improved significantly and we exceeded the targets in our improvement programs, while we continued to deliver good results. Regrettably, however, while looking at the recent national changes, there is a clear reminder of the ever-changing tide involved in our business. The needs of our local communities and our people are, and will remain, our top priority. The serious division between the ones with opportunity and the ones without, has played out on the national stage.

From the people we serve to the programs we provide, HCHRA has always found strength in diversity. Our organization assists all regions of the county from urban centers to rural communities, and we strive to empower all individuals who come to us. We will continue to remain steadfast in the belief that our results speak for themselves. That if you allow solutions from all our people, then you create opportunity for all our people, and this county and nation can be a stronger, more loving society. HCHRA is because we all are.

HCHRA continues to be among the leaders in the community action industry. We continue to take an active approach to both program and organization standards set forth on the national level. To HCHRA, national standards are funding matter where the need to remain highly competitive and productive far exceeds the need to just meet standards.

Being a trusted partner with a long-term social license to operate will enhance future business opportunities. We enter 2017 in a robust financial position, with strong operational performance and good progress on our improvement programs. We are well prepared to deal with the volatility in our nation's capital and the demanding situation for the industry to have the competency, capacity and leadership capabilities necessary to meet the challenges that lie ahead. I look forward to further strengthening HCHRA in 2017, pursuing the priorities set out by our Board of Directors, investing in the next-generation of results, and preparing to develop the opportunities our community needs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kenn Cockrell'.

Kenn Cockrell
President & CEO



**Helping Families,
Strengthening Communities**



HCHRA Board of Directors

- Ann Burton
Chairman
- Atty. Trent L. Walker
Vice Chairman
- Chera Harper
Secretary
- Atty. Gayla Carpenter-Sanders
Assistant Secretary
- Frederick Casher
- DeJohn K. Hampton
- Kelli Hart
- Alexis Harvey
- Carla Johnson
- Clarisse Jones
- Laurie Smith Lawson
- Mickie Parker
- Henry Thomas, CPA
- Karla D. Turner-Bailey
- Veniti Williams

HCHRA's vision is to become an agency that is able to successfully coordinate and integrate all available resources and services for the impoverished and disenfranchised citizens within Hinds County.

About HCHRA

The Beginning: Community Action Agencies

In 1961, President John F. Kennedy's Council on Juvenile Delinquency, one of his "New Frontier" initiatives, along with the Ford Foundation and the City of New York, funded Mobilization for Youth (MFY) to correct conditions that led to juvenile delinquency. MFY organized neighborhood councils composed of neighbors, local officials, service providers, school boards and city councils to implement plans. The concept was called community action, and it looked like an effective and inexpensive way to solve problems. The Ford Foundation was funding other projects, including one in New Haven, Connecticut, which recruited people from all sectors of the community to come together to plan and implement programs to help low-income people. MFY and New Haven are often cited as the models for Community Action Agencies. Hinds County Human Resource Agency (HCHRA) is a Community Action Agency.

In 1964, President Lyndon Baines Johnson expanded the policy ideas initiated in the Kennedy administration in his War on Poverty, and the Office of Economic Opportunity was born. New education, employment, training, and work experience programs were begun. Congress bypassed state and local governments and provided direct funding of community groups, the foundation of the community action concept.

Community Action in Hinds County

In the summer of 1967, HCHRA's progenitor was created as the Community Services Association. This agency was discontinued in June 1975 and reborn as HCHRA in April 1976. The Hinds County Board of Supervisors became the sponsoring agency of HCHRA and provided financial and other support. The City of Jackson donated space and resources.

Former executive directors of Community Services Association, listed chronologically, were Henri Franks, E.L. Lipscomb, Joe W. Hemingway, Ben Bradley, Emma Sanders, and Colonel James Davis. Former executive directors of HCHRA, listed chronologically from April 1976, were Rudolph Jackson, Charles Jones, and Curtis Jordan. Kenn Cockrell now serves as HCHRA's president and CEO. He previously served as deputy executive director from 1987 to 1993, was named interim director for three months in 1991, and assumed the position of executive director in July 1993.

Historically, the Agency has administered a wide expanse of programs designed to assist those in the county who most needed help. From the start, families and youth were primary focal points. The first programs offered included Head Start, Neighborhood Youth Corps, youth development, summer recreation, family planning, legal services, comprehensive health, emergency medical and food services, and alcohol abuse services. As new community needs were identified, programs were tailored to help meet them. These included flood



HCHRA Policy Council

- Keishawna Smith, Chairman
Community Representative
- Myeisha Lewis, Vice Chairman
Oak Forest Early Head Start Center
- Tameka Stamps, Secretary
Community Representative
- Alexis Harvey, Assistant Secretary
Westside Head Start Center
- Shamsie Ruffin, Member-at-Large
Community Representative
- Veronica Brinson
Holy Ghost Head Start Center
- Cindy Chapman
Annie S. Smith – Tougaloo
Early Head Start Center
- Vicki Gooden
Oak Forest Head Start Center
- DeJohn Hampton
Community Representative
- Rose Hardaman
Community Representative
- Stephanie Hooker
Willowood Developmental Center
- Ebony Jenkins
Edwards Head Start Center
- Rosevelyn Joiner
St. Thomas Head Start Center
- Nakeithea Stuckey
Community Representative
- Jasmine Thompson
Welcome Head Start Center
- Catina Walker
Eulander P. Kendrick
Head Start Center
- Ella Wooten
Community Representative

disaster relief, transportation, energy crisis assistance, weatherization of homes, a food bank, the Hunger Coalition, a tutorial program for youth offenders, day care, and rental assistance.

Agency Overview

HCHRA is the Community Action Agency for Hinds County, Mississippi, and has provided services to low-income citizens for more than 40 years. By continuing to develop opportunities for success, HCHRA works methodically to lift families and communities out of poverty and into self-sufficiency. HCHRA's mission is to empower disadvantaged Hinds County citizens to become self-reliant and realize their full potential, and we continue to move this mission forward by providing an array of comprehensive programs and services focusing on early childhood development and human services. Through the Head Start/Early Head Start Programs and the Department of Community Programs and Services (DCP), HCHRA works to address the needs of families holistically.

Led by President and CEO Kenn Cockrell, HCHRA employs approximately 400 individuals. A 15-member Board of Directors representing the public, private, and poor sectors provides oversight and establishes policy for the Agency. This year more than 20,000 citizens were served through the Agency's three Neighborhood Service Centers, thirteen Head Start centers, two Head Start



satellite sites, and four Early Head Start facilities. HCHRA's vision is to become an agency that is able to successfully coordinate and integrate all available resources and services for the impoverished and disenfranchised citizens within Hinds County.

HCHRA is the Community Action Agency for Hinds County, Mississippi, and has provided services to low-income citizens for more than 40 years. By continuing to develop opportunities for success, HCHRA works methodically to lift families and communities out of poverty and into self-sufficiency.

Going Forward

Virtually every county in the United States has a Community Action Agency (CAA) – typically a nonprofit organization – with the sweeping mission of fighting poverty in the community it serves. Mississippi has a state network of 19 CAAs, which in turn are part of a nationwide network of about 1,000 local agencies. HCHRA serves as the CAA for Hinds County, where approximately 61,498 people live in poverty. (*U.S. Census Bureau, 2011–2015 American Community Survey 5-Year Estimates*)

HCHRA provides a safety net for low-income individuals and families, but more importantly, it creates opportunities for people to move from poverty to economic self-sufficiency.

Next year, HCHRA will move into the third and final year of our strategic plan. While HCHRA continues to move rapidly towards its use of data-driven and results-oriented strategies, we will be able to better evaluate our progress and calculate our success.

With a continued eye on our state and federal environments, HCHRA remains focused on addressing local causes and conditions of poverty while remaining compliant with the Network’s Organizational Standards, to include the following:

- Establishing and adopting a standardized framework for performance accountability using revised indicators and data elements
- Allowing data analysis to drive decisions
- Evaluating outcomes to determine “what works”
- Identifying the demographics of the population that is moving toward self-sufficiency
- Assessing the impact agency activities have had on identified community needs
- Acknowledging the need to measure progress over time
- Improving reporting about maximum feasible participation of the community
- Investing in people and organizational culture, as well as in systems

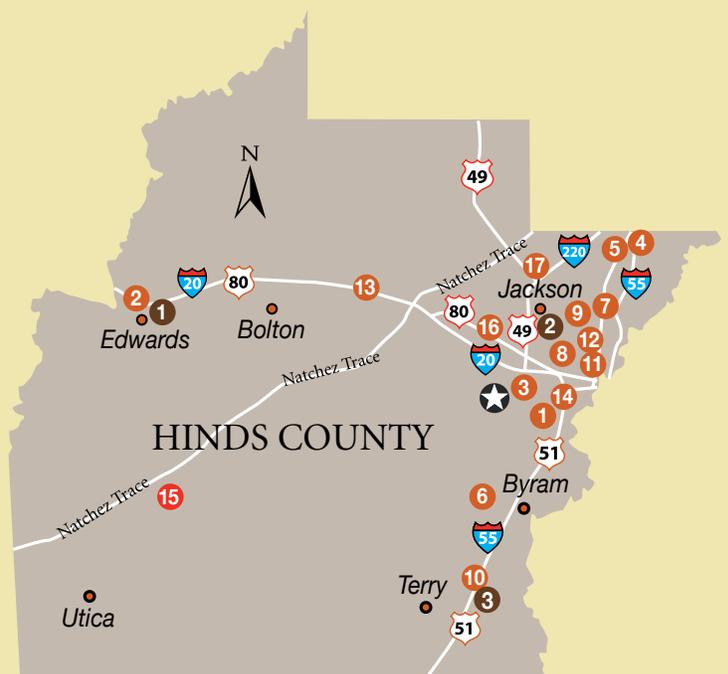
Proudly Serving All of Hinds County

Early Head Start Centers

- 1** Della J. Caugills
3383 Terry Road
601-371-4270
- 2** Edwards
105 Williamson Avenue
601-852-5364 / 601-852-4798
- 3** Oak Forest
3023 Ridgeland Drive
601-371-1415 / 601-371-1420
- 4** Annie S. Smith – Tougaloo
132 Vine Street
601-956-3397
- 9** Mary C. Jones
2050 Martin Luther King Drive
601-353-5891
- 10** Eulander P. Kendrick **T**
642 Morgan Drive
601-878-5232
- 11** Martin
555 S. Roach Street
601-355-5416
- 12** Midtown
134 E. Fortification Street
601-353-6389
- 3** Oak Forest
3023 Ridgeland Drive
601-371-1415 / 601-371-1420

Head Start Centers

- 5** Richard Brandon
5920 N. State Street
601-956-2865
- 2** Edwards **T**
105 Williamson Avenue
601-852-4771
- 6** Gertrude Ellis **T**
7293 Gary Road
601-371-1704 / 601-371-1469
- 7** Holy Ghost
1145 Cloister Street
601-354-1451
- 8** Isable Elementary School
(*Satellite Head Start Classroom*)
1716 Isable Street
601-960-5310
- 13** St. Thomas **T**
3850 S. Norrell Road
601-866-7619
- 14** South Jackson
3020 Grey Boulevard
601-371-2156
- 15** Welcome **T**
2873 Old Adams Station Road
601-885-8103
- 16** Westside **T**
1450 Wiggins Road
601-922-0542
- 17** Willowood
Developmental Center
(*Satellite Head Start Classrooms*)
1635 Boling Street
601-366-0123 ext. 116



Neighborhood Service Centers

- 1** Edwards NSC
105 Williamson Avenue
Edwards, Mississippi
601-852-8052 / 601-852-8392
- 2** Laura E. McNair –
Shady Grove NSC
2118 Ridgeway Street
Jackson, Mississippi
601-982-3123 / 601-362-5116
- 3** Fannie Jackson NSC
630 Morgan Drive
Terry Mississippi
601-878-5056

HCHRA Central Office

- ★ 258 Maddox Road
Jackson, Mississippi
601-923-3930

Mailing address for HCHRA and all of its Head Start centers:
P.O. Box 22657 | Jackson, MS 39225-2657

T: Limited transportation is provided to these designated Head Start centers.

Success Stories

Jessie Pierce

Ms. Jessie Pierce is a single mother of two children who are enrolled at The Della J. Caugills Early Head Start Center and the South Jackson Head Start Center. Prior to her kids enrolling, she was forced to drop out of college for full-time work in order to meet her family's daily needs.

After having her kids enrolled, Ms. Pierce observed how enthusiastic her son was about going to Head Start each day. Driven by the desire to set a better example for her children and get that fire back to succeed, she went back into college to complete her studies. Having her children enrolled in Head Start allowed her to be able to focus completely on school during the day, because she knew her children were in a safe learning environment. Not only did Head Start provide an education for her children while she was able to pursue her own, Ms. Pierce feels that Head Start allowed her to become a better parent and a better leader. Because the center staff was so hands-on and involved in the children's lives, they motivated her to continue pursuing her degree, even when she felt like giving up.

Ms. Pierce's desire to succeed, coupled with the support from HCHRA, turned into great opportunities. She jumped on those opportunities by putting in hard work at Hinds Community College and obtaining not just one associate's degree, but a double degree in Hotel/Restaurant Management and Travel Tourism Management.

Though she was busy studying and working, Ms. Pierce still wanted to give back to HCHRA. She served on the Head Start Policy Council as a Policy Council Alternate and as Parent Council Chairman; she also served as Co-Chairman for the Parent Committee. Even with her full schedule, Ms. Pierce managed to be actively involved as a Head Start and a community volunteer. She donated clothes to the Head Start and Early Head Start centers for families in need, and she also donated water to various schools when the City of Jackson issued a boil water alert. She was also a leader in the community while attending Hinds Community College—serving as President of the Community Service Program, which was responsible for raising money for organizations such as Blair E. Batson Hospital. Ms. Pierce now tells other parents about the opportunities provided by Head Start and the benefits of hard work. Ms. Pierce states that Head Start has truly given her and her children a head start in the development of their social and emotional skills.

Kimberly Harris

Ms. Kimberly Harris is a true demonstration of courage and hope. Originally from Greenwood, Mississippi, Ms. Harris sought refuge in Jackson after suffering through an abusive marriage for over a decade. She knew that violence in the home



Helping Families, Strengthening Communities

could change how her children viewed themselves, their families, and life in general.

With no money, no place to stay, and limited support from family and friends, Ms. Harris stood firm on her decision to leave; she wanted her children to be in a better environment. After staying with friend after friend, pinching every dollar she could, she was eventually able to find stable housing, but she still experienced financial difficulty. Her daughter also became pregnant during this time and began to struggle in school.

During a random conversation, her friend mentioned the services provided by HCHRA. Ms. Harris contacted HCHRA and communicated her desire to stabilize and maintain her home. She credits the HCHRA Division of Community Programs and her caseworker with achieving her new level of self-sufficiency. Ms. Harris was willing to do anything she could to get make it on her own. In addition to the one full-time job she had obtained, Ms. Harris picked up an additional part-time job. Realizing she was still unable to financially maintain the monthly bills and determined to provide for herself, she quit her part-time job and began working a second full-time job.

Ms. Harris worked with her HCHRA case manager to establish goals for both her and her daughter. They also worked together to develop a plan to help them reach their goals. Now, even while continuing to work two full-time jobs, Ms. Harris can celebrate not only the fact that she is more stable, but her daughter received her high school diploma, enrolled in post-secondary education, and secured her own housing; and her son enrolled in college. Ms. Harris removed the insecurity of violence in the home and set a great example for her children, showing that effort and determination have great reward.

HCHRA Programs

It is HCHRA's mission to empower disadvantaged citizens to become self-reliant and realize their full potential by providing both direct and indirect services. During the 2015-2016 fiscal year, more than 20,000 citizens in Hinds County were assisted through HCHRA programs and services.

Community Service Block Grant (CSBG)

A range of opportunities including employment, education, income management, housing, transportation, health and safety, and nutrition is provided by CSBG. While these services and activities have measurable outcomes, they also have a potentially major impact on poverty in Hinds County.

Funding Source: U.S. Department of Health and Human Services through the MDHS Division of Community Services

Low-Income Home Energy Assistance Program (LIHEAP)

Designed to assist low-income households with paying household energy bills, LIHEAP offers special provisions to reach and serve those who are homebound, the elderly, and citizens with disabilities in Hinds County.

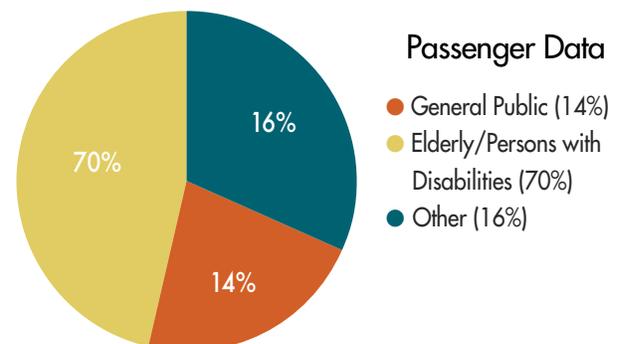
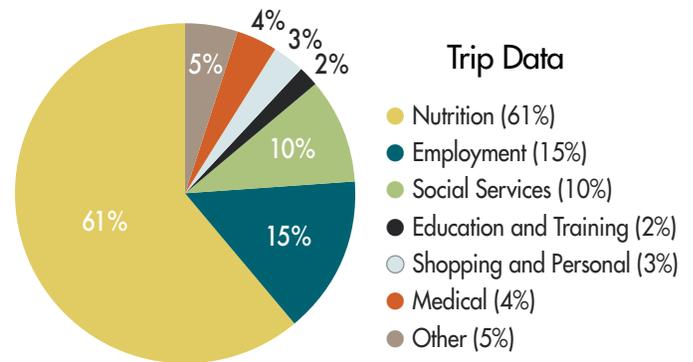
Funding Source: U.S. Department of Health and Human Services through the MDHS Division of Community Services



Rural Public Transportation Program

Offering safe, reliable and accessible transportation to citizens of rural Hinds County is the primary goal of this program. HCHRA provides demand response, fixed route and contractual services in accordance with its grant agreement with the Mississippi Department of Transportation. Trips for medical, shopping, education, recreation and employment are provided Monday through Friday.

Funding Source: Federal Transit Administration through the Mississippi Department of Transportation



Total Volunteer Hours: 679,054



Of the volunteer hours contributed by the community, **678,592**

hours were donated by low-income individuals to Community Action. That's an average of **326** additional full-time employees a week.

Title IIIB Transportation Program

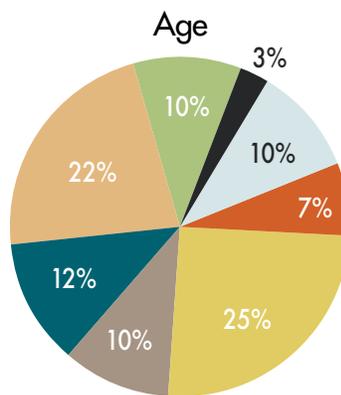
Title IIIB Transportation Program help elderly residents in Hinds County maintain their independence and mobility by providing them with transportation to obtain goods and services, which include medical and dental treatment, social and community services.

Funding Source: *Mississippi Department of Human Services, Division of Aging and Adult Services through the Central Mississippi Area Agency on Aging*

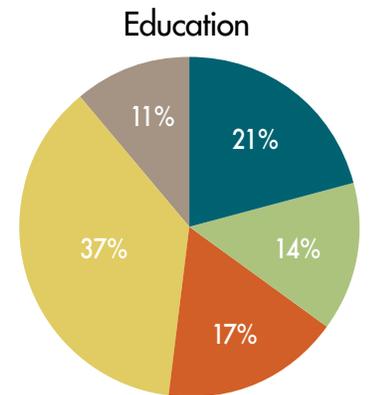
On a budget of \$433,054, a total of 226,474 miles was traveled. That's equivalent to traveling from the center of the earth to the moon.



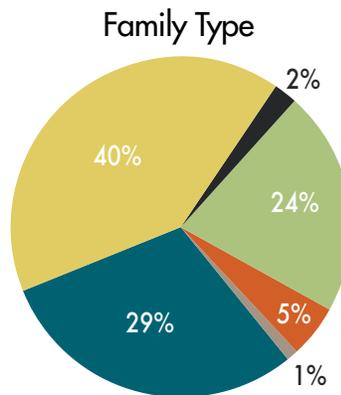
Clients Served Through HCHRA Community Programs and Services



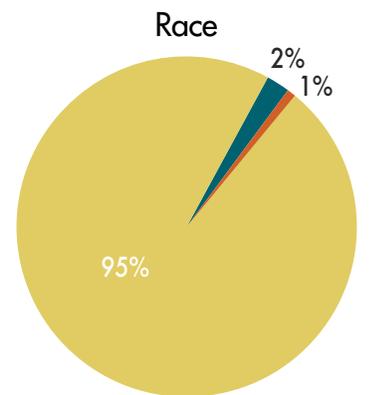
- 0-5 (10%)
- 6-11 (22%)
- 12-17 (12%)
- 18-23 (10%)
- 24-44 (25%)
- 45-54 (7%)
- 55-69 (10%)
- 70+ (3%)



- 0-8 (11%)
- 9-12/Non-Graduate (37%)
- High School Graduate/GED (17%)
- 12+ Some Post-Secondary (14%)
- 2 or 4 Year College Graduate (21%)



- Single-Parent Female (29%)
- Single-Parent Male (1%)
- Two-Parent Household (5%)
- Single Person (24%)
- Two Adults No Children (2%)
- Other (40%)



- Black/African American (96%)
- White (2%)
- Other (2%)

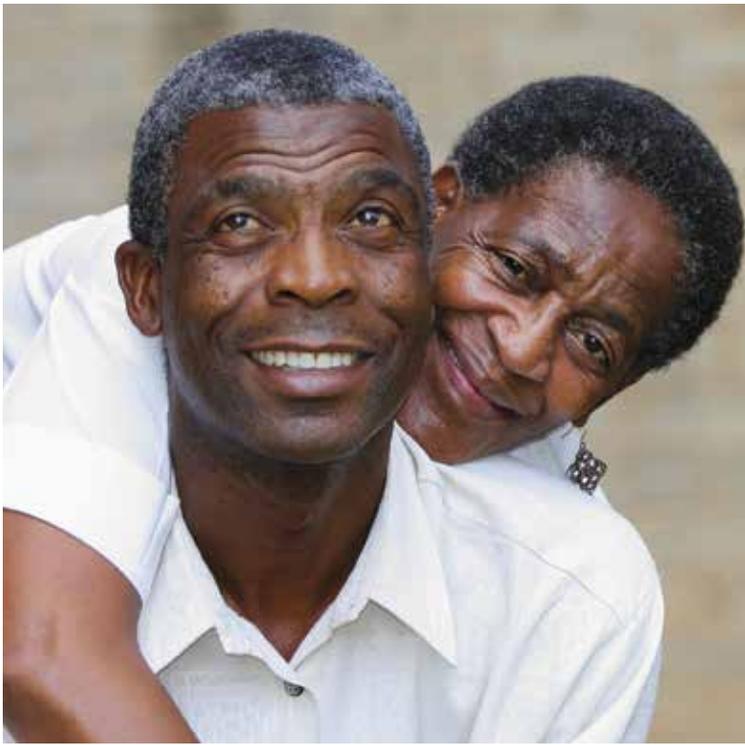
LIHEAP Data



9,739 working individuals or family members received fuel and utility assistance.



5,684 seniors, persons with disabilities, and care givers received LIHEAP assistance.



HCHRA offers a set of services that are tailored and coordinated to meet the complex needs in multiple life domains, either sequentially or concurrently, of a specific individual or family at a specific point in time based on the individual's/family's goals.

Home Delivered Meals

HCHRA's Rural Transportation Program delivers five nutritious and well-balanced meals each week to elderly citizens and to people with disabilities who reside in rural Hinds County that are unable to leave home without assistance.

Funding Source: *Mississippi Department of Human Services, Division of Aging and Adult Services through the Central Mississippi Area Agency on Aging*

Congregate Meals

HCHRA provides senior citizens with a "sit-down" style meal at gathering sites throughout Hinds County where seniors can meet, participate in social activities, and socialize.

Funding Source: *Mississippi Department of Human Services, Division of Aging and Adult Services through the Central Mississippi Area Agency on Aging*

Volunteer Income Tax Assistance (VITA)/ Earned Income Tax Credit Program (EITC)

VITA provides free tax preparation services for low- to moderate-income wage earners in Hinds County.

In partnership with the Internal Revenue Service, HCHRA provided tax assistance to 185 citizens, which yielded more than \$437,106 in tax refunds. Individuals who utilized this service were allowed to retain 100% of their refunds, eliminating expensive charges from tax preparers and leaving families with more funds to address household obligations, establish savings accounts, and become more self-reliant.



185 Returns Equals **\$437,106** In Refunds

Emergency Services Grant

HCHRA partnered with the City's Jackson Department of Human and Cultural Services to administer the Emergency Services Grant. HCHRA awarded \$157,000 to 450 residents to assist with water and sewer emergencies. The Emergency Service Grant enabled HCHRA to redirect CSBG funds to assist more Hinds County residents with housing, employment, and education.

Funding Source: *City of Jackson*

Share the Warmth

In 2016, HCHRA was awarded \$58,813.03 from Atmos Energy through their Share the Warmth program to assist clients with their Atmos Energy bills. HCHRA was able to assist 293 customers through the program.

Funding Source: *Atmos Energy*

Meals Data



25,316 Home Delivered Meals



5,790 Congregate Meals

Head Start/Early Head Start Program Information

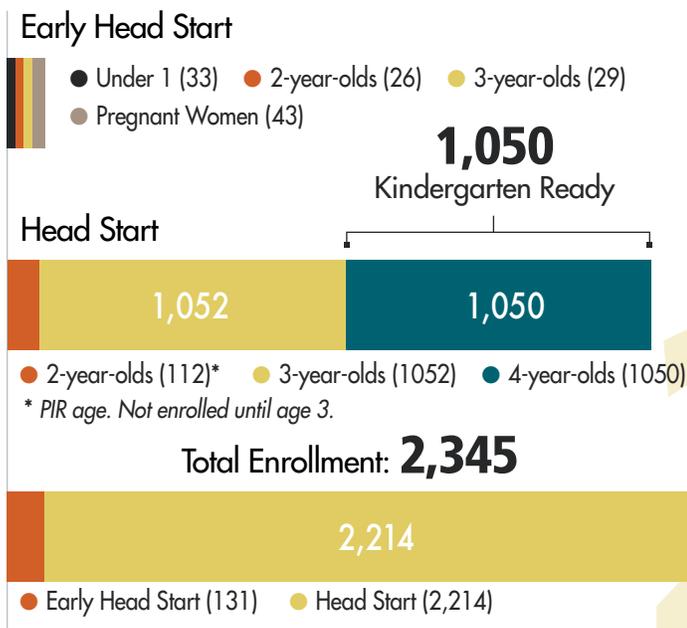
HCHRA administers the Head Start Program offering comprehensive child development services to more than 2,100 pre-school children in Hinds County. The program has experienced exponential growth since its start in 1986 with 800 children enrolled. HCHRA operated 13 Head Start centers and 7 satellite classrooms which served three- and four-year-olds; and 4 Early Head Start centers which served expectant mothers and infants and toddlers from birth to age three.

HCHRA's Head Start and Early Head Start programs served 2,345 children (including 75 who received special education) during the 2015-2016 school year. HCHRA staff attended to the developmental needs of these children in 106 classrooms, 5 days a week, for a minimum of 6 hours each day, with Head Start children attending school 168 days during the school year, and Early Head Start students attending 201 days. One thousand and fifty children were developmentally ready to enter kindergarten in 2016.

Funding Source: U.S. Department of Health and Human Services, Administration for Children and Families. The Mississippi State Department of Education, Child and Adult Care Food Program also provides reimbursement for the operation of child nutrition services.

Hinds County Human Resource Agency is committed to ensuring that children who finish our Head Start program possess the skills, knowledge, and attitudes necessary for success in school and in life.

Enrollment Data



Staff Professional Development

Each school year begins with Pre-Service training, and In-Service training is provided throughout the school year. The training sessions help to orientate current and new staff to Head Start policies and procedures. Listed below are some of the topics covered.

General

- Implications of Child Abuse and Neglect
- Recognizing and Reporting Child Abuse and Neglect
- Designation Renewal System (DRS)/Recompetition
- Center Operations
- Team Building
- OSHA Compliance
- Reflective Supervision and Zoning
- Promoting the Social Competence of Young Children
- Ongoing Monitoring

Children's Services Division

- Classroom Operational and Procedures
- SOLVED: Strategies for Minimizing Disruptive Behaviors in the Classroom
- Improving CLASS through Effective Engagement

Continued on page 10...

Teacher Data



102 Head Start Teachers
93 Head Start Teacher Assistants
19 Early Head Start Teachers



212 Black or African American
2 White

Our highly qualified staff fosters partnerships with parents, families, school districts, community partners, decision-makers, and others to ensure the appropriate goals are established to improve school readiness for children participating in Head Start and Early Head Start.

Head Start Teacher/Teacher Assistant & Early Head Start Teacher Qualifications

7 **23** Advanced Degree

● Head Start Teachers (23) ● Teacher Assistants (1)
 ● Early Head Start Teachers (7)

12 **16** **73** Baccalaureate Degree

● Head Start Teachers (73) ● Teacher Assistants (16)
 ● Early Head Start Teachers (12)

66 **6** Associate Degree

● Head Start Teachers (6) ● Teacher Assistants (66)

Staff Professional Development, continued...

- Improving CLASS through Effective Emotional Support Strategies
- Lessons Learned
- Effective Strategies to Improve Instructional Support Practices
- Replacement Behaviors: The Meaning Behind the Behavior

Nutrition Services Division

- Nutrition Policies and Procedures
- Civil Rights
- Accurate Meal Production Records
- Foodborne Illness

Facilities & Field Services Division

- Facilities Operating Procedures
- Fire Safety and Fire Extinguisher Training
- General Security Training

Transportation

- Transportation Manual
- Child Releasing Procedures
- Loading and Unloading Procedures
- Reporting Procedures
- Railroad Crossings
- On the Bus Training

Family and Community Services

- Effective Record Keeping/Documentation
- Family and Community Engagement
- Removing Barriers to Employment for People with Arrest and Conviction Histories
- Social Workers Toolkit
- Critical Skills for Effective Recruitment

Early Head Start

- Infant Toddler Environment Rating Scale (ITERS)
- Classroom Operational Procedures
- The Creative Curriculum for Infants, Toddlers and Twos

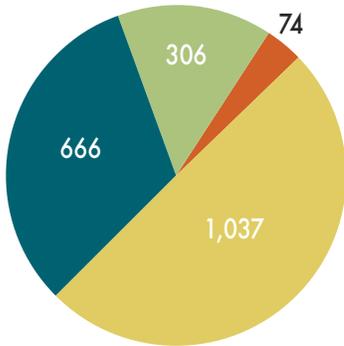


Child Data

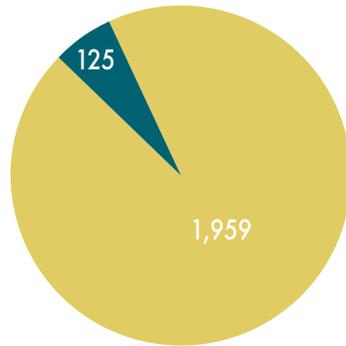
The children in our Head Start and Early Head Start programs represent a variety of cultural and ethnic backgrounds including African American (2,109), White (22), Hispanic/Latino (37), Multiracial/Biracial (44), and others (2).

Head Start and Early Head Start Parent/Guardian Data

Educational Level



Attend Job Training/School

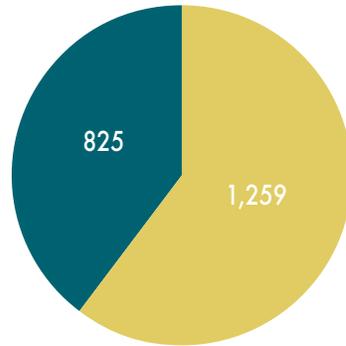
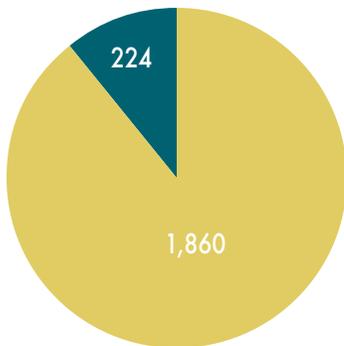


- Associate Degree, Vocational School, or Some College (1,037)
- High School Graduate or GED (666)
- Less than High School Graduate (306)
- Advanced Degree or Baccalaureate Degree (74)

- Not Attending Job Training/School (1,959)
- Attending Job Training/School (125)

Total Head Start and Early Head Start Families

2,345



- Single-Parent (1,860)
- Two-Parent (224)

- Employed (1,259)
- Unemployed (825)



Child Data



96% Income-Eligible Children Served.

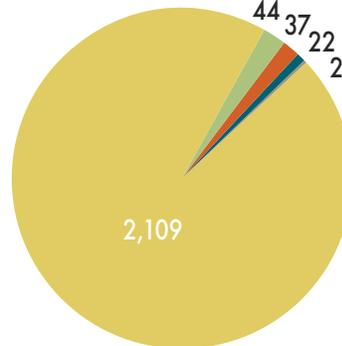


260,589 Meals Served to Children Throughout School Year.



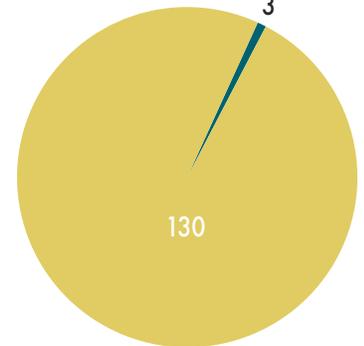
75 Children Identified to Receive Disability Services.

Head Start Children



- Black or African American (2,109)
- Multi Racial (44)
- Hispanic (37)
- White (22)
- Other (2)

Early Head Start Children

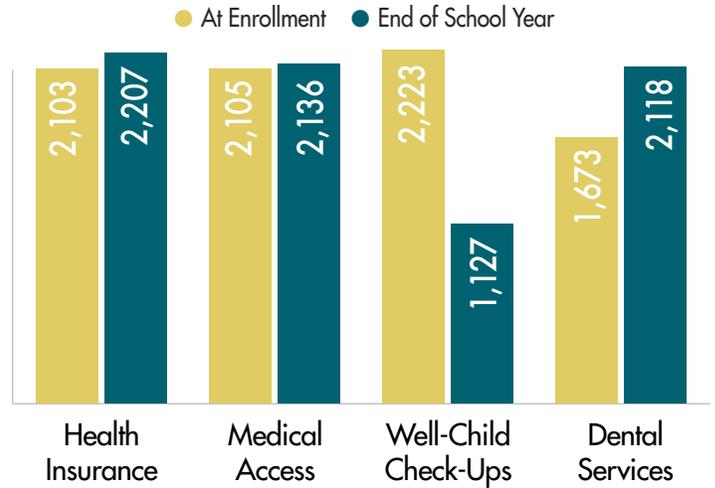


- Black or African American (130)
- Multi Racial (3)



Head Start was designed to help break the cycle of poverty, providing preschool children of low-income families with a comprehensive program to meet their emotional, social, health, nutritional and psychological needs.

Additional Services Provided



Additional Services Provided

To help aid parents/guardians with reliable transportation to school, HCHRA transported 221 Head Start children daily.

In addition to many other HCHRA Head Start services, medical and dental screenings and care were provided to over 91% of enrolled children. To further meet their health needs, mental health and disability services were made available to children/families we served.

Preparing Our Children for the Future

- HCHRA partners with Jackson, Hinds County, and Clinton Public School Districts through an Interagency Partnership Agreement. This pact ensures open lines of communication, which are critical as we work in tandem to promote kindergarten readiness.
- Classroom staff visit kindergarten classrooms and attend other events to become familiar with the various public school activities.
- HCHRA Children's Services Division assesses four-year-olds twice a year in alphabet knowledge, numbers, shapes, colors, and name identification and writing. Classroom teachers receive assessment score sheets and prepare individualized activities/experiences as further assurance that every child is prepared for kindergarten.
- HCHRA uses Galileo Ongoing Assessment Instrument to further ensure that the learning domains (early math, language, literacy, nature and science, social and emotional development and school readiness) match the competencies in the "Mississippi Guidelines for Four-Year-Old," which is developed through the Mississippi Department of Education. This technology is utilized three times each year to assess all children. This process helps not only to determine a child's present achievement level, but also to develop learning plans as needed for each child. The following chart reflects outcomes in our six domains of learning for the 2015-2016 school year.

By the Numbers



Children Served
2,214 Head Start **131** Early Head Start



Families Served
2,214 Head Start **131** Early Head Start



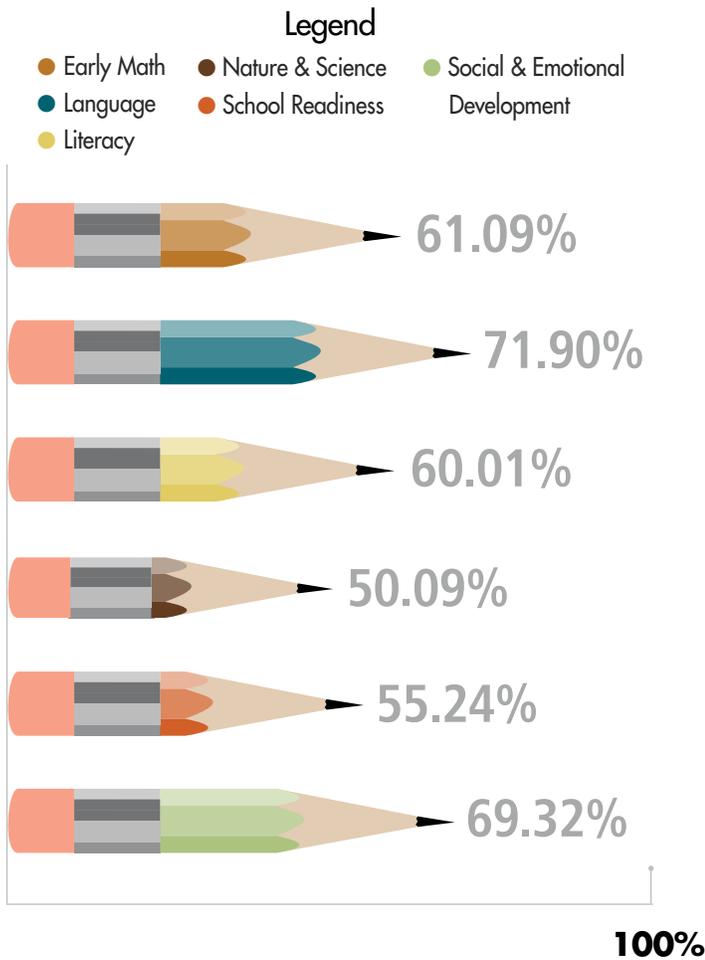
Enrollment Below Federal Poverty Level
1,564 Head Start **119** Early Head Start



98% Average Monthly Enrollment Head Start/Early Head Start

Six Domains of Learning	Percentage Learned
Early Math	61.09%
Language	71.90%
Literacy	60.01%
Nature & Science	50.09%
School Readiness	55.24%
Social & Emotional Development	69.32%
Period: August 1, 2015 – July 19, 2016	

Child Outcomes in Domains of Learning Period: August 1, 2015 – July 19, 2016



Parent Comments

“I believe the best decision I made was placing my daughter at Oak Forest Head Start. When my daughter entered into Head Start, she didn’t know her colors or shapes. Since attending, she has become more fluent with words and is speaking better.” – J.F.

“I went to Head Start when I was a preschooler and it provided a foundation that I wanted to pass on to my children. I enrolled my children into the Head Start program and they not only taught and cared for my children, they also helped me as an adult. Head Start has provided me with assistance and information about job opportunities to help make a better life for my family and me. Head Start helped prepare me and my family for the future.” – J.W.



Family Services

Head Start not only prides itself on the educational instruction, but also on empowering families. In addition to providing an education to our children, HCHRA provided 160 Head Start families and 20 Early Head Start families with assistance in areas such as mental health, emergencies, parenting education, housing assistance, job training, substance abuse prevention/treatment, adult education, child abuse/neglect, and domestic abuse.

The family services component of Head Start is an organized method of assisting families to assess their needs, develop a sense of direction, and then providing services that will build upon the individual strengths of families to meet their needs and resolve conflicts in their lives from environmental pressures. The final component is to continue an active and ongoing partnership with families and follow up to determine if the services provided actually met the needs of the families or if a different course of action is needed.

The focus for staff is on providing support. Families must make their own decisions concerning which alternatives within the family services network they choose to utilize. The interpersonal relationships established between staff and family members provide the vehicle through which effective decision-making takes place.

Families must make their own decisions concerning which alternatives within the family services network they choose to utilize. The interpersonal relationships established between staff and family members provide the vehicle through which effective decision-making takes place.

Staff-family interaction is based on the following principles:

- All families need support.
- Each family is unique.
- The goal of working with families is to strengthen, not substitute for, family responsibilities.
- Families benefit most from family-centered support and services.
- Healthy families do not live in isolation; they are part of larger systems.

HCHRA uses an assessment-based data system that measures which core needs must be met for our families to be successful. HCHRA uses defined domains in measuring the core functions below and adds secondary domains that HCHRA deems as appropriate to creating highly empowered families.

Each family is assessed at the beginning of the school year and then again once later in the school year after interaction with Family Services staff. The charts and graphs on pages 14 & 15 show the growth of our families during the school year, as well as the average results of both the first assessment and the follow-up assessment. This data, when properly and consistently collected and studied, paints a vivid picture of the progress of our families.

Family Performance Results by Element

• 0-2 In Crisis • 3-4 Vulnerable • 5-6 Stable • 7-8 Safe • 9-10 Thriving

CS-1 Core Scales	Assessment 1	Assessment 2	Difference
Employment	5.17	5.38	4.06%
Health	8.24	8.35	1.33%
Education	7.04	6.98	-0.85%
Transportation	8.79	9.01	2.50%
Childcare	9.56	9.78	2.30%
Food and Nutrition	6.04	5.99	-0.83%
Housing	7.06	6.95	-1.56%
SS-1 Secondary Scales			
Energy/Utilities	7.95	8.01	0.75%
Household Budgeting	6.64	6.67	0.45%
Asset Building	3.52	3.57	1.42%
Parental/Guardian Involvement	9.33	9.11	-2.36%
Community	6.53	6.49	-0.61%
Community Empowerment	4.00	3.99	-0.25%
VITA/EITC	4.48	4.02	-10.27%
Supportive Social Networks	9.37	9.31	-0.64%
Behavioral Health-Disabilities	9.38	9.35	-0.32%
Total Average	7.64	7.95	

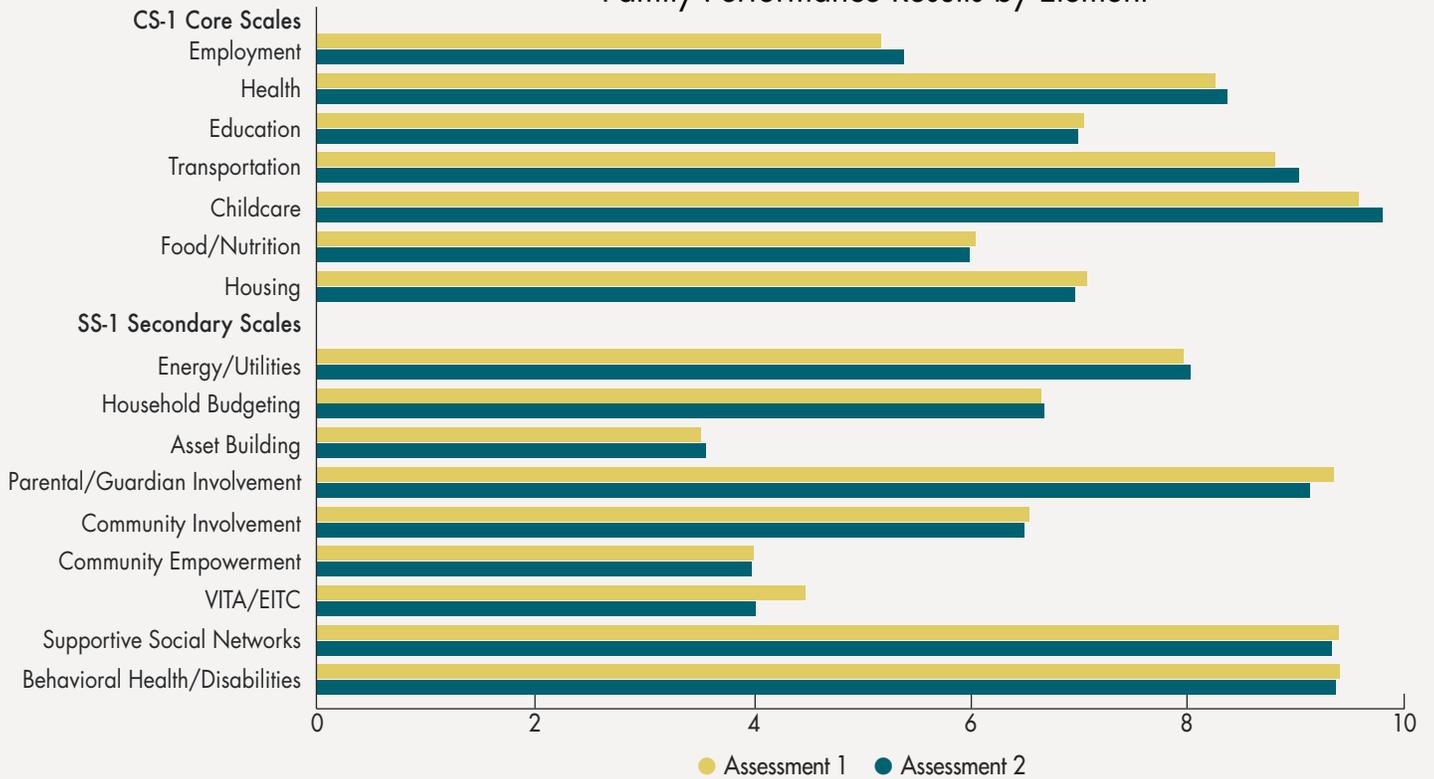
Family Average Performance by Center

• 0-2 In Crisis • 3-4 Vulnerable • 5-6 Stable • 7-8 Safe • 9-10 Thriving

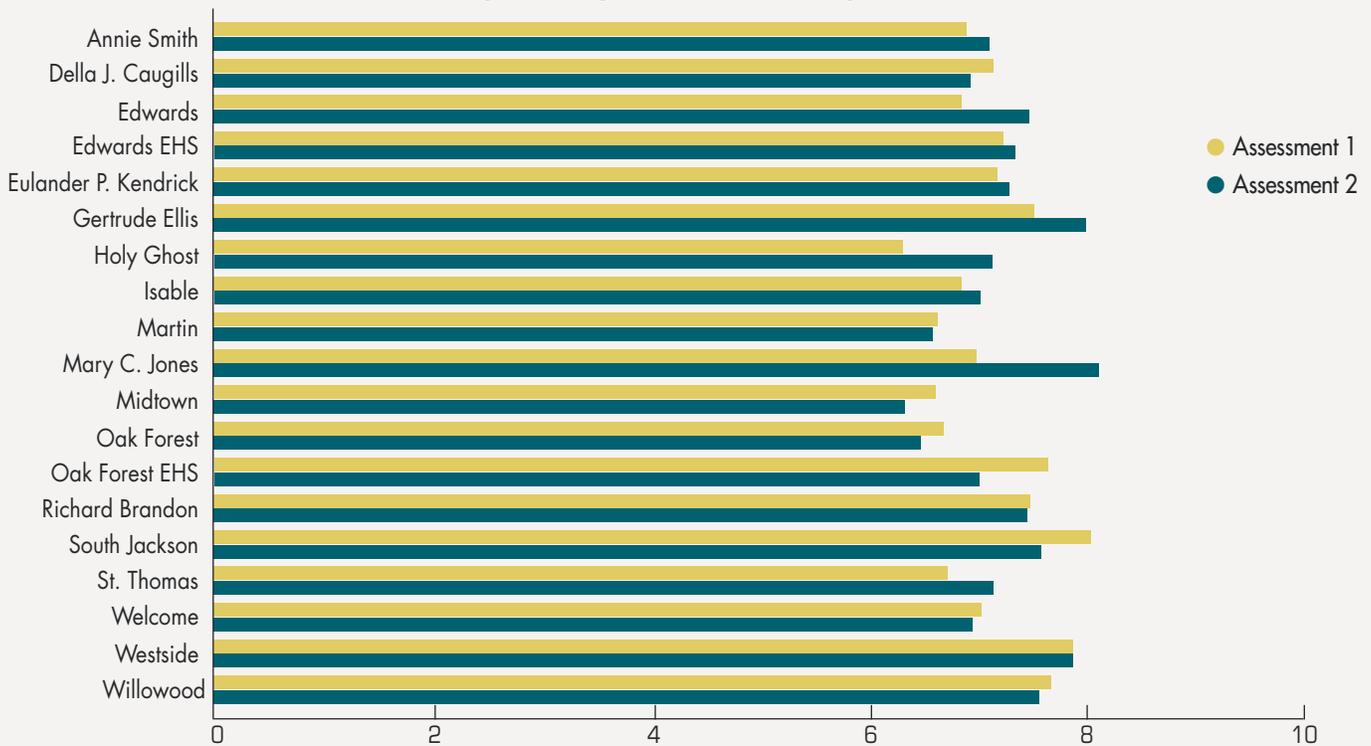
	Assessment 1	Assessment 2	Difference
Annie Smith - Tougaloo	6.9	7.11	3.04%
Della J. Caugills	7.14	6.93	-2.94%
Edwards	6.85	7.47	9.05%
Edwards EHS	7.23	7.34	1.52%
Eulander P. Kendrick	7.18	7.29	1.53%
Gertrude Ellis	7.52	7.99	6.25%
Holy Ghost	6.31	7.13	13.00%
Isable	6.85	7.02	2.48%
Martin	6.63	6.59	-0.60%
Mary C. Jones	6.99	8.11	16.02%
Midtown	6.61	6.33	-4.24%
Oak Forest	6.69	6.48	-3.14%
Oak Forest EHS	7.64	7.01	-8.25%
Richard Brandon	7.48	7.45	-0.40%
South Jackson	8.04	7.58	-5.72%
St. Thomas	6.72	7.14	6.25%
Welcome	7.03	6.95	-1.14%
Westside	7.67	7.87	2.61%
Willowood	6.99	7.17	2.58%

Head Start – Empowering Families

Family Performance Results by Element



Family Average Performance by Center



Parent Comments

“The way the teacher helped my child and all the other children with socialization was very impactful.” – L.P.

“My daughter, who attended Head Start last year, got accepted into the Davis Magnet IB program and is doing exceptionally well. I would recommend Head Start to anyone who is looking for a great education for their children. Head Start is truly a great start.” – C.J.

“My kids were premature and have progressed a lot with therapy and speech services offered through the Head Start Program.” – S.H.

“Head Start is a great program that everyone should know about.” – A.R.

“While being at Oak Forest, I have watched my daughter come out of her shell and grow into a shining star.” – K.W.

“I am very grateful for the Head Start program because it allows me to go to work outside of the home without the added expense of childcare.” – M.H.

“I really appreciate the caring environment and love for kids they have at Mary C. Jones and the positive impact they have had on our lives. I look forward to enrolling my younger children and having a few more years with such a great staff!” – S.C.

Parent Involvement and Support

Activities to encourage parental involvement and on-going support:

Activity: At-Home Curriculum Support Activity Calendar

Parent’s Role: Share time each day of the month with children doing various outlined activities.

Activity: Parental Educational Continuum Request Form

Parent’s Role: Document input on the specific skills they wish to be implemented in the classroom/curriculum.

Activity: Galileo Individual Development Profiles

Parent’s Role: With teacher, review information issued as a guide to measure and track children’s skills status and as a tool for sharing skills that parents would like for their children to learn.

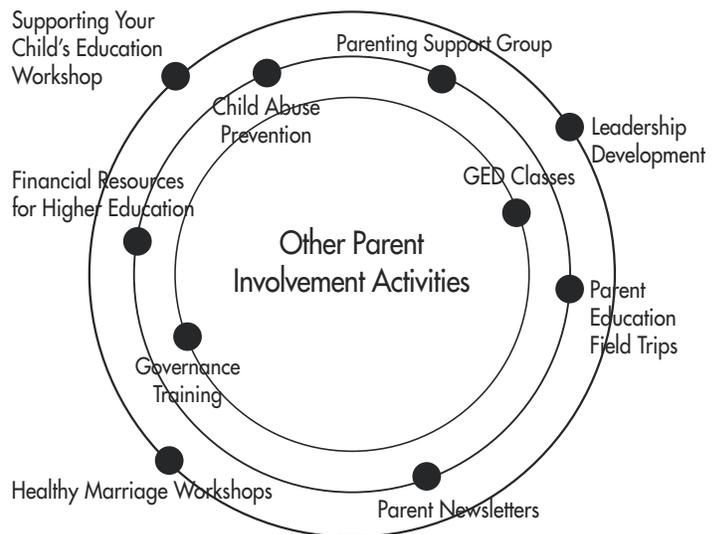
Activity: Volunteer Opportunities

Parent’s Role: Attend/Assist on field trips, including transitional field trips—those taken as children transition from Head Start to public schools.

Volunteers

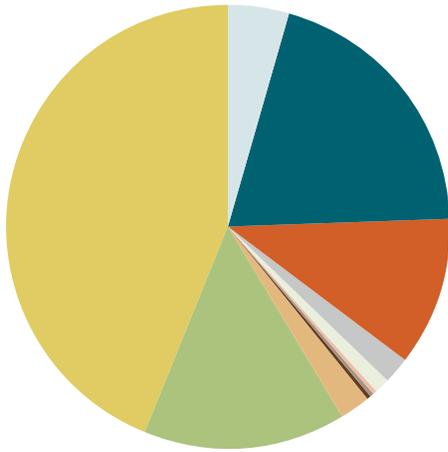
Volunteering is essential to all programs. The success of the Head Start program depends upon active participation of parents and others in the community. We have a great group of volunteers who give of their knowledge, time and talents.

Parental Involvement Cycle of Support

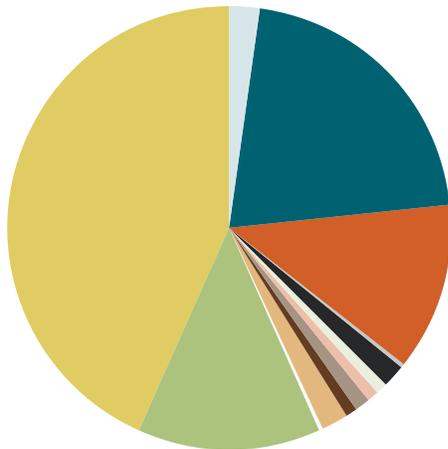


Early Head Start 2016 Expenditures and 2017 Budget Comparison

2016 Expenditures



2017 Budget



Helping Families, Strengthening Communities

The vast array of community services and programs HCHRA provides are made possible by public and private donations, local, state, and federal grants and contracts.

	2016 Expenditures	2017 Budget
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● Personnel Costs	\$802,268	\$745,283
● Fringe Benefits	\$245,836	\$250,861
○ Travel	\$4,640	-0-
● Supplies	\$33,383	\$39,046
● Space Costs	\$19,948	\$3,600
● Equipment Rental/Purchase	\$19,360	\$3,500
● Facilities/Maintenance	\$13,815	\$7,414
● Contractual Services	\$17,869	\$15,350
● Food & Meal Costs	\$29,926	-0-
● T&TA	\$5,177	\$32,182
● Indirect Costs	\$224,339	\$186,830
● Grantee In Kind	\$392,307	\$339,914
● Other	\$44,036	\$75,587

TOTAL	\$1,852,904	\$1,699,567
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2016



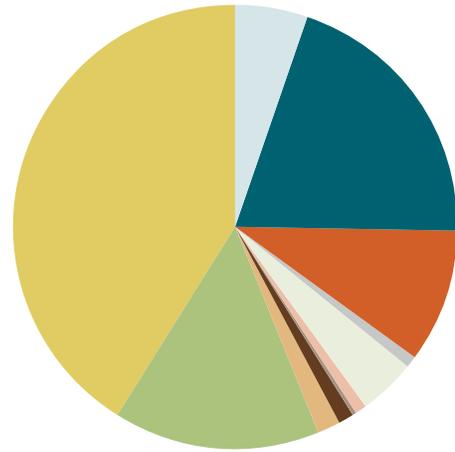
Helping Families, Strengthening Communities

When disadvantaged children receive high-quality birth-to-five education, such as Early Head Start plus Head Start, the return on investment can be as high as 13% annually (Garcia et al, 2016).

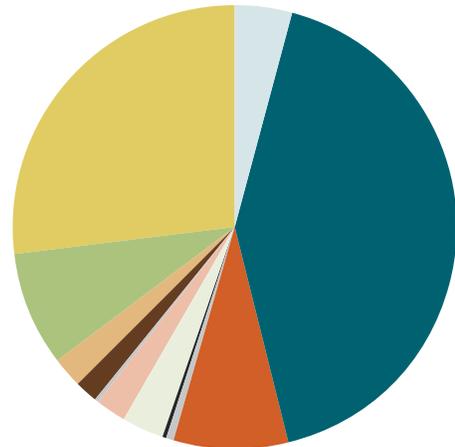
– National Head Start Association

Head Start 2016 Expenditures and 2017 Budget Comparison

2016 Expenditures



2017 Budget



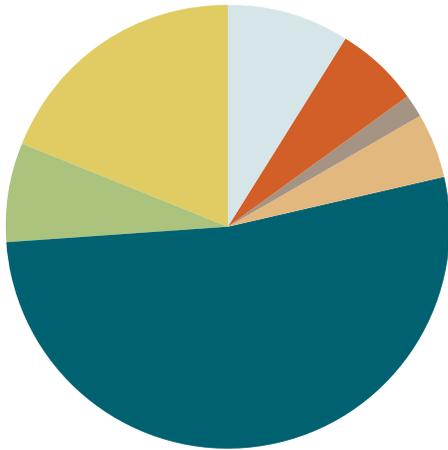
	2016 Expenditures	2017 Budget
● Personnel Costs	\$5,899,742	\$6,963,276
● Fringe Benefits	\$1,840,698	\$2,513,063
○ Travel	\$25,903	-0-
● Supplies	\$446,945	\$266,939
● Space Costs	\$407,572	\$215,000
● Equipment Rental/Purchase	\$26,639	\$30,000
● Facilities/Maintenance	\$493,535	\$165,800
○ Contractual Services	\$706,628	\$669,716
● Food & Meal Costs	\$35,203	-0-
● T&TA	\$130,381	\$159,560
● Indirect Costs	\$1,838,972	\$1,667,400
● Grantee In Kind	\$9,228,559	\$3,387,699
○ Other	\$946,462	\$900,038

TOTAL \$22,027,239 \$16,938,491

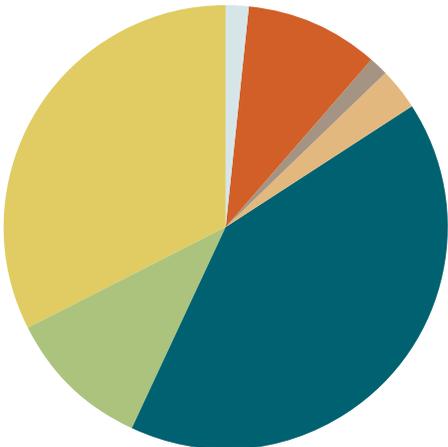
2016

Child & Adult Care Food Program

2016 Expenditures



2017 Budget



2016 Expenditures 2017 Budget

● Personnel Costs	\$273,800	\$497,320
● Fringe Benefits	\$104,112	\$164,562
● Food Costs	\$766,593	\$630,600
● Supplies (Food Service Only)	\$69,965	\$48,700
● Equipment Rental	\$22,782	\$22,782
● Indirect Costs	\$90,484	\$148,668
● Other	\$129,929	\$27,742
TOTAL	\$1,457,665	\$1,540,374



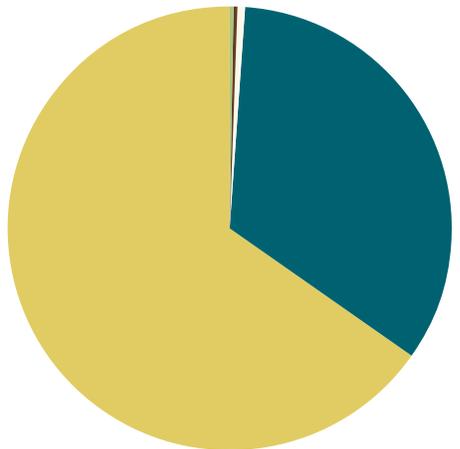
HCHRA Revenues and Expenditures



Hinds County Human Resource Agency strives to ensure that its operations are carried out in a highly ethical, transparent and trustworthy manner.

HCHRA operates at the highest level of integrity and fiscal responsibility. Since 1996, HCHRA has consistently received a clean audit. For 21 consecutive years, auditors have reviewed our financial statements and found our records to be accurate, complete, and in accordance with Generally Accepted Accounting Principles.

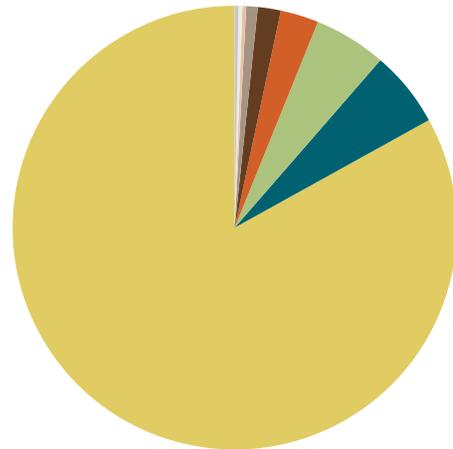
Revenue



- Federal (18,812,681)
- In Kind (9,730,741)
- Other Grants/Contracts (97,524)
- Donations/Investments (5,941)
- Local Government (77,164)
- State (8,778)
- Fund Raising (104,700)
- Program Income (11,854)
- Print Shop (15,218)

Total \$28,864,601

Expenditures



- Head Start (23,880,143)
- LIHEAP (1,638,555)
- Child & Adult Care Food Program (1,457,665)
- CSBG (817,084)
- Rural Transportation (518,782)
- Emergency Services Grant (174,481)
- Home Delivered Meals (113,301)
- Other (57,224)
- Congregate Meals (62,631)
- Title III B Transportation (28,255)
- Fund Raising (46,093)
- Print Shop (10,450)

Total \$28,804,664

Hinds County Human Resource Agency is a public non-profit organization that fully complies with all IRS requirements. This includes filing and providing for public inspection the Form 990. For more detailed financial information, visit our website at www.hcbra.org.



2016

**Helping Families,
Strengthening Communities**



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Strengthening Communities**



Hinds County Human Resource Agency

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