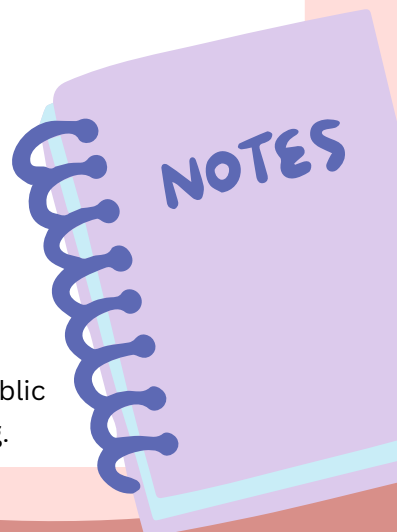


Region 9 Head Start/ETHS



Annual Report
2025



This report was made available to the public
on the R9 website at www.rec9nm.org.

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Director's Message

Hello,

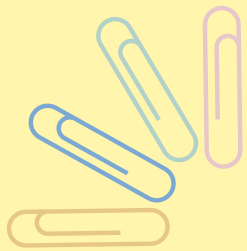
This annual report is a compilation of data and information collected over the 2024-2025 school year. Our work with Head Start and EHS not only provides quality childcare and education to children from birth to 5 years old, but it also includes collecting & analyzing data in each service area. We collect education, health, nutrition, family service, transportation, disabilities, personnel, and financial data throughout the year. As a federal program, we are required to report data and how we use it towards quality improvement and goals. I would like to thank my staff for always giving 110% and going above and beyond to provide the highest quality childcare and program in Lincoln County. Thank you to Region 9 for your unwavering support and dedication to our programs.

This year was a challenging but productive year. Region 9 has graciously purchased two buildings for our program and will fund the remodel of each building to accommodate our programs. We have moved approximately 6 times, and we are very excited for a permanent location to serve the children and families in our community. We closed our Capitan Head Start classroom in May 2025. Thank you to the Capitan community and school district for your support over the years. We look forward to continuing to serve over 100 children and families in Ruidoso. Our community needs it now more than ever! We said goodbye to a long-standing Head Start employee. After 25 years of service, we bid farewell to Dana Jensen and wish her the best of luck in her upcoming retirement. We will miss you, Dana!

I hope you learn a little something about our programs from this report, and I am proud to share all of the good things we do on an annual basis!

Sincerely,
Calla Goeller, R9 Head Start/EHS Director





Children & Families Served

According to the 2024-2025 PIR Data, 147 children were enrolled in our programs for at least one day. As of May 2025, 59 children were enrolled in Head Start. Early Head Start has maintained full enrollment all year with 44 children enrolled. As of June 2025, we have 11 children on the Early Head Start waitlist. In 2024, 148 children were enrolled in Head Start or EHS for one day. We also receive ECECD PreK funds to have a mix of PreK and Head Start students in our program.

New & Returning Enrollees

Early Head Start:

39 new applications

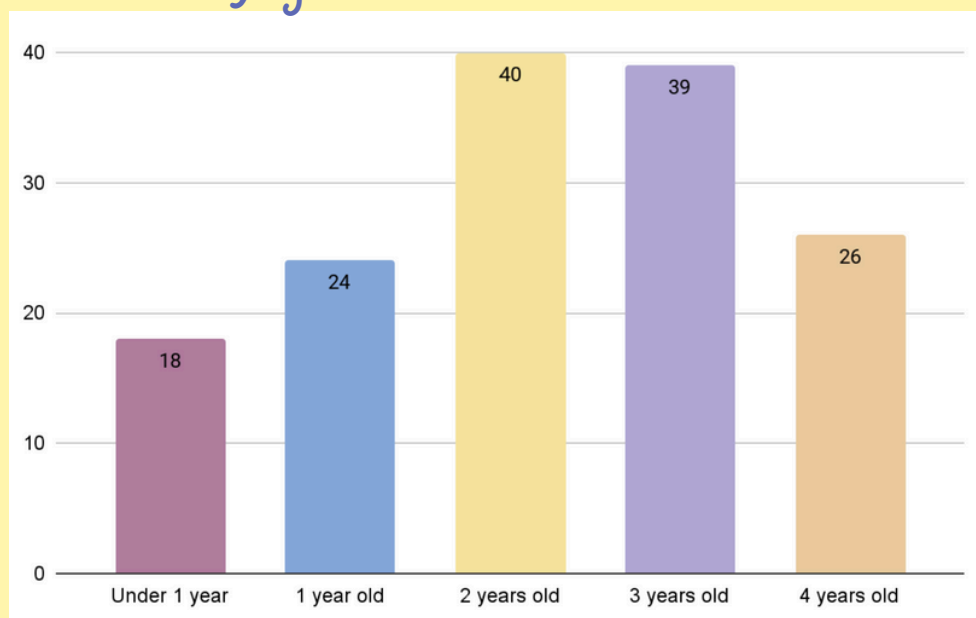
30 returning applications (2nd year students = 14) (3 or more years = 16)

Head Start:

49 new applications

29 returning applications (2nd year students = 22) (3 or more years = 7)

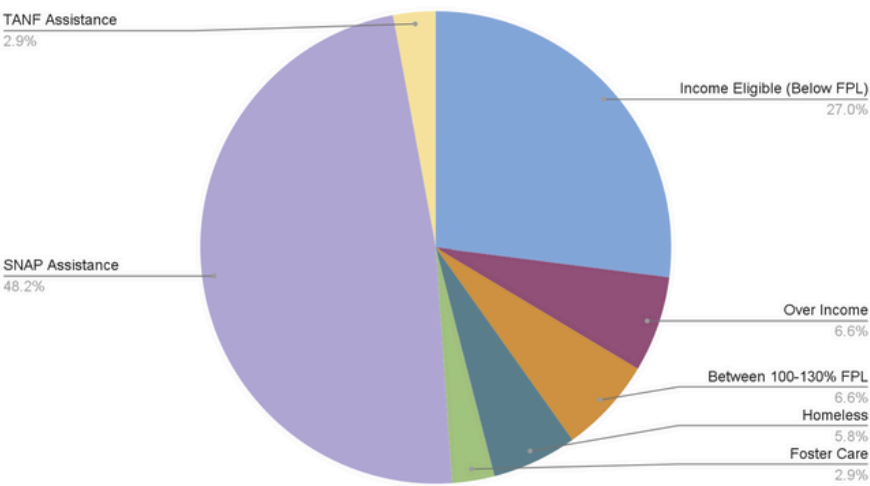
Enrollment By Age



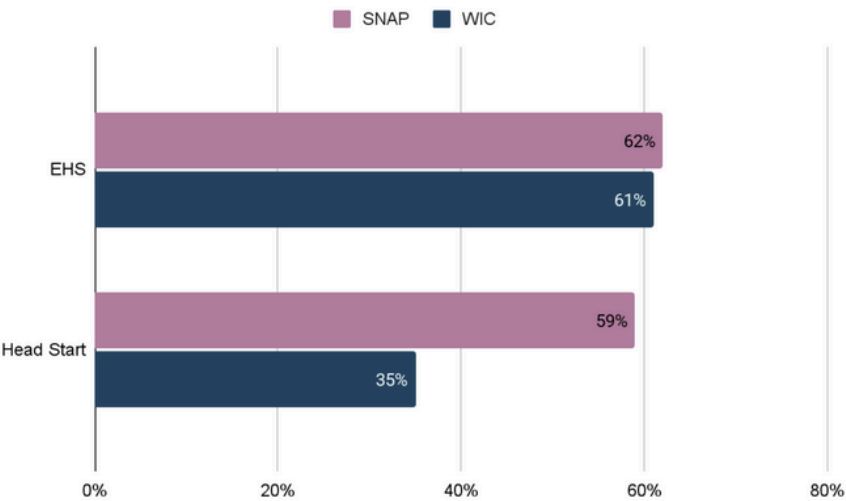
During the 2024-2025 school year, 36 EHS children left the program within the year, and 21 HS children left the program. A total of 21 children were enrolled for less than 45 days. 24 Early Head Start children aged out of the program, and 20 transitioned to Head Start. By the end of the school year, there are 19 Head Start children who will be entering Kindergarten in the Fall of 2025.

Type of Eligibility

In 2022, the Administration for Children and Families announced that Head Start programs would be able to accept SNAP documentation as income. This change has made it easier for eligible families to enroll in Head Start by allowing families to demonstrate proof of SNAP benefits and simplifying the process for programs.



Percentage of Families Who Receive SNAP and WIC Benefits

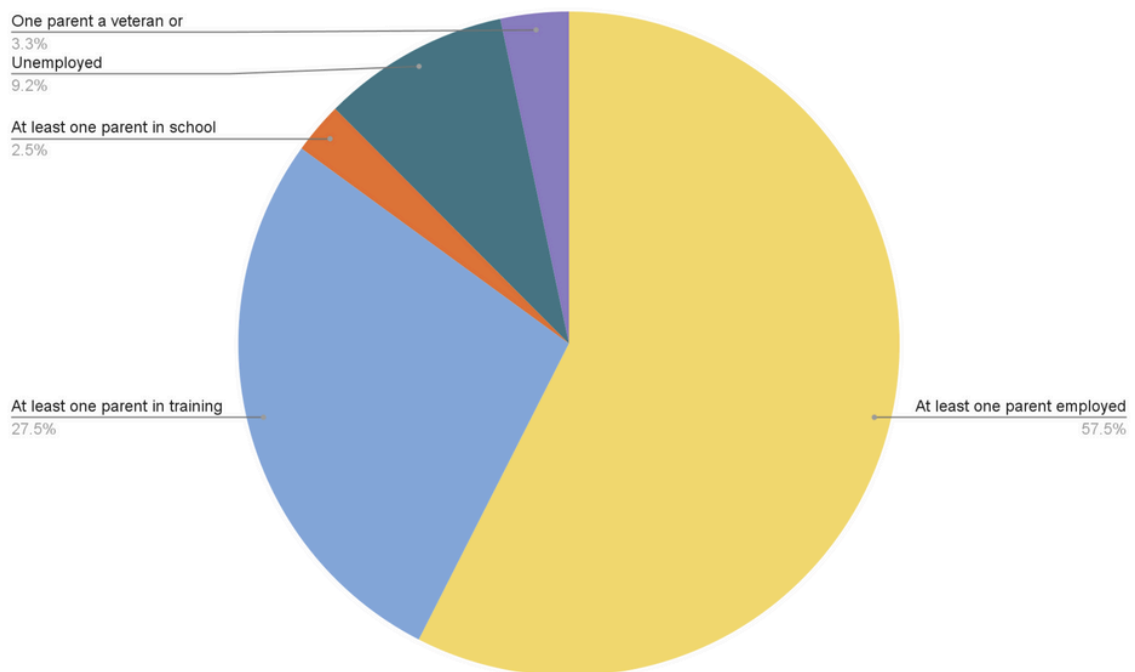


Parent Education

Education Level	Early Head Start	Head Start
Advanced Degree or Bachelors	11%	10%
Associate's Degree or Some College	22%	27%
High School or GED	52%	42%
Less Than High School Graduate	15%	21%

The majority of Head Start and Early Head Start parents have a high school diploma or GED. Nine parents received help and enrolled in the ESL program offered by the ENMU (Eastern NM University) in Ruidoso, and two parents had help enrolling in another education program.

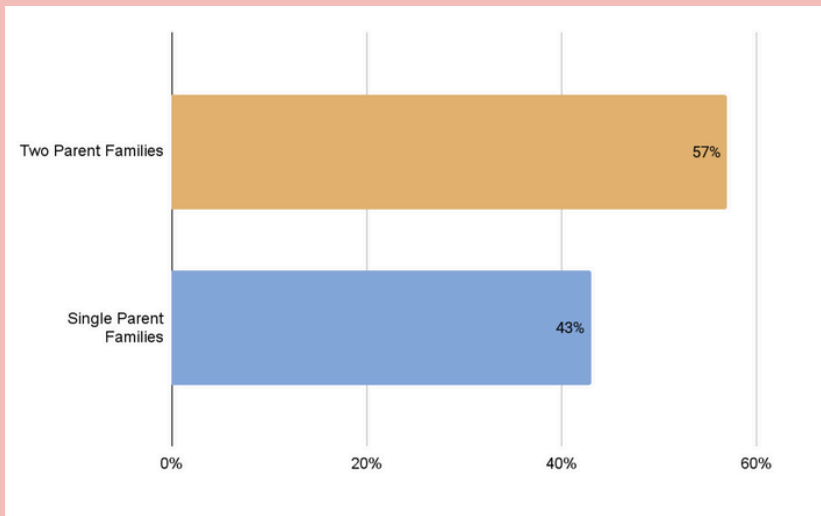
Parent Employment



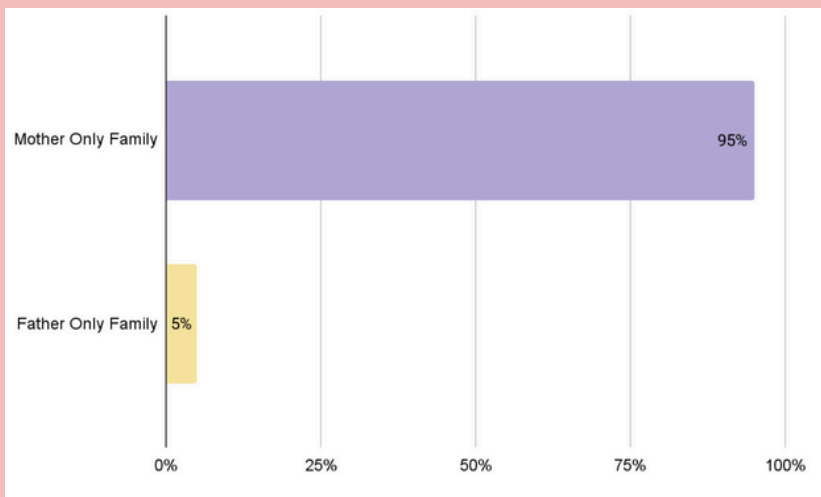
The chart shows the percentage of Region 9 Head Start and EHS families by employment. The majority of families have at least one parent employed at 57.5% or in job training at 27.5% of families. Almost 10% of the families during the 2024-2025 school year were unemployed, retired, or disabled.

Family & Child Demographics

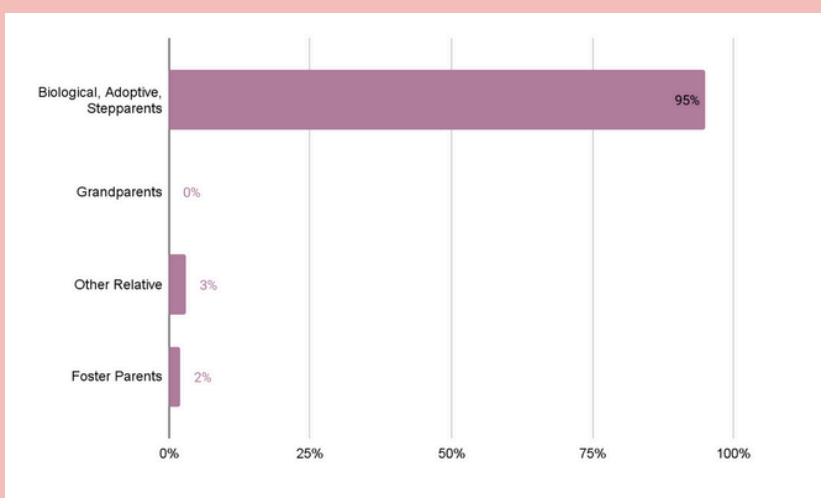
Types of Families



According to the 24-25 PIR data, there were 134 families enrolled at least one day in our program this school year. Out of the 134 families, 57% are a two-parent household and 43% are a one-parent household.

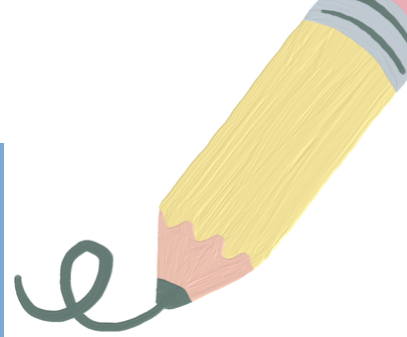
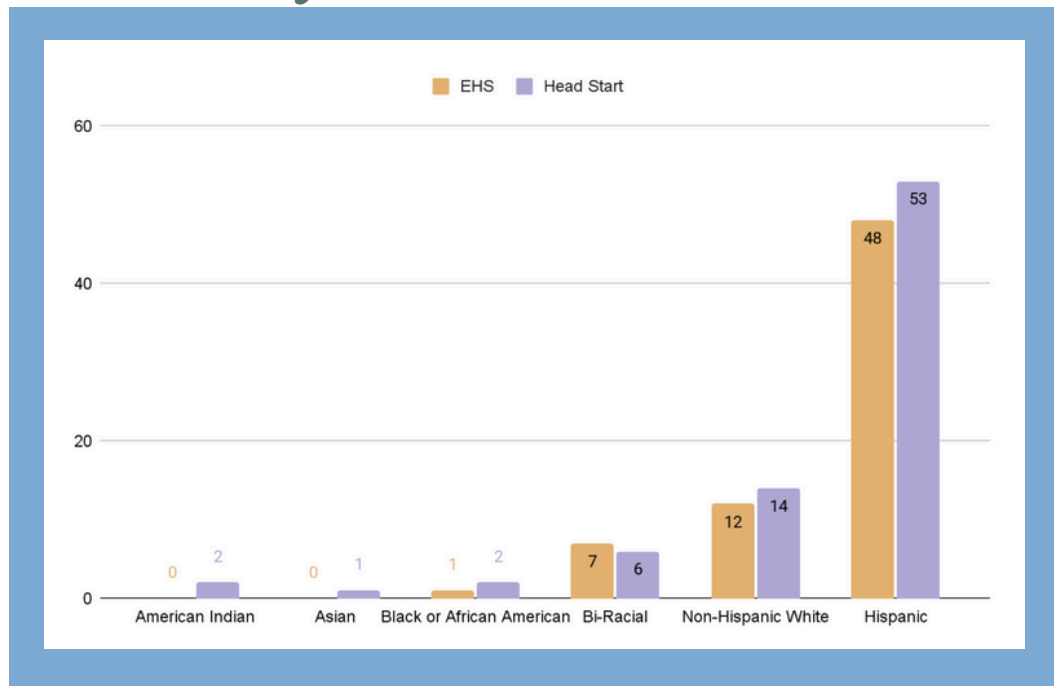


From the total number of single-parent families, this chart shows the percentage of mother-only and father-only families.



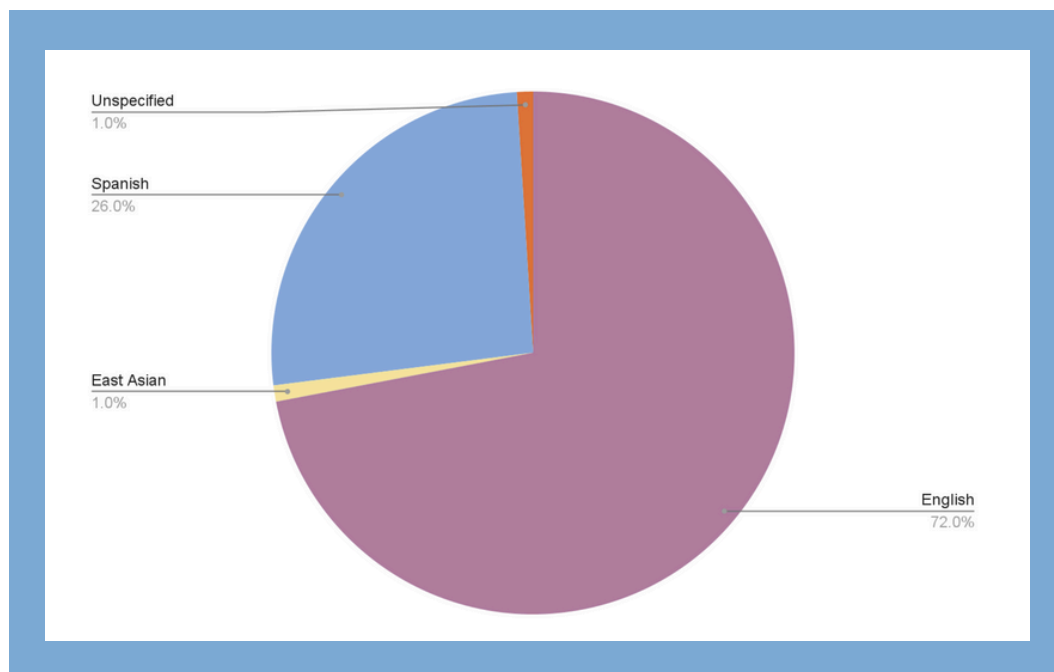
From the total number of families in the first chart (134), 95% of them were either biological, adoptive, or step parents. 3% were categorized as another relative and 2% were foster parents. We did not have any grandparents this school year.

Race and Ethnicity of Children



The program enrolls more Hispanic children than non-Hispanic children. This year, there was one Asian family and more bi-racial families than last year.

Primary Language Spoken At Home



The majority of the children speak English at home. 33 children are acquiring another language at home. 51% of the children are dual language learners, and 40% of the program staff are bilingual and speak Spanish. The other languages we ask about that are not on this chart are Native Central American, Caribbean, Alaskan, Pacific Island, European/Slavic, African, Sign Language, and Other. We only have one family who speaks East Asian, and there was one family with an unspecified language.

Enrollment

Unfortunately, we have not maintained full enrollment for Head Start in the last 4 years. The trend in enrollment shows that Early Head Start is the highest need in our community. Currently, our funded enrollment for Head Start is 115 children. Last year we reached 59 by May. At Early Head Start we have been fully enrolled for the last 4 years (even during the pandemic) and have maintained a waitlist of an average of 15 children during the 2024-2025 school year. The program as requested a Head Start enrollment reduction to accommodate the decrease in HS enrollment, but we will be able to reallocate the funds into EHS.

Application Data

Head Start

- Total Number of Applications: 74
- Over Income Applications: 6
- Number of Children who Dropped: 21
- Number of Children who's Application was Abandoned: 2
- Number of Children Enrolled Less than 45 Days: 10
- Number of Applications on the Waitlist: 0

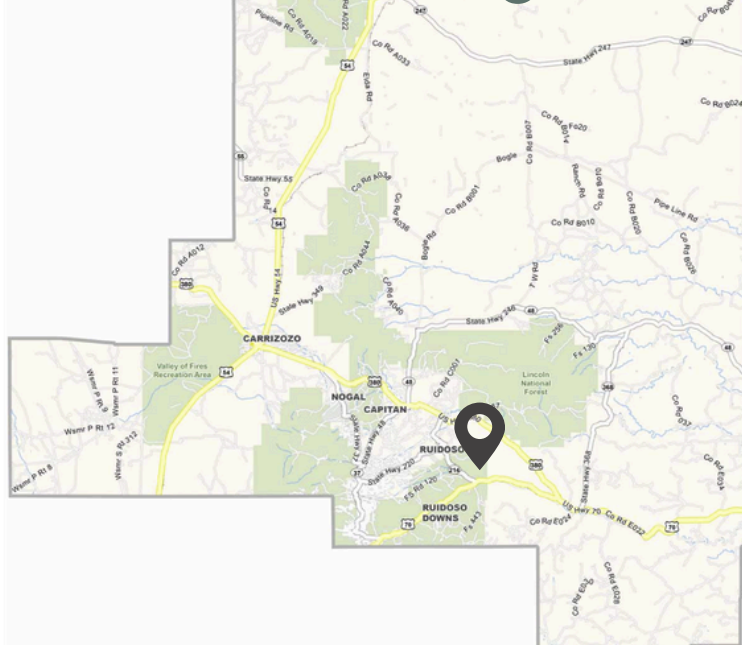
Early Head Start

- Total Number of Applications: 75
- Over Income Applications: 2
- Number of Children who Dropped: 36
- Number of Children who's Application was Abandoned: 1
- Number of Children Enrolled Less than 45 Days: 11
- Number of Children who Aged Out: 22

Program Map

We only have two sites now in Ruidoso, NM. We had one classroom in Hondo and one in Capitan for many years. However, with the increase in NM PreK classrooms across the state we experienced a decrease in enrollment. Now we only serve Ruidoso which is the largest city in Lincoln County.

Lincoln County, NM



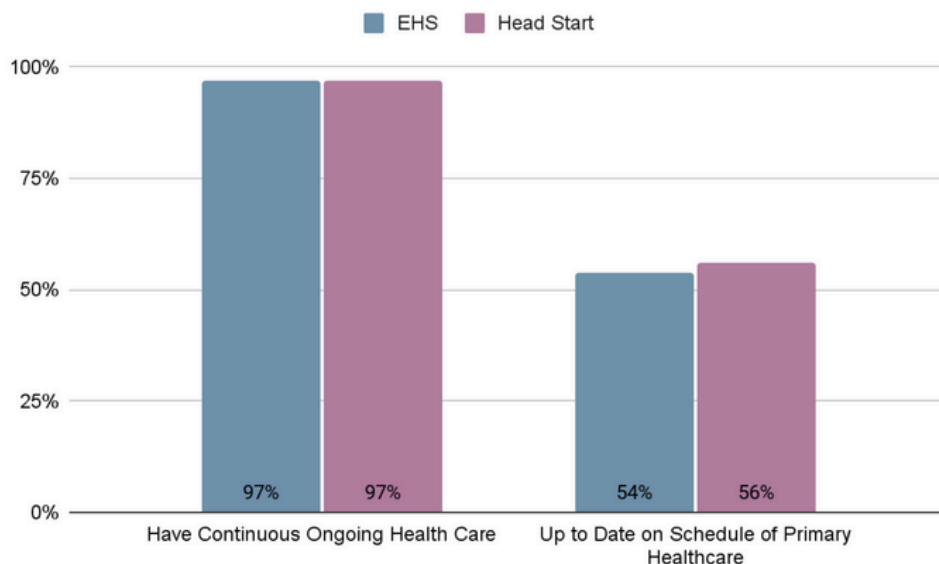
Services



We provide high-quality Health and Nutrition services to our children and families as part of the mission of Head Start. We work closely with the local LEAs, mental health specialists, a nutritionist, and other community members who help us provide these services. We have a Health & Safety Coordinator and a Nutrition Coordinator on staff who monitors and provides expertise in these areas.

Each family is assigned a Family Advocate. Family Advocates connect parents and families to resources in the community to get their immediate and short-term needs met. Family Advocates also help parents establish a medical and dental home for their children or family if needed. They also assist in making health or dental appointments if required and obtaining medical insurance. Head Start has 30, 45, and 90-day requirements as part of our performance standards. The information below shows our efforts to meet these requirements.

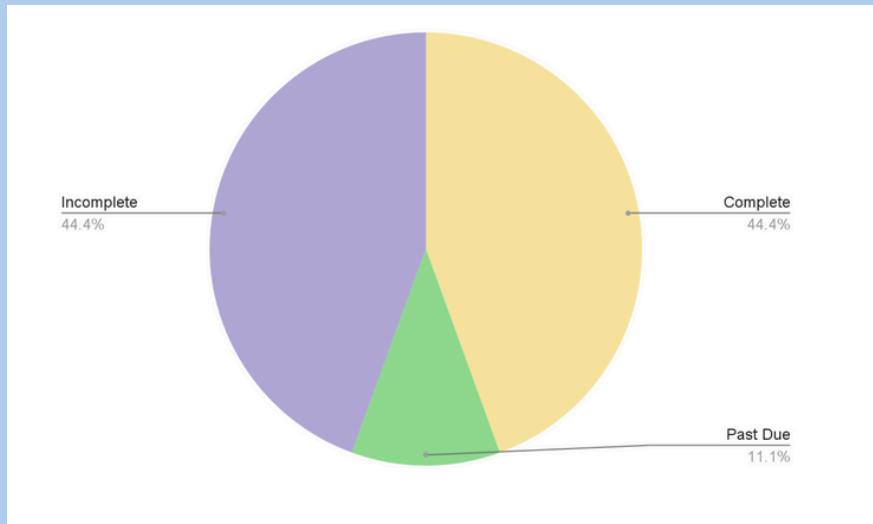
Health Services



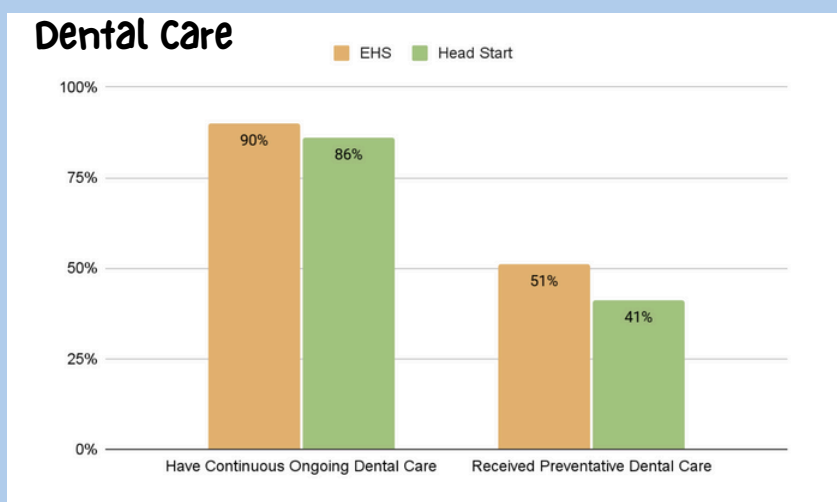
97% of all Head Start & EHS children had health insurance by the end of enrollment in 2025. The up-to-date percentages are low because for them to be considered up-to-date they have to have all the screenings and well-child checks based on the New Mexico EPSDT schedule. Most of the doctors in our area do not complete all the screenings required by the EPSDT at each well-child check.



Early Head Start well child checks

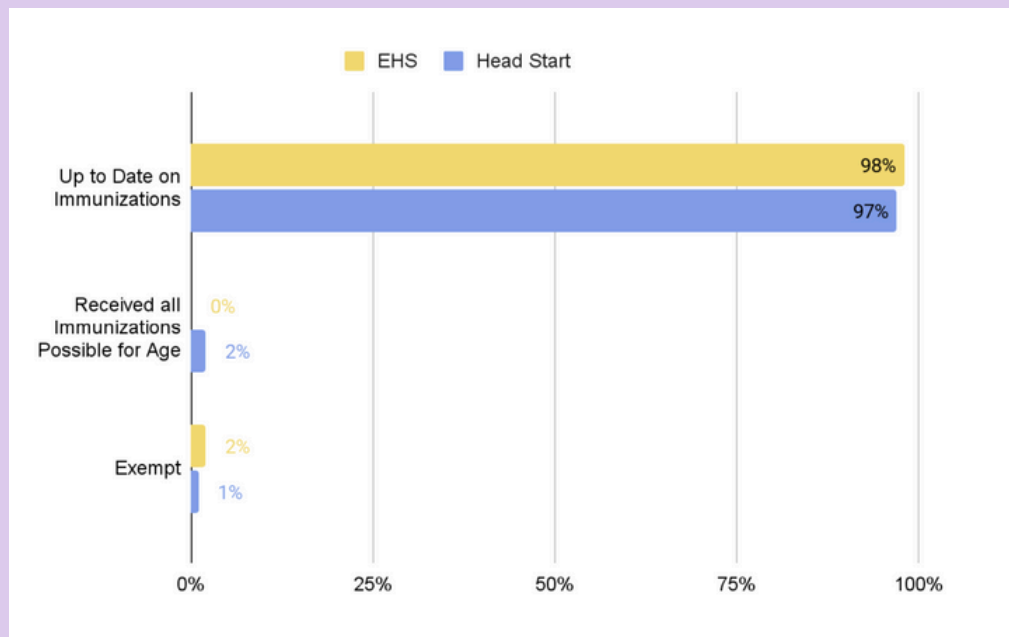


Early Head Start health requirements are different than Head Start requirements because we are required to track well-child checks instead of annual physical exams, which are completed once a child turns 3 years old. Well-child exams are due at 2 months, 4 months, 6 months, 9 months, 12 months, 18 months, 24 months, and 30 months. That means we are required to obtain 8 exams from doctors or parents for each child. Some doctors in our area do not follow the EPSDT schedule for well-child exams, where they require parents to come in for each exam or complete the screenings required (vision, hearing, height for weight, head circumference, etc.). At the end of enrollment in 2025 only 44% of our children had completed all the well-child checks for their age. The other 56 % were either incomplete or past due. The case notes in our database system explain how many times we've contacted parents and requested well-child exams and the status of appointments. The case notes tell a story of why we have so many past due or incomplete, that we have made every attempt at getting the required exams.



More children have continuous ongoing dental care this year than in 2024. Only 51% of EHS and 41% of HS children have received preventative dental care in 2025. This is partly due to a lack of dental professionals in our area who accept Medicaid. Most of the children in our program go to Alamogordo or Roswell for dental care. The EPSDT schedule recommends that children receive their first dental exam at 3 years old. The EHS children receive a dental screening, which does not include x-rays and the full exam requirements.

Immunization Status



Almost 100% of our children were up to date on their immunizations by the end of enrollment in 2025. There are 2% of the HS children who were behind on immunizations and were on a schedule to get caught up, so they are in the “Received all Immunizations Possible for Age” category. We have about 3 children who have an exemption status from the state of NM.

Mental Health

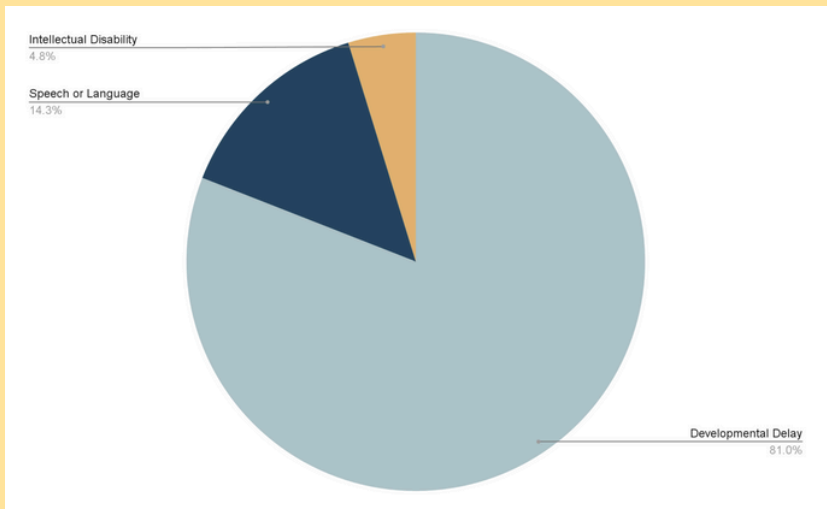
Region 9 School-Based Health Center (Ashlee McEwen) is our mental health consultant for HS and EHS. The chart depicts the number of mental health referrals that we have provided to children and families over the last 6 years. As you can see, the number of referrals increased during the first year of the pandemic. It has slowly decreased over the years but we also focus on social-emotional skills and learning in our classrooms, and use Conscious Discipline in our program and as our parent curriculum.



Disability Services

Early Head Start

Early Head Start disability services were provided by Region 9 Developmental Services (Part C Early Intervention Services). They provide services to children from birth to 3 years old across Lincoln County. By the end of the year, we had 21 children enrolled in the program who had an Individualized Family Service Plan (IFSP) and received services under IDEA.

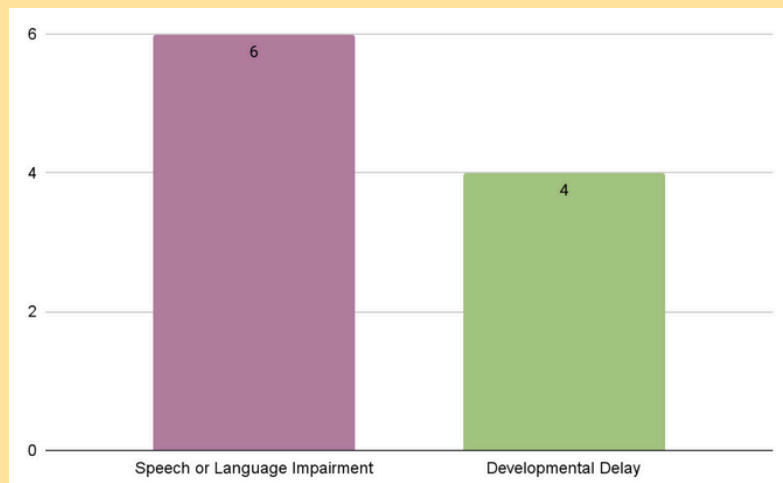


A total of 21 children were determined eligible under Part C any time during the year. 12 children had an IFSP prior to the beginning of the year and 9 were determined eligible during the program year. This includes children who dropped and transitioned.

Head Start

Head Start disability services are provided by the local LEAs. When we are concerned about a child's development, we have a Child Study Team meeting to discuss observations, data, and information as to why we have concerns. We include the parents in the conversation and determine the next steps for each child. Sometimes the next step is referring the child to the school district for evaluation. Once the school district the child resides in receives the referral, they will complete any evaluations and diagnosis for an IEP.

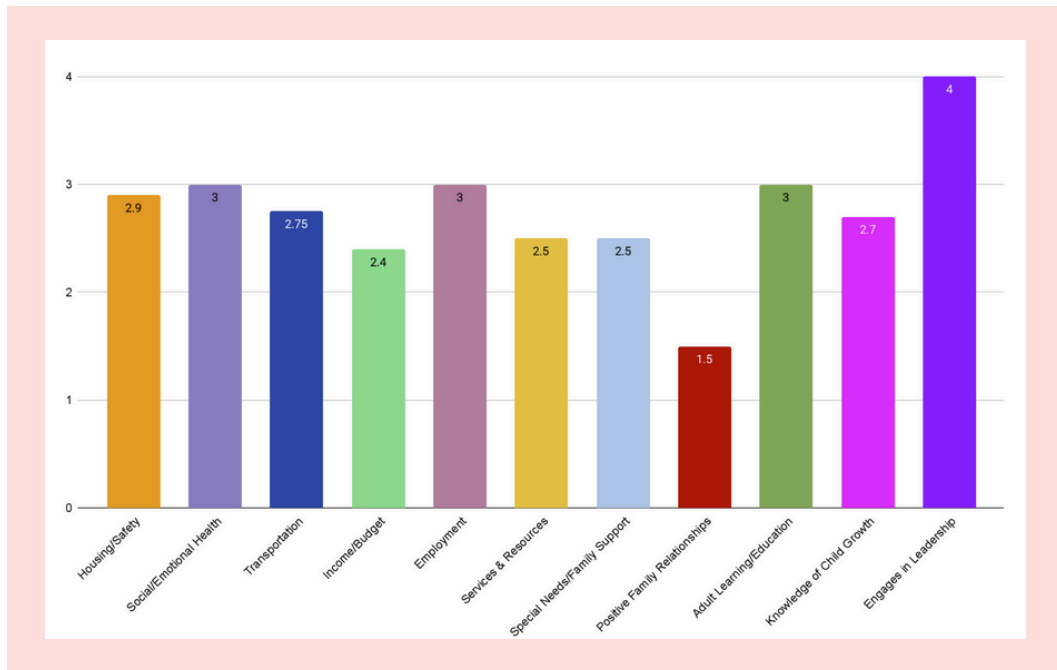
By the end of the school year, 10 children enrolled in the program had an Individualized Education Program (IEP) and received services under IDEA. 8 children had an IEP prior to the program year, and 2 children qualified during the program year.



Family Services

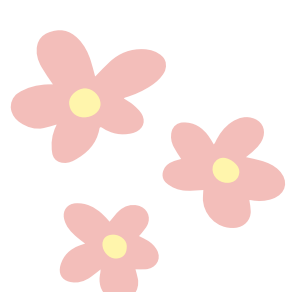
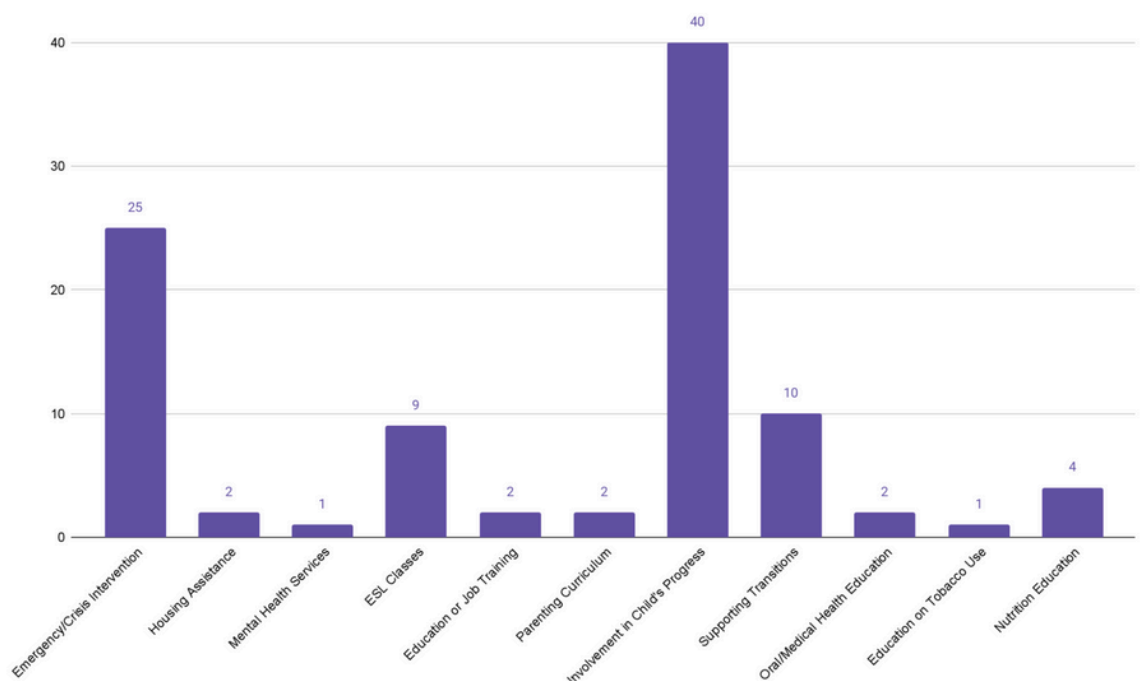
Family Advocates assist in meeting the basic, immediate, and specialized needs of our families. They set goals with each family at the beginning of the program year and create action steps for families to help them reach their goals. Below is a chart to show the types of services families received throughout the program year.

Family Needs Assessment Data



Every year, the program completes a family needs assessment with each family. The scoring is from 1 to 5, with 5 being that the family has a crisis or high need. There are 11 areas that families are assessed in and scored based on a conversation between parents and staff. The highest need for families is leadership & advocacy. The next highest need is employment, with housing & safety as the third area of need.

Number of Families Who Received Services



Father Engagement

Father engagement is a requirement of Head Start programs. Father involvement can also include "father figures" like grandparents, uncles, brothers, etc. We gather data on what types of father involvement activities "father figures" are involved in.

Number of Fathers/Father Figures who were Engaged in Activities:

- **Family Assessment: 19**
- **Family Goal Setting: 20**
- **Home Visits, Parent Teacher Conferences, Volunteering: 19**
- **Policy Council: 1**
- **Parenting Education Workshops: 7**



Parent & Community Engagement In-Kind

Volunteer Type	In-Kind Total
Agency or Business	\$116,443
Former Parent/Guardian	\$503
Non-Parent	\$1,171
Parent/Guardian	\$26,487



Child Outcomes & School Readiness Goals

Head Start focuses on the areas of the "Head Start Early Learning Outcomes Framework" which includes the following domains: Approaches to Learning, Language & Literacy, Math Cognition, Science Cognition, Communication, Social-Emotional, and Physical Development. Both programs use the framework and Teaching Strategies GOLD child outcomes assessment data to develop goals.

We meet with a committee of teachers after each checkpoint period to look at the data for the program and by age group/classroom. We look at the lowest areas under each domain, and the lowest area overall for each program. From that data, we determine which areas we want to focus on for school readiness goals. It varies with each program and with each age group.

Early Head Start School Readiness Goals

Birth to 1 Year: Language

100% of infants will engage in simple back and forth exchanges by the time they move to the next classroom

1 to 2 Year Olds: Social-Emotional

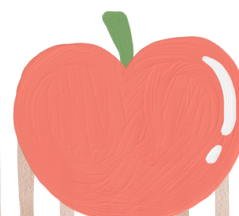
85% of the children will use a trusted adult as a secure base to explore the world

1 to 2 Year Olds: Language

85% of the children will name familiar people, animals, and objects.

2 to 3 Year Olds: Language

85% of the children will tell simple stories about objects, events, and people not present by the time they leave the program



Head Start School Readiness Goals

Approaches to Learning Goal

3 & 4 Year Olds

85% will demonstrate positive approaches to learning

Social & Emotional Development Goals

3 Year Olds

75% of children will comfort self by seeking out special object or person to manage feelings by MOY.

4 Year olds

75% will use problem-solving skills to manage their feelings in a social situation by MOY.

Mathematics Goals

3 Year Olds

75% of 3 year olds will be able to follow simple directions related to proximity (beside, between, etc.) by EOY.

4 Year olds

75% of 4 year olds will be able to compare and order a small set of objects as appropriate according to size, length, weight, area, etc. by EOY.

Physical Goals

3 Year Olds

75% of children will show progression in scissor-cutting skills by MOY.

4 Year Olds

75% of children will be able to snap, buckle, zip, lace, or button objects by MOY.

Language Goals

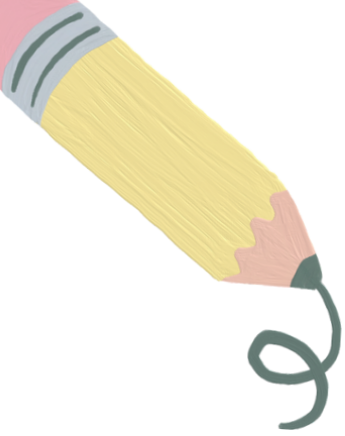
3 Year Olds

75% of children will use language to speak clearly and be understood by most adults even if some words are mispronounced, especially long or unusual words by MOY.

4 Year Olds

75% of 4 year olds will take turns and regulate their voice volume in conversations with minimal interruption by MOY.





Cognitive Goals

3 Year Olds

75% of children will maintain interest in a task or activity for longer periods of time by MOY.

4 Year Olds

75% of children will be able to classify objects in two or more groups based on characteristics like color, shape, etc. by MOY.

Literacy Goals

3 Year Olds

75% of children will show understanding that text is meaningful and can be read by participating in read alouds and showing interest in print by MOY.

4 Year Olds

75% of all 4 year olds will be able to fill in the missing rhyming word; generate rhyming words spontaneously by EOY.

Financial Overview

Region 9 Head Start and Early Head Start operate on federal funds. Region 9 received the NM PreK grant which is a 4-year grant to provide blended Head Start and PreK services within Head Start classrooms. Both programs received state funding through the Child and Adult Care Food Program. Eight percent of each grant is allocated to Region 9 for the indirect cost rate. The Head Start/EHS fiscal year runs from January 1 to December 31.

Funds Received

HS/EHS FY24

HS Program Operations	\$1,285,833
HS T/TA Funds	\$16,175
HS COLA	\$30,217
Total	\$1,332,225

EHS Program Operations	\$875,244
EHS T/TA Funds	\$18,281
EHS COLA	\$49,014
Total	\$942,539

ECECD PreK

Program Operations
\$324,440

CACFP

Oct. 2024-Aug.2025

Meal Reimbursement
\$84,941

Proposed Budget & Expenses

Head Start Expenditures FY24

Expenditure	Amount
Personnel	\$669,051
Fringe Benefits	\$205,141
Travel	\$8,906
Professional Development	\$35,390
Supplies	\$45,971
Transportation	\$71,293
Food/Meals	\$59,894
Other	\$146,174
Indirect Costs	\$90,405
Total	\$1,332,225

Head Start Proposed Budget FY24

Head Start - Budget Categories

Budget Category	Program Operations	Training Technical Assistance	Non-Federal Share
Personnel	\$654,694	\$0	\$188,179
Fringe Benefits	\$215,337	\$0	\$79,421
Travel	\$11,326	\$0	\$0
Equipment	\$60,000	\$0	\$0
Supplies	\$16,944	\$0	\$0
Contractual	\$82,051	\$0	\$12,093
Construction	\$0	\$0	\$0
Other	\$158,179	\$16,175	\$45,809
Total Direct Charges	\$1,198,531	\$16,175	\$325,502
Indirect Charges	\$87,302	\$0	\$0
Total	\$1,285,833	\$16,175	\$325,502

COLA Funds

6. Object Class Categories	Grant Program, Function, or Activity		Total
	(1) Head Start: Program Operations	(2) Head Start: TTA	
a. Personnel	\$15,385		\$15,385
b. Fringe Benefits	\$5,060		\$5,060
c. Travel			\$0
d. Equipment			\$0
e. Supplies			\$0
f. Contractual	\$1,928		\$1,928
g. Construction			\$0
h. Other	\$5,792		\$5,792
i. Total Direct Charges (sum of 6a-6h)	\$28,165	\$0	\$28,165
j. Indirect Charges	\$2,052		\$2,052
k. TOTALS (sum of 6i and 6j)	\$30,217	\$0	\$30,217

Early Head Start Proposed Budget FY24

33. Approved Budget (Excludes Direct Assistance)	
I. Financial Assistance from the Federal Awarding Agency Only	
II. Total project costs including grant funds and all other financial participation	
a. Salaries and Wages	\$583,205.00
b. Fringe Benefits	\$177,194.00
c. Total Personnel Costs	\$760,399.00
d. Equipment	\$0.00
e. Supplies	\$15,650.00
f. Travel	\$3,370.00
g. Construction	\$0.00
h. Other	\$89,795.00
i. Contractual	\$31,107.00
j. TOTAL DIRECT COSTS	\$900,321.00
k. INDIRECT COSTS	\$60,771.00
l. TOTAL APPROVED BUDGET	\$961,092.00
m. Federal Share	\$961,092.00
n. Non-Federal Share	\$240,273.00

The Early Head Start proposed budget is from the award letter for August 2023-July 2024. In 2024, the request to consolidate Head Start and EHS grants was approved. In the process, the grant numbers were changed and rolled over into a single grant number in HSES. There were multiple budget revisions and changes within our vision's accounting system because of the consolidation and changes in fiscal years, so it is difficult to get an accurate amount of the EHS proposed budget and expenditures for FY24. The funds were expended and reported in the system. In January 2025, both HS and EHS were awarded under one grant number and will have the same fiscal year.

Results of the Most Recent Review

In November 2022, The Office of Head Start conducted a Focus Area Two (2) Monitoring Review of our Head Start and Early Head Start programs. On January 13, 2023, we received a summary of the findings and we had two areas of non-compliance and one area of concern which are shown below. On June 6, 2023, the program received a program performance summary report stating that the areas of non-compliance were corrected.

Focus Area 2 Monitoring Review Summary & Correction

Service Area	Grant Number(s)	Compliance Level	Applicable Standards	Timeframe for Correction
Supporting Teachers in Promoting School Readiness	06CH011308	Area of Concern	1302.91(e)(1)	Follow up with Regional Office for support
Safety Practices	06CH011308 06HP000256	Area of Noncompliance	648A(g)(3)	120 days
Determining, Verifying, and Documenting Eligibility	06CH011308 06HP000256	Area of Noncompliance	1302.12	120 days

In June 2023, the program received a follow-up stating that both areas of non-compliance were corrected.

Service Area	Applicable Standards	Grant Number(s)	Primary Review Finding Status(s)	Timeframe for Correction	Follow-up Compliance Level
Monitoring ERSEA: Eligibility, Recruitment, Selection, Enrollment, and Attendance	1302.12	06CH011308 06HP000256	ANC	N/A	Corrected
Monitoring and Implementing Quality Health Services	648A(g)(3)	06CH011308 06HP000256	ANC	N/A	Corrected

Parent, Family, & Community Engagement

We provided parent, family, and community engagement activities during the 2024-2025 school year. We changed our parent curriculum from Circle of Security to Conscious Discipline, and we introduced it in April 2023 through small workshops. We have discussed recording parent training and workshops on Zoom so that we can upload the training to YouTube and Facebook. Parents and families who cannot attend in person will have access to all the information and training we provide.

PFCE Activities

- Conscious Discipline Parent Curriculum Workshops
- Home Activity Logs
- Parent Teacher Conferences and Home Visits in Person
- Thanksgiving Baskets
- Angel Tree and Baby Bundles
- Christmas Food Boxes
- Pedestrian Safety
- Child Find Registration and Screenings
- Parent Orientation/Open House
- Parent Meetings
- Royal Tea Party
- Policy Council
- Health Advisory Committee
- I Love You Rituals
- Thanksgiving Lunch
- Friendship Day
- Butterfly Ball
- Parent/Community Appreciation
- Mental Health Day
- Grandparents Breakfast
- Art Gala





Volunteers & Community Partners

We had over 200 individuals provide volunteer services to the program during the 24-25 school year. About 75% of these volunteers were current or former Head Start/EHS parents. We continue to have strong partnerships with community agencies that support the Head Start and EHS programs, students, and their families in Lincoln County. Thank you to all the Head Start and EHS staff who help with PFCE events and who help promote parent and family community engagement at home!

- Anytime Fitness
- Roots NM
- Episcopal Church
- Capitan School District
- Ruidoso School District
- Capitan Women's Club
- Region IX Education Cooperative
- Albertson's Market
- Shepard of the Hills Lutheran Church
- First Presbyterian Church
- Smokey's Market
- Village of Capitan
- Ruidoso Association of Realtors
- Ruidoso Parks and Recreation
- MaryAnn Padilla
- Income Support Division
- One Church
- Lincoln County Medical Center
- BCA Medical (Stephanie Sugg)
- Summit Dental
- Life-Way
- River Crossing Church
- Pizza Hut
- Sierra Blanca Counseling
- R9 School-Based Health Center
- 1st Savings Bank
- Ruidoso Radio Stations
- Village of Ruidoso
- Global Nutrition
- ECECD
- WIC
- ENMU-Ruidoso
- PIECE Committee
- R9 Developmental Services & Home Visiting
- Lincoln County Medical Center
- Ruidoso Public Library
- Walmart Supercenter
- Ski Ruidoso Ski Shop
- Region 9 Sunshine Committee
- David Chavez
- Emily Fleming

thank you

Region IX Head Start

135 El Paso Road
Ruidoso, NM 88345
(575) 257-2368

Region IX Early Head Start

2710 Sudderth Drive
Ruidoso, NM 883465
(575) 315-0784



www.rec9nm.org