



MISSION

Satisfying Colorado's Diverse Employment,
Training and Educational Needs.

VISION

Rocky Mountain Service, Employment & Redevelopment is committed to maintaining its reputation through good service and communication. RMSE provides the best quality service through its dedicated staff and Board Members while respecting and meeting the needs of our clients. RMSE's reputation of honesty and integrity is displayed by its teamwork, collaboration and communication.

Corporate Overview

To our constituents:

The challenge for most non-profit companies is meeting mission goals with at times limited resources but the requirement for creative leadership often allows for non-profit agencies to thrive even in the midst of economic challenges. To be agile and mobile in making necessary changes to program delivery is essential for success. Rocky Mountain Services Employment and Redevelopment (RMSER) has proven over the course of this past year in meeting the challenges and opportunities to remain a robust and healthy organization.

Changes to the organizational structure were implemented in order to better bring consistency and conformity particularly within the Head Start Programs which spread throughout all regions of the state. The Workforce Development division serviced disadvantaged youth, adults, dislocated workers, older workers, migrants, seasonal farm workers and welfare recipients through a one-stop workforce development center in 20 communities throughout many rural counties in Colorado. The 167 National Farmworker Jobs Program solely offered by RMSER throughout Colorado provided employment, training and support services to low income migrant/seasonal farmworkers in rural Colorado. RMSER's Youth and Community Service Division, headquartered at the Pecos Community Center, provided integrated athletic, educational and social programs which enabled individuals to exceed their highest expectations by enhancing self-confidence and developing personal goals in the classroom, on the field and in the world.

It remains a constant goal to elevate RMSER as a premier non-profit organization serving the needs of the many citizens of Colorado who may at times be viewed as disenfranchised. Our organization remains committed to the empowerment of those individuals in all of our programs through innovative, defined and impactful programs dedicated to working with children and families with dignity, respect and honor of reinforcing the quality of successful family living.

This board will continue to dedicate its efforts in working with community, governmental, and private donors in exercising sound fiduciary decisions in the delivery of services to those who need our assistance the most. We appreciate and acknowledge the donors, participants, and staff who allow us the privilege to serve our communities with the best programs possible.

This annual report serves as a reflection of how we accomplished our mission for the program year of 2011-2012.



Rosa Lee Vigil, Board Chair
Rocky Mountain Service Employment and Redevelopment

ROCKY MOUNTAIN SER BOARD OF DIRECTORS

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HEAD START PROGRAM OVERVIEW

Rocky Mountain SER's federally funded Head Start program serves 2,276 children and families throughout the state of Colorado. With locations in four regions of the state, Rocky Mountain SER Head Start programs cover the Denver Region, the Western Slope Region, the San Luis Valley Region, and the Southern Colorado Region. Rocky Mountain SER impacts positively the lives of children ages 3-5 by providing quality early childhood education along with a robust array of supportive services. The goal is to promote school readiness in developmentally inclusive and family centered classroom environments for those children with the highest need based on socio-economic standing and special needs requirements.

Within the confines of 84 classroom sites, 139 sessions were taught of which 110 were in double sessions and the remaining 29 being single sessions which were augmented by Colorado Pre-School Program funds.

Parents form the nucleus as the child's first teachers and in collaboration with Head Start staff creates the partnerships necessary for the success and development of the child. Parents serve as volunteers in the classroom; provide leadership as Parent Advisory Council (PAC) members and the very important Policy Council (PC) which creates a joint governance alliance with the corporate Board of Directors in directing the Head Start program.

Under the capable and dedicated board leadership of Rocky Mountain SER, the administration and program delivery of services to meet the needs for the Head Start Program with a cumulative enrollment of 2,781 students were met by 498 staff members. The federal funding for this program year amounted to \$15,411,832 including \$3,852,958 of in-kind funding.

It is important to note that a significant administrative reorganization occurred during this program year in order to improve on the consistency and reliability of program services, monitoring and reporting by components throughout the entirety of the statewide program. Seven statewide leads (Component Managers) were created to guide the component areas of Education, Family Services, Disabilities/Mental Health, Nutrition, Health, MIS/Systems and Operations/Transportation. Each manager was responsible for the program development, administration, monitoring and reporting for their respective programs in order to meet all federal, state and local regulations and standards and included the supervision of component coordinators in each region.

In addition to component managers, new positions were created for Mentor Teachers in each region with a total of (six) mentor teachers selected. The intent was to provide more direct support and training prospects for classroom teachers and to utilize the CLASS observation as a tool to rate domains of emotional support, classroom organization, and instructional support. The purpose of CLASS was to measure the quality of teacher child interactions in the classroom and to provide strategies to teachers striving to increase performance, enhance individualized instruction and provide instructional support.

During this year it also became apparent that the enrollment patterns of children were drastically being impacted in various areas as a result of “gentrification” particularly in the Denver Highlands neighborhood. In addition, some school districts began a gear up of providing pre-school programs for children who typically would have gone to Head Start programs. This shifting of population in addition to the siphoning of students created the need in Rocky Mountain SER Head Start to begin looking at revising the enrollment management plan to reflect the need for more aggressive recruitment strategies and community partnership development.

PROGRAM HIGHLIGHTS

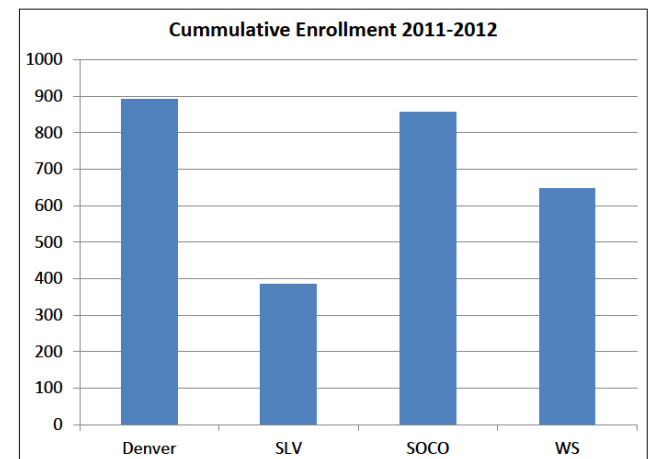
Treasure Chest Program - Through a grant of \$27,000 from the Scottish Rite Foundation and a grant of \$2,000 from the Target Corporation, Rocky Mountain SER Head Start in Grand Junction was able to offer an early literacy program in a home based environment for children with possible developmental delays. 64 children were assisted through this program which also developed a waiting list for 88 additional children.

5X5 Project - In a collaborative effort with Denver Great Kids Head Start, Rocky Mountain SER Denver region was able to offer families with year-round access to 15 cultural venues in the metro Denver area and on-site educational opportunities at no cost.

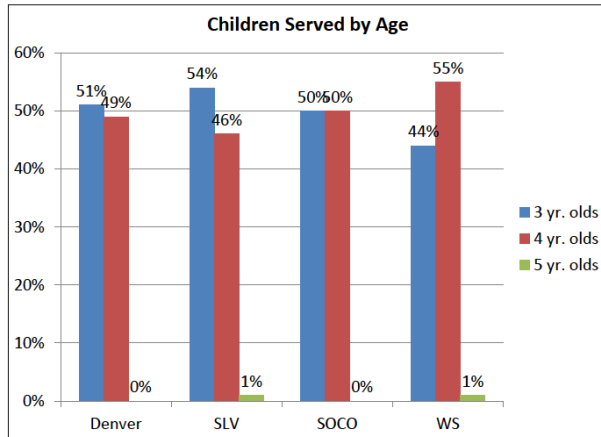
Operation Good Cheer - Through various donations, Christmas gifts were able to be given to Head Start children throughout the state. This program generated not only good will but good press for Rocky Mountain SER Head Start.

PROGRAM PERFORMANCE INDICATORS

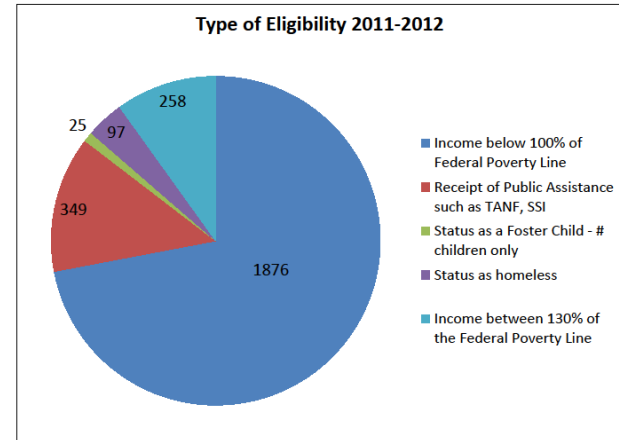
Comprehensive services were provided to 2,781 children in the four regions comprising Rocky Mountain SER Head Start programs. The funded enrollment was for 2,276 students for the program year. Adjustments were made to reflect changing demographic patterns throughout the regions to assure full enrollment. It was the ability by staff to make classrooms available in locations where the most need occurred which allowed for services to be delivered to those areas needing services the most.



In accordance with our charge to serve eligible children between the ages of 3- 5, the goal of early intervention is met by providing services to three and four year old children in order to prepare them for transition to kindergarten.



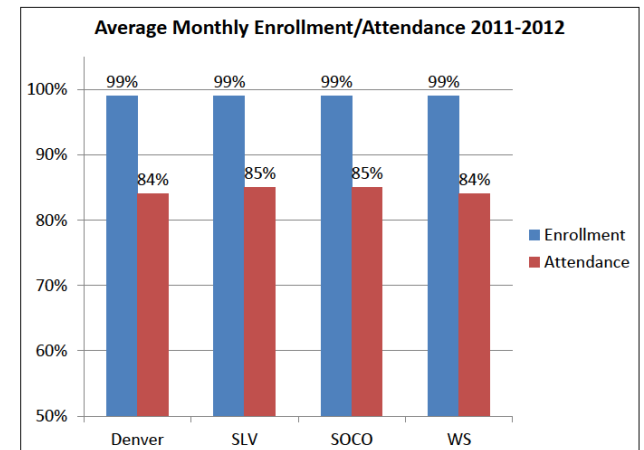
The statewide average for families eligible for services under the Federal Poverty guidelines was 90% (2,347 families) and 10 % (258) who fell within the income guidelines of between 100% and 130% of the federal poverty line.



RMSER Head Start achieved an average monthly enrollment statewide of 99% (as a percentage of funded enrollment, including vacancies less than 30 days old).

The program also achieved an average statewide attendance rate of 84.5%. It is Rocky Mountain SER Head Start's intention to continue efforts to improve upon attendance as it is such an important variable in school readiness. Upon reviewing the data to ascertain reasons impacting attendance the following variables were found to be at play: 1) Start and end dates not always coinciding with various school districts 2) Options available to parents for day care of other children 3) Transportation limitations for parents 4) Incidents of sickness for parents or children.

Continuous assessment of how to effectively address attendance issues is a priority and the following have been some key elements which are continually utilized: 1) Home visits made where discussions on importance of attendance is emphasized 2) Presentations at parent meetings on strategies to improve attendance 3) Same day phone calling as follow-up when children are missing from class 4) Services offered to assist when identified by Family Advocates.



Family engagement throughout the Rocky Mountain SER Head Start program has shown continued growth in families participating in a goal setting process resulting in a Family Partnership Agreement. In 2011, 93% of the 2,604 families in the program participated in the goal setting process.

Of this number 1,015 families received at least one service from the Family Service component.

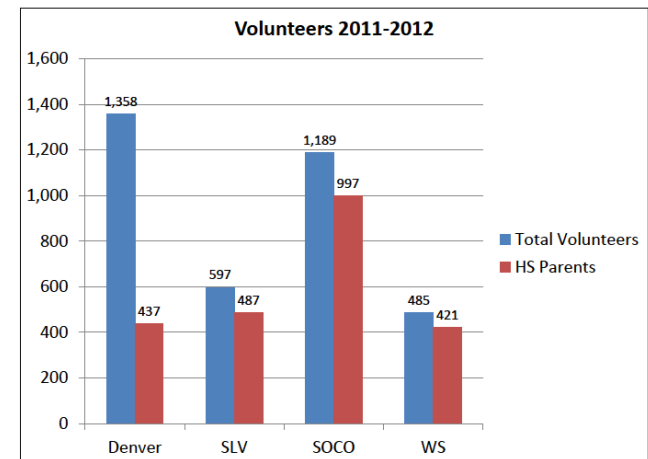
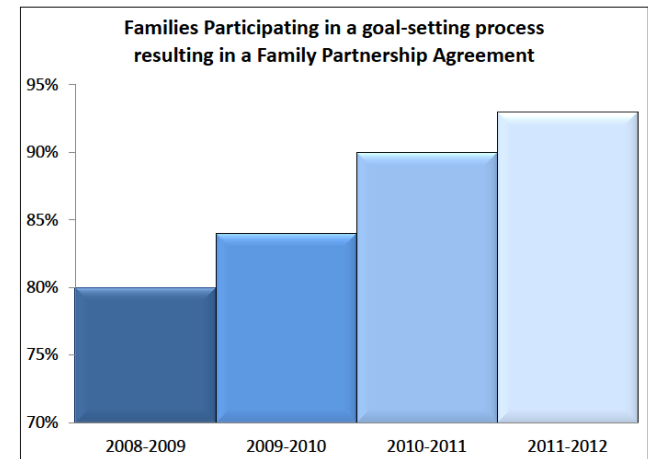
It remains a continuous goal to engage all families in meaningful goal setting and in assisting them through services provided in meeting their goals.

The importance of volunteer services is acknowledged as critical to assisting children to progress in our programs and more so a critical link in engaging parents in the educational growth of their children. This past year showed that 3,629 volunteers provided supportive services to Rocky Mountain SER Head Start programs throughout the state and of that an impressive 2,342 were either current or former Head Start parents.

It is the goal of Rocky Mountain SER Head Start to continue to engage parents as partners in our programs and to also increase our community presence and partnership agreements which ultimately contributes to the in-kind requirement required by the grant for this past year of \$3,852,958.

SCHOOL READINESS

The Head Start Child Development and Early Learning Framework promotes positive outcomes in early childhood programs serving children 3-5 years old. The Framework is the basis by which Rocky Mountain SER Head Start Programs strive to meet the curriculum needs of Head Start children for a fluid and effective transition to kindergarten. Changes to the original Framework are designed to provide more clarity to the domains and domain elements and providing a better understanding of school readiness goals.





The Framework is used by Rocky Mountain SER Head Start to make curriculum and assessment decisions as has always been the intention of the Framework. It also connect's child assessment data to aspects of the Head Start design and guide the program to match the growing need for early childhood reporting systems.

The Framework is also designed to support the development and learning of children with disabilities. Within the context of a child's Individualized Education Program (IEP) the assessment progress is done in close collaboration with the special educators and related service providers identified on an IEP.

In order to assess effectiveness of school readiness goals, Rocky Mountain SER Head Start is committed to improvement by monitoring the following:

- 1) Increasing the number of teachers with a Bachelors Degree. Currently of the 84 teachers 24 hold earned Bachelors degrees. Rocky Mountain SER Head Start during the past year provided \$70,000 through Training and Technical Assistance (T&TA) funds to support individuals in securing CDA, AA, BA credentialing or degrees.
- 2) Utilization throughout the statewide system of the Teaching Strategies Gold child outcome assessment is currently being rolled out as one standard of measurement within our system. Not yet fully implemented we are excited about providing the training for staff as well as having consistent results in order to make accurate determinations as to progress by students across all domains covered essential to learning and development. Although some preliminary data was available from parts of the state a complete analysis was not possible within realms of good prediction.
- 3) As part of the School Readiness Act, the Classroom Assessment Scoring System (CLASS) is utilized to look at three domains and ten dimensions of teacher-child interactions and measures those observed interactions on a seven point scale. Although CLASS was used as a tool during this time period, in most regions of the state the reporting and monitoring tools necessary for adequate comparisons were not available at this time. It is however one of the goals as was determined by the Education Components for development of formal procedures on use, monitoring and reporting of the data as a requirement. Rocky Mountain SER Head Start is committed to utilizing this assessment tool and in the continued training and certification of staff charged with doing the CLASS observations.



HEALTH AND WELLNESS

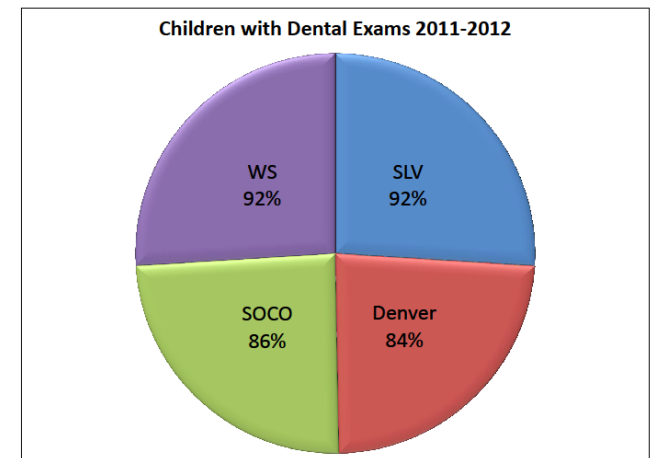
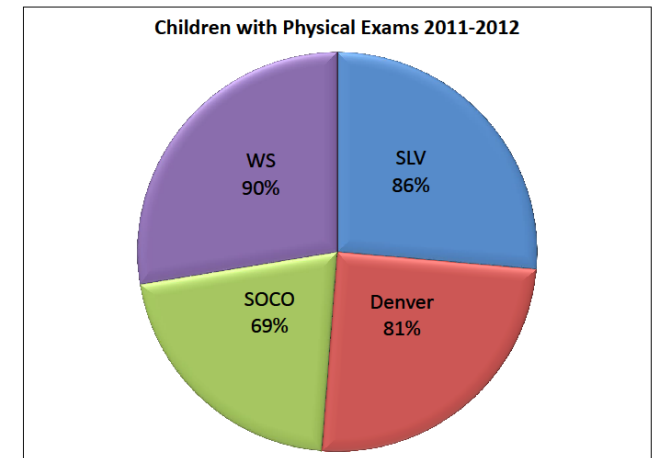
It is a basic premise of the Rocky Mountain SER Head Start program that good health and nutrition are a precursor to good learning. As such not only because it is required by standard but guided by good practice, all enrolled children are worked with in having timely physical and dental exams and basic health screenings including hearing, vision, height and weight, and nutritional assessments to verify special diet statements or food allergies.

Every effort is made to arrange for necessary health or dental care when identified through routine observation, or at the request of families. On a statewide average 88.5 % of children received dental exams and 81.5 % received physical exams.

It is an ongoing process of educating parents as to resources available to assist in making sure their children receive proper care. This allows for a full and healthy classroom experience in all aspects of their education. Many of the classroom teaching moments include the use of nutrition and foods as an educable focus.

Rocky Mountain SER Head Start is committed to assuring good health care is available to all children. Preventative care is emphasized to families by encouraging establishment of a

PIR Performance Indicator	Number at Beginning of Enrollment Year	Percentage at Beginning of Enrollment Year	Number at End of Enrollment Year	Percentage at End of Enrollment Year
Percentage of children with health insurance	2,598	93.40%	2,680	96.40%
Percentage of children with a medical home	2,684	96.50%	2,754	99%
Percentage of children with up-to-date immunizations, all possible immunizations to date, or exempt	2,752	99%	2,781	100%
Percentage of children with a dental home	2,476	89%	2,696	96.90%



DISABILITIES AND MENTAL HEALTH SERVICES

As required by law 10% of children within the Head Start Program needed to be identified and served as children with disabilities. The number for this year exceeded the 10% requirement as 281 (12.3%) of students were identified and served. In addition to the students served, parents benefited by education, and strategies provided as to how to effectively work with their child as an educational partner.

Memoranda of Understanding are developed with the various Local Education Agencies (LEA) who provide the necessary services required of a special needs student. In addition, transition meetings are conducted and interagency coordination is provided as children transition to the LEA.

Mental Health consultants are contracted to provide observations and referrals for children who require additional mental health evaluations or treatment. On average mental health professionals either from private practice or agencies provided 63 hours of service on site. 181 of enrolled children were served. Service included work with teachers who were provided classroom strategies as well as the parents who also found ways to better assist their children at home.

As an added program, implemented as a framework. Using also the Pyramid provided a tiered inter-



the Positive Behavioral Intervention and Supports (PBIS) system was implemented as a system wide behavioral competence for young children in the classroom.



Throughout the system A three year plan was developed and T&TA funds were used to train initial staff.

teachers and staff were identified to serve as a core for eventual application to all teachers and staff.

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ADMINISTRATION FOR CHILDREN AND FAMILIES (ACF) FINDINGS

From March 20, 2011 to March 25, 2011 and from November 4, 2011 to November 5, 2011, the Administration for Children and Families conducted on-site monitoring and review of the Rocky Mountain Head Start Program.

Five areas were found to be in non-compliance and all areas previously identified were followed up by an on-site review from February 27, 2012 to March 1, 2012 and found to be corrected.

For a full overview of findings and corrective actions the information may be found on the RMSER official website.

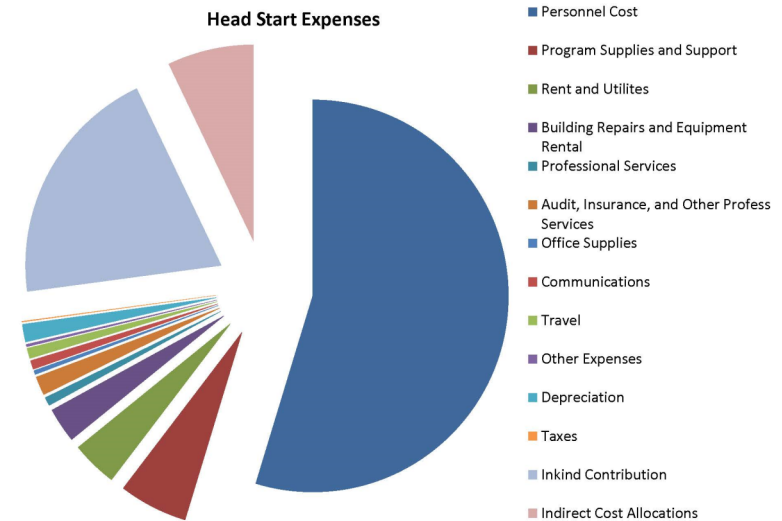
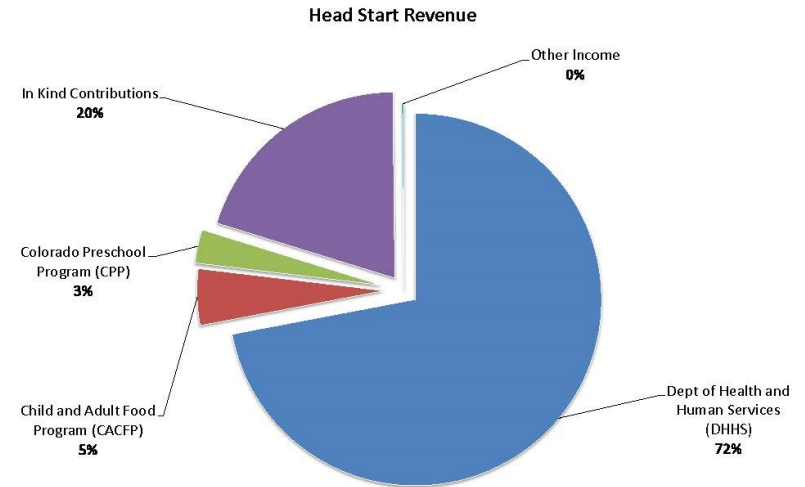
HEAD START PROGRAM FINANCIALS

Head Start Revenue

Dept of Health and Human Services (DHHS)	15,411,832
Child and Adult Food Program (CACFP)	1,044,479
Colorado Preschool Program (CPP)	618,683
In Kind Contributions	4,289,273
Other Income	37,702
	21,401,969

Head Start Expenses

Personnel Cost	11,729,178
Program Supplies and Support	1,216,936
Rent and Utilities	811,262
Building Repairs and Equipment Rental	616,734
Professional Services	149,872
Audit, Insurance, and Other Profess Services	331,151
Office Supplies	69,333
Communications	154,851
Travel	181,813
Other Expenses	41,514
Depreciation	312,166
Taxes	12,472
Inkind Contribution	4,289,273
Indirect Cost Allocations	1,526,105
	21,442,660



During the Grant Year of 2012, Head Start received the majority of its funding from Department of Health and Human Services. Head Start can not operate only on those funds. We have also partnered with USDA for Child and Adult Food Program (CACFP). This is a reimbursable program which allows us to provide a Breakfast, Lunch, and Snack to the children during the day. We have also partnered with local school district to provide extended day to the children, which Head Start is known to be half a day. These funds are considered to be Colorado Preschool Program (CPP).



WORKFORCE PROGRAM OVERVIEW

The Workforce Division of Rocky Mountain Service Employment & Redevelopment continues to provide outstanding employment and training services to job seekers throughout Colorado. The Workforce Division has been part of RMSE for over 30 years and has an excellent record for assisting thousands of participants reach their employment goals, retain employment, and help them earn higher earnings by participating in the programs the Workforce Division offers. The Workforce Director has been with RMSE for over 26 years and continues to lead an exceptional staff in their efforts to assure all participants enrolled, receive the utmost and latest training available to gain skills to make them competitive in today's job market.

Rocky Mountain SER continues to receive funding from two major sources including the United States Department of Labor state-wide and the Colorado Department of Labor (Colorado Rural Workforce Consortium) in the South Central Region which includes the six counties of the San Luis Valley.

The funding for the Workforce Division currently is granted by the United States Department of Labor with 167 National Farmworker Jobs Program, which is a section of the National Workforce Investment Act (WIA). RMSE competed and was awarded the funding for the 167 NFJP on July 1, 2011 for a two year period. This award allows RMSE the ability to provide employment and training services to eligible Migrant/Seasonal Farmworkers throughout Colorado. All participants of the program are United States citizens or Registered Aliens and must be eligible to work legally in the US. Participants must prove their income is derived mostly from agriculture work before being provided services.

Funding level for Program Year 2011 (July 1, 2011 to June 30, 2012) was at \$993,974 and a over 400 participants were enrolled in the RMSE 167 NFJP in Colorado. The goal during the program year was to place a total of 109 participants into unsubsidized employment. RMSE continues to be an effective 167 NFJP program administrator and has continuously met or exceeded all of the Common Measures (Performance Measures) of US Department of Labor requirements for the past 9 quarters measured. RMSE will strive to continue to meet the three common measures which include Entered Employment, Employment Retention and increase in Average Earnings of our participants.

The 167 NFJP is a Nationally Administered program and has been one of the most successful USDOL programs for many years. The Workforce Division also is funded by a 167 NFJP grant provided through the Community Resources & Housing Development Corporation. Funding is provided to RMSER to assist eligible 167 NFJP participants with both rental and utility assistance during the program year. The funding level for the 2011 program year was \$45,000. A total of 93 Migrant/Seasonal Farmworkers were assisted under the CRHDC Housing Grant.

The Workforce Division of RMSER currently has a total of 6 offices located in key areas where there are a significant number of eligible Migrant/Seasonal Farmworkers. Offices are located in Greeley, Brighton, Rocky Ford, La Junta, Lamar and Monte Vista in Colorado. The local Workforce offices are staffed by English/Spanish bi-lingual and bi-cultural individuals who are committed to providing services that will enable our participants to make choices which will allow them to remain in agriculture work or gain skills through training. The goal of the 167 NFJP is to provide opportunities to those participants that want to expand their skills in other types of employment. The staff also is available to assist Migrant Farmworkers who want to continue to work in agriculture by providing them with emergency Supportive Services which assist them and their families as they provide a much needed labor force to Colorado's growers.

The 167 NFJP offers participants training opportunities through tuition assistance to local Community Colleges, Junior Colleges, and private training institutions throughout Colorado which enable participants to gain valuable skills that will enable them to compete for jobs available in their local communities or state-wide. On the Job Training and Work Experience is also available to our Farmworkers who want to learn from employers willing to train at their worksites, so participants can become valuable new employees to their business. All classroom, On the Job, and Work Experience participants are eligible to receive Supportive Services from the program to assist with transportation, training/work supplies, and any other additional services that are needed; to assist them in being successful in their training activities. Participants are also provided Job Readiness Training to assist them in their job search.

Rocky Mountain SER is also the regular Workforce Investment Act provider in the South Central Region for the Colorado Rural Workforce Consortium which is a division of the Colorado Department of Labor and Employment which serves the rural areas of Colorado.



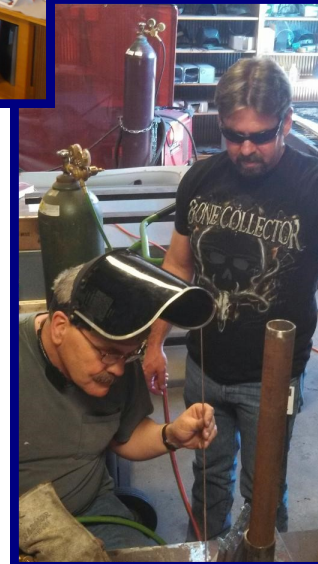
Participants in Work Experience Training

Rocky Mountain SER administers the regular WIA Adult, Dislocated Worker and Older and Younger Youth Programs for CRWC. Training services are provided to Adult and Youth participants who are economically disadvantaged and RMSER has a long history of utilizing the Priority of Service to these low income individuals to assure they receive the WIA services they need to become trained and employed. RMSER also provides services to Dislocated Workers in the local area who are in need of re-training to get back into the workforce and provides all of the participants in all programs with supportive services to assure they are successful.

RMSER is also currently seeking grants to provide services to all job seekers; with additional programs for Adults, Youth, and Dislocated Workers as the Workforce Division has the experience necessary to administer employment and training to various populations in need.



167 NFJP Participant graduated from CSU Pueblo



Participants in Work Experience Training

YOUTH & COMMUNITY SERVICE PROGRAM OVERVIEW



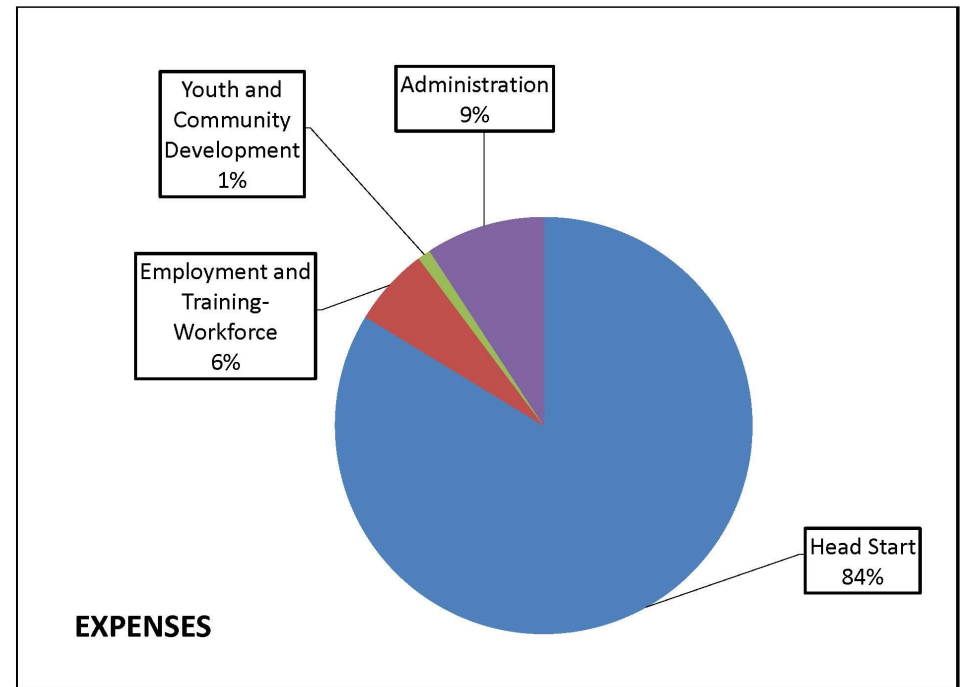
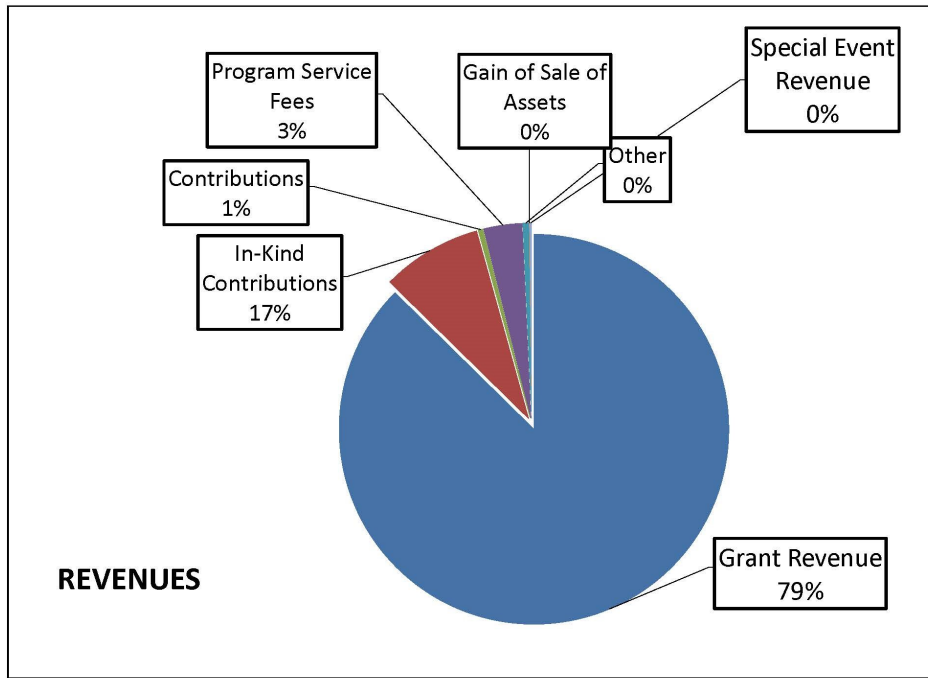
Youth & Community Services Division (Y&CSD): Headquartered in RMSER's Pecos Community Center in the Highlands neighborhood of Denver, the division offers after school programs for children ages 5 through 18, including: youth sports; tutoring; mentorship; and athletic training. In addition, community programs such as No Mo Violence Cultural Dance Group, the Colorado Mestizo Dancers.

The Y&CS Division seeks funding to expand programming and enable us to serve more children. The need is great. The minority population of the Highland neighborhood is 42.58%. Other statistics that place these children at risk include 26.31% living in single-parent homes. The poverty rate in 2007 (the last year for which data are available) was 28.9%, compared to the State's level of 12.5% in 2007; the rates for nearby neighborhoods are similarly elevated (West Colfax 28.9%, Sunnyside 18.8%, Jefferson Park 35%). These figures foretell a chilling future: Children living in poverty have a greater likelihood of dropping out of school which increases the odds of unemployment (12.9% versus 8.3% in 2012). In contrast, when a Denver resident earns a high school diploma, it cuts that person's chances of experiencing poverty in half.

RMSEY Y&CS programs are expressly designed to combat these barriers to success. Programs that can empower participants through academic and athletic achievement will improve the lives of at-risk youth. Our ability to implement such opportunities has a direct, positive effect on the children and families in our community. This means the Youth and Community Service Division must seek outside funding for its programs. Thus, funded solely by donations, the Division provides integrated athletic, educational and social programs that allow individuals to exceed their highest expectations by enhancing self-confidence, building moral character and developing personal goals in the classroom, on the field and in the world. In order to carry out this mission, RMSER's Youth and Community Service director Jermaine Stafford and his staff combine superior training principles, expert academic coaching and instruction, and skilled mentoring strategies to facilitate growth in both youth and adult participants through a variety of affordable and no-cost programs directed by experienced and reputable professionals.



RMSER FINANCIAL REPORT PROGRAM YEAR 2012



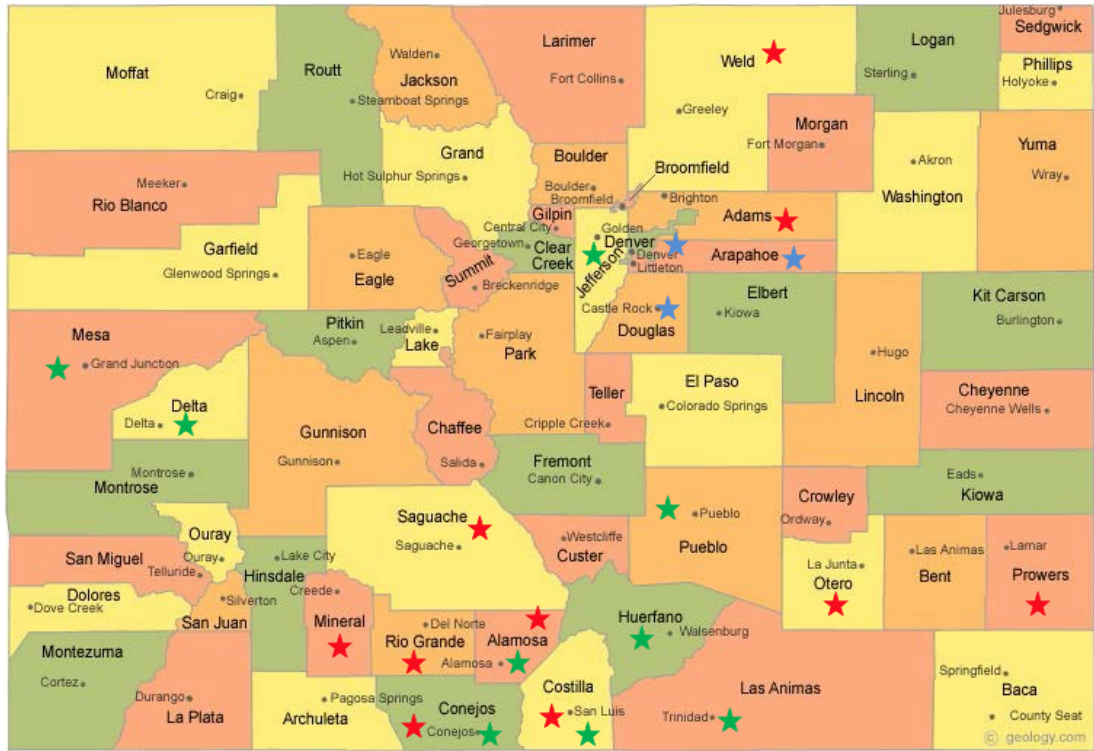
REVENUE

Grant Revenue	18,796,932
In-Kind Contributions	1,792,760
Contributions	87,842
Program Service Fees	685,249
Other	112,425
Gain of Sale of Assets	7,340
Special Event Revenue	34,944
Total Revenue	21,517,492

EXPENSE

Head Start	17,922,460
Employment and Training-Workforce	1,300,718
Youth and Community Development	214,628
Administration	1,970,070
Total Expenses	21,407,876

RMSER SERVICE AREA



** Workforce NFJP Program service delivery area is statewide.

★ HEAD START PROGRAM

- Denver Region: (303) 937-1060
- San Luis Valley Region: (719) 589-1902
- Southern Colorado Region: (719) 542-1922
- Western Slope Region: (970) 243-9318

★ WORKFORCE PROGRAM

- Northern Region**
- Brighton: (720) 523-6938
- Greeley: (970) 353-9251
- South Central Region**
- Monte Vista: (719) 852-3162
- South East Region**
- La Junta: (719) 384-5464
- Rocky Ford: (719) 254-6067
- Lamar: (719) 336-9019

★ YOUTH & DEVELOPMENT

- Denver, Arapahoe, Douglas: (303) 480-9394