Iowa Department of Health And Human Services

CHILD CARE CENTER ANNUAL EVALUATION

Name of Center: Tri-County Head Start-Maywood Center

Provider No.: 22899

Address: 800 Milwaukee AVE, Waterloo, IA, 50707

County: Black Hawk

Director's Name: Dr. Robert Welch

On-Site Supervisor: Dusty Olson & Laurie Duff

Phone Number: 3192350383

E-Mail: rwelch@teamtricounty.org, mmccracken@teamtricounty.org

HHS Visit Date: 04/16/2026

Licensing Period: 05/01/2025 to 05/01/2027

Fire Inspection:

Date Inspected: 09/26/2025

Comments:

Report Visit Type:

- [ ] PTO
- [X] Licensing Visit
- [ ] Drop In
- [ ] Administrative Change

License Type:

- [X] Full
- [ ] Provisional

Quality initiative:

- [ ] Accrediation

Program Duration:

- [X] Year-Round
- [ ] School Year
- [ ] Summer Only

Health and Human Services

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HOURS:	*Year-round*	*School-Year*	*Summer Only*
Sunday			
Monday	6:30 AM to 5:30 PM		
Tuesday	6:30 AM to 5:30 PM		
Wednesday	6:30 AM to 5:30 PM		
Thursday	6:30 AM to 5:30 PM		
Friday	6:30 AM to 5:30 PM		
Saturday			

Program Population Served:

- [X] Infant(0-<24 Months)
- [X] Toddler
- [X] PreSchool
- [ ] School Age
- [ ] All Ages

LICENSE CAPACITY	Infants	2 Years	Preschool	School-Aged	Capacity
General	16	12	108	0	136
Summer					0

1. Basic Overview

On 04/16/26 I made an unannounced off year licensing visit to Tri-County Head Start-Maywood in Waterloo. I met with Dusty Olson, a program manager. Laurie Duff, the on-site supervisor, was also present. She has been the administrative assistant/program coordinator for this program since February 2021. Ms. Duff has several years with Head Start. The program now has a co-program manager named Austin Maskee. He started in the fall of 2025. He was not present the day of my visit. There are 22 staff members employed by the program.

Hsae Meh and Megan McCabe are the family workers for the program. They meet with families in the home to provide support and assist with community resources. Dr. Robert Welch is the director of the early childhood programs operated by Tri-County Head Start. He started in December 2020. His office is in the administration office in Waterloo. Angela Barth is the Education Services Director. She started with Head Start in January 2017.

The Maywood Head Start program operates out of a free-standing building. The program operates Monday through Friday from 6:30 am until 5:30 pm and serves infants through preschool age children. Wraparound services are provided. There are currently 80 children enrolled.

The program operates out of the following rooms: S4-Friendly Foxes (serves infants 6 weeks through approximately 18 months), S3-Brave Bears (18-24 months), S2-Respectful Rabbits (18-24 months), S1- Helpful Hedgehogs (two-year-olds and younger three-year-olds), N1-Optimistic Owls (three through five-year-olds), N2-Responsible Raccoons (three through five-year-olds), and N3-Creative Chameleans (three through five-years-old). The program is currently not using rooms located on the lower level.

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An inspection of each room was completed. Windows provide natural lighting. The rooms are decorated with pictures of the children, the children's art projects, and posters to assist the children with the learning process, such as the alphabet, shapes, colors and numbers. The children's birthdays were posted. There is an area for circle time in each room.

The centers observed on the day of the licensing visit include library, Lego/blocks, table toys, games, puzzles, transportation, computers, play dough, art, dramatic play, listening, writing, math, science/discovery, woodworking, sensory table and music. Centers were arranged in a manner that allowed easy movement between activities, but it also allowed for clear supervision by staff members. Materials were in good condition. The materials are located at child level, so they are easily accessible to the children.

In the upstairs hallway on the north side of the building there is a girl's bathroom with three toilets and two sinks. The boy's bathroom has two toilets and two sinks. Handwashing procedures were posted in both locations. Both bathrooms also have mats available to change pull-ups. There is an additional girl's and boy's bathroom on the south end of the hallway. The girl's bathroom has two toilets and two sinks and the boy's bathroom has two toilets, two sinks and a urinal. Procedures were posted. There is a diaper changing table in the girl's bathroom on the south side of the hallway. Diaper changing procedures were posted. There is a bathroom on the lower level with two toilets and two sinks and handwashing procedures were posted.

There are sinks in every classroom and changing tables in most classrooms. Handwashing procedures and diaper changing procedures were posted in all locations.

The center uses the Creative Curriculum to prepare lesson plans and completes GOLD assessments. They use Second Step for social/emotional skills. They also use Kindermusik. They also complete 45-day assessments, which include ASQ, ASQ-SE and Brigance assessments. Each teacher prepares their own lesson plans. The length of the study depends on the interest level of the children and number of activities associated with the study. In the infant room they set developmental goals for each child and plan activities to achieve these goals. Lesson plans were available for review in each room.

The center partners with Central Rivers AEA to provide the children with speech therapy and mental health referrals. The county nurse provides hearing and vision screenings. Each classroom provides a monthly newsletter to the parents. The program participates in the Positive Behavioral Intervention Supports (PBIS) program in the classroom. This focuses on the three components, "be safe, be responsible and be respectful". There are several visual cues in the classrooms to help direct the children. I did observe positive redirection and PBIS Methods being used with the children.

There was a phone with emergency numbers and the program's address and phone number in each classroom. The classrooms communicate with one another through two-way radios. Emergency fire and tornado procedures and evacuation diagrams were posted by most of the main program doors and outdoor exits. Post an evacuation diagram near the door to the outside in the Respectful Rabbits room. They have just received a new door in this area. A daily schedule was posted in all rooms.

Head Start participates in the Child and Adult Care Food Program (CACFP). The center provides breakfast, lunch and an afternoon snack. Breakfast, lunch and snack are prepared by Head Start staff at Tri-County Head Start Learning and Community Center and delivered to the center. Disposable products are mostly used. Washable items are put through an industrial dishwasher that is on-site. Each room has a refrigerator in the room. There were thermometers present. Food items were stored according to NHSPS guidelines.

Head Start provides the formula, baby food and cereal for the infants. If the infant requires a special formula, Head Start will purchase the formula with a doctor's note. Bottles are washed in the room using a steamer/sanitizer. Head Start also provides diapers, wipes and diaper creams for children.

The program uses bleach to sanitize the food tables and disinfect the changing tables.

I observed or discussed diaper changes in the classrooms. Proper procedures are being followed.

Cots and cribs are used to nap.

I reviewed documentation of monthly fire and tornado drills. I reviewed documentation of monthly playground inspections. The radon test was completed in April 2024 and is good for five years. Results were within EPA guidelines. The fuel

burning inspection was completed and no concerns were noted. Carbon monoxide detectors are on site in the fire safety system on the ceilings. There was also one in the Respectful Rabbits room. Outlets were covered. The fire marshal inspection occurred on 09/26/25.

The parent board is located near an entrance on the south side of the building. The mandatory reporter, childcare consultant and the handbook availability information were posted. The license was conspicuously hung. A no-smoking sign was posted at the entrance.

There are three playground areas. The building is U-shaped, and one playground is in the middle of the building, called the courtyard. The area does not have any climbing equipment. It is a grassy area and has a small bridge, balance beam and tunnel for the children. There is a sensory table, woodworking table and various balls. There are several other activities for the children in this area.

The other two playgrounds are on the south side of the building. They are fenced in. One area has rubber mulch for surface cushioning. There is a piece of climbing equipment with slides, a ramp and bridge. There is a concrete area with ball hoops and a grassy area. There is a music center. There is a shade shelter and a small tree.

The second playground on the south side of the building uses rubber tiles for surface cushioning. Several of the tiles are curling up and are tripping hazards. These need to be repaired. This was noted in last year's report also. Please come up with a plan to fix these when funds allow. There are two sandboxes that could use more sand. There are two pieces of climbing equipment with slides and other activities. There is a climbing wall, monkey bars and a fire pole. There is a teeter totter, rocking toys, sensory tables, a playhouse, a balance beam and a music center. There is also a grassy area.

The program has a bike bath to the playground.

2. Identify Observed Strengths of the program

The leadership of the program is committed to providing a safe environment for the children. Staff members had terrific interaction with the children in each room. They made the learning environment fun and inviting. Staff members are enthusiastic and it came across in how they taught and interacted with the children. They interacted with the children at their level and offered them choices. They were flexible but maintained a routine for the children. Staff members had great teamwork. They each have jobs and roles within the classrooms and know what to expect from one another. Staff members provided easy to understand and clear directions for the children. They provided the children with praise and a calm environment and used positive redirection when necessary. Staff members modeled good manners for the children. They included children in activities and encouraged them to use their imaginations. They provided the children with good handwashing reminders and several of them sang with the children as they washed their hands. Children appeared to enjoy their time at the program.

Head Start closes for multiple professional development days each year. This ensures staff members are getting their training hours completed.

The program is in a secure building and there are cameras in the classroom and hallways.

Staff members communicate on two-way radios and report the number of children they have to the office each time they transition to and from the playground.

Mr. Olson states they are doing more cross training with staff members. New staff members are taken to the Lily Furgerson site to walk through the center and watch other staff members to learn.

Mr. Olson is participating in Elevate Leadership Academy, powered by Leader Valley. This is a prominent leadership program in Cedar Falls. He attends a full day session each month from October through May. He states it has been fantastic. Another program manager participated in it last year.

Mr. Olson states they plan on applying for an IQ4K level.

There are pictures of the staff members in the entrance.

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Mr. Olson states they can provide summer care for children who receive Child Care Assistance (CCA).

Mr. Olson states they have several staff members with longevity. He states they have a good mix of veteran staff members and "new talent" (new staff).

Mr. Olson states they have built good relationships with families, children and each other.

Mr. Olson states he and his co-program manager, Austin Maskee, play well off each other.

Mr. Olson states they have put a lot of work into improving the building and they are making it much better.

Mr. Olson states they hired a Facilities Coordinator to do the upkeep of the building.

Mr. Olson states they have several UNI students visit their classrooms each semester.

Mr. Olson states he attended a training in Italy on the Reggio Emilio approach and it was terrific. They hope to send more staff members. It focuses on project-based, child-led learning using natural materials to spark curiosity. They are incorporating some of the pieces now I a couple of their classrooms as a "pilot" project.

Mr. Olson states all the Tri-County administrators are Mandt certified and all staff members have completed the first three chapters of Mandt. The administrators have been trained as Mandt trainers.

3. Identify the aspects that fall below the standard

N/A

4. Any corrective action plans, provisional license, and safety plans-steps to get into compliance

N/A

5. Special Notes/Recommendations

A full license is issued for the remainder of the licensing period. All HHS licensing standards and procedures must be maintained during the renewal period.

Targeted Assessment: Behavior Management:
I discussed with Mr. Olson, a program manager, the oversight of behavior management related to helping childcare staff: 1) Understand expectations, 2) managing frustrations, 3) monitor performance. Mr. Olson states they utilize the Mandt System and staff members are trained in everything except for the physical part of it. If any type of physical restraint is necessary the staff members must contact management to do it because management is trained as Mandt trainers. They do the "train the trainer" training every three years and they teach the staff members every year. The focus becomes "reflection and discussion". Mr. Olson states the management team models appropriate techniques. Mr. Olson states they are using the coaching method and lots of modeling. They follow up with staff members after there is an incident. They watch the video of the incident and then discuss and reflect on what went well and where they could improve. The staff members are also taught and use PBIS methods. Mr. Olson states to monitor they are doing observation in each classroom every month and there are cameras in each room. He always has the cameras up so he can do observation. They follow up with staff members the same day as they do the observation in the classroom.

Date: 04/28/2026

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HHS Licensing Consultant: Becky Frost

Non-compliance with any of the mandated regulatory requirements listed above may lead to the cancellation or revocation of your Child Care License. Please take steps necessary to completely address each of the violations noted above.

Child Care Resource and Referral is an excellent resource for providers to access training options and support in your area. You can reach Child Care Resource and Referral at **https://iowaccrr.org**.