

2021-2022 Annual Report



Northeast Michigan Community Service Agency Head Start - Early Head Start

HeadStart@nemcsa.org

EarlyHeadStart@nemcsa.org

ecs.nemcsa.org

989-358-4600

2569 US 23 South, Alpena, MI 49707

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OUR HISTORY AND WHO WE ARE

Since 1967, Northeast Michigan Community Services Agency (NEMCSA) has been committed to providing high-quality services to young children and families. These services include early childhood education, family engagement, health, mental health, nutrition, and support for children with disabilities.

When Head Start services began in 1967 as a summer program, 543 families were served across 12 counties. In years to come, the program has grown to what it is today.

- 1970: Summer program converted to full year, part day program in 12 counties with 190 families
- 1974: Merged with SixCAP (community action agency) adding an additional 7 counties with a total of 390 families
- 1976: Merged with thumb area counties bringing total to 21 counties and 570 families
- 1984: Expansion year: total number of families is 1,354
- 1991: Expansion year bringing the total number of families to 1,688
- 2021: Serving 1,965 families (enrollment affected by COVID-19 pandemic)
- 2022: Serving 2,121 families



Early Head Start helps strengthen the relationships between parents and their children ages birth to three. Head Start prepares children with the necessary skills for a successful transition to kindergarten. We develop compassionate partnerships with parents to help them reach their goals and dreams and are proud of our role in helping parents build strong families in Michigan.

DID YOU KNOW THAT NEMCSA EARLY CHILDHOOD SERVICES...

- Receives federal grants of nearly \$28 million from the Department of Health and Human Services to provide quality, comprehensive preschool services to 2,256 children.
- Receives \$4,042,946 in non-federal share match from the Michigan Department of Education to provide full day preschool services to children with both state and federal dollars.
- Provides a quality, developmentally appropriate curriculum designed to prepare children for kindergarten. These services are provided by either part day, full day, or home-based service delivery models. Early Head Start families receive services year-round.
- Provides programming at 88 locations across 21 counties and is geographically one of the largest Head Start programs in the United States.
- Enrollment consists of an average of 18-20% children with disabilities.
- In addition to preschool and home base programs, is a family-focused program whose mission is to "STRENGTHEN FAMILIES THROUGH QUALITY EARLY CHILDHOOD EXPERIENCES."
- Works in partnership with other agencies providing services to low-income families to maximize all available resources.

BOARD OF DIRECTORS AND POLICY COUNCIL

NEMCSA Board Members

Northeast Michigan Community Service Agency, Inc. (NEMCSA) is truly fortunate to have dedicated individuals from all walks of life serving on our Board of Directors. They include elected officials, business and professional representatives, liaisons from our advisory groups, and consumer representatives. Together, they are a cross-section of the communities we serve. We are grateful for the time and talent they dedicate to improving their communities and the lives of people across northeast Michigan.

The Northeast Michigan Community Service Agency, Inc. Board of Directors is a tripartite board consisting of equal parts of the local private sector, public sector, and low-income community representatives. NEMCSA operates with a 30-member board:

- County Commissioners, one from each of the service counties
- Private sector members
- People who represent low-income community consumers



Policy Council

The Head Start philosophy is one of partnership with parents. We see parents as the first and most important teachers of their children and involve them in all aspects of the program.

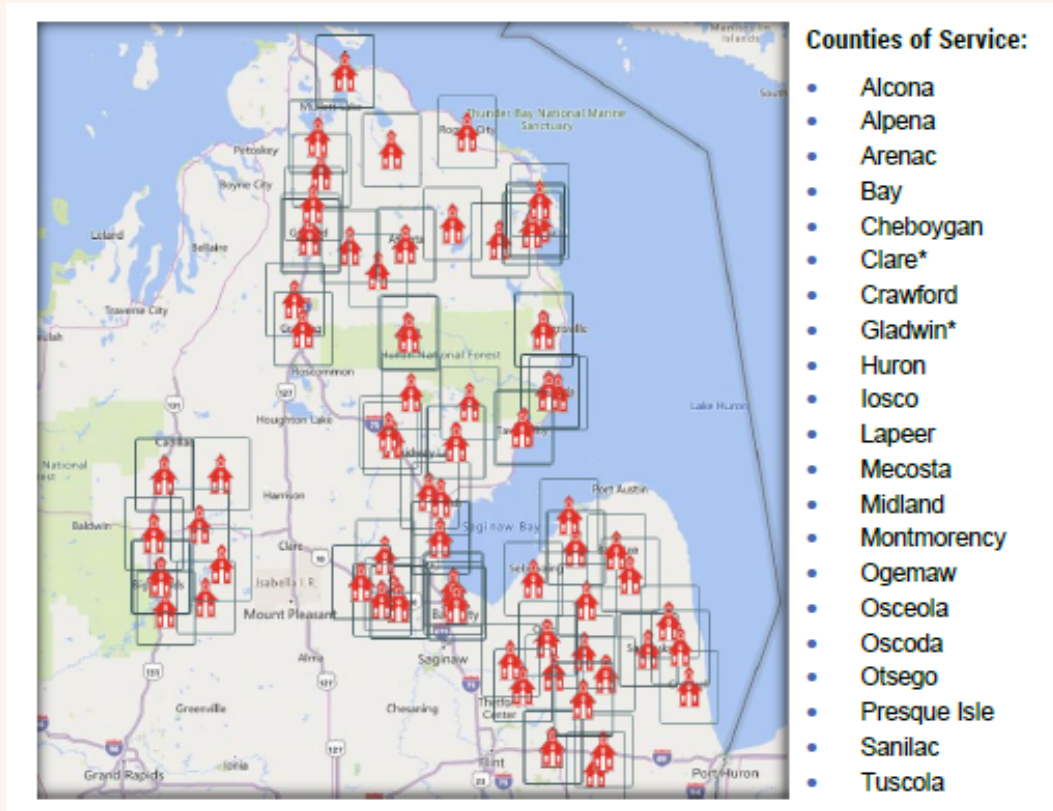
Policy Council is a group of parents and community members elected at the center level to participate in decision-making and policymaking. It is an essential part of the Governance structure and helps guide the program. Members have:

- a voice within the program that affects policies and decisions concerning program operations.
- the opportunity to take part in the hiring process of employees and, when necessary, the terminations of staff.
- the opportunity to participate in several committees (i.e., Executive, Personnel, Budget, and Program).

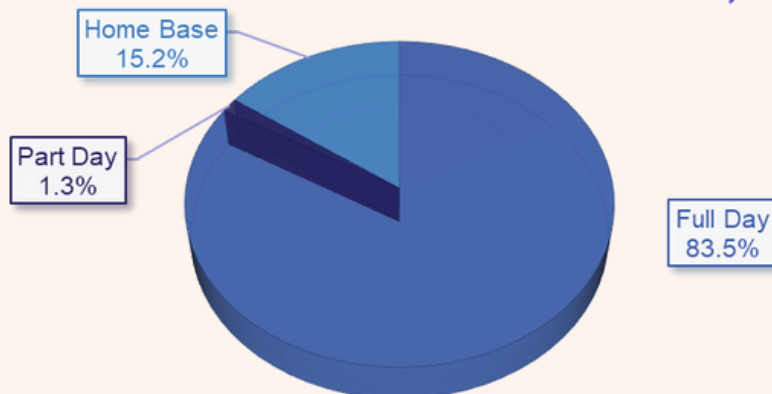
Becoming a member of the Policy Council is a commitment, a chance for personal growth, and an opportunity to serve others. It is a win-win situation for everyone!



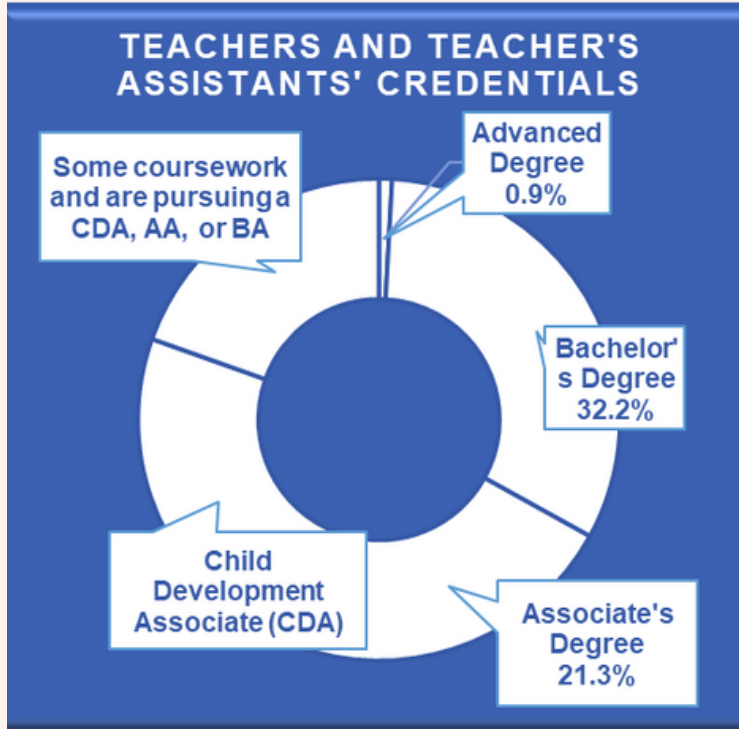
PROGRAM LOCATIONS/ OPTIONS



TOTAL FUNDED ENROLLMENT: 2,239



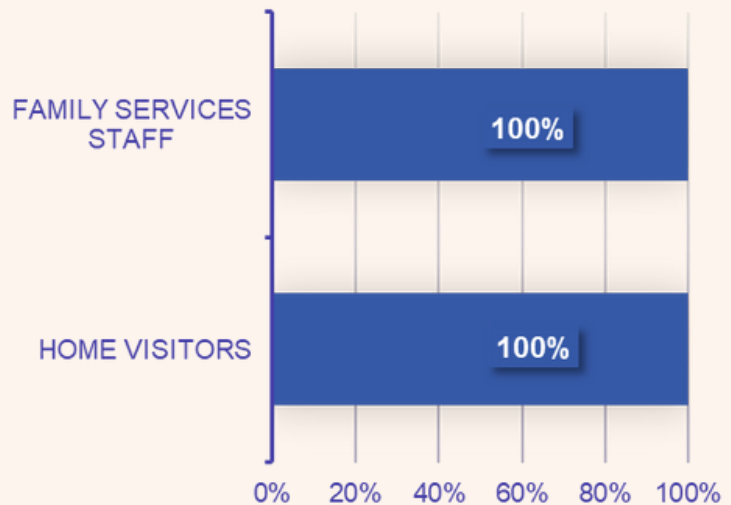
OUR STAFF



Members of our staff that are former Head Start or Early Head Start parents!



Home Visitors and Family Services Staff Meeting Required Qualifications



CHILDREN AND FAMILIES WE SERVED

Children

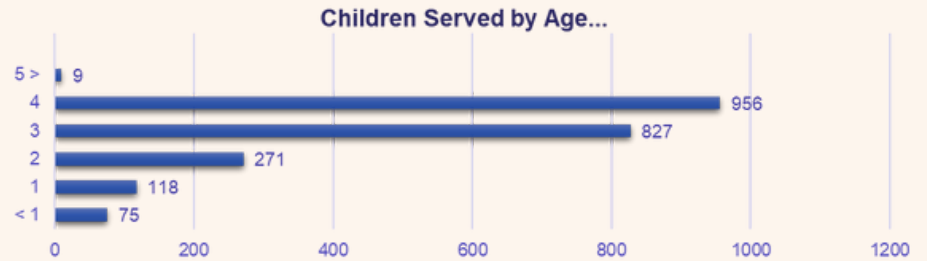
- Head Start - 1914
- Early Head Start - 342

Pregnant Women

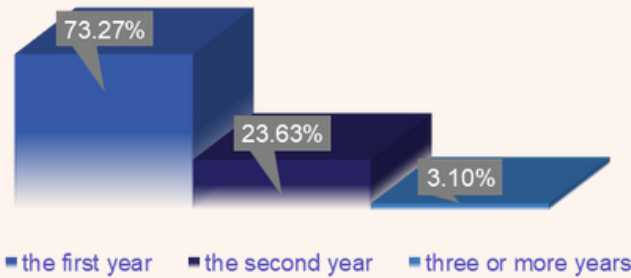
- 5

Families - 2121

- Single Parent - 970
- Two Parent - 1151

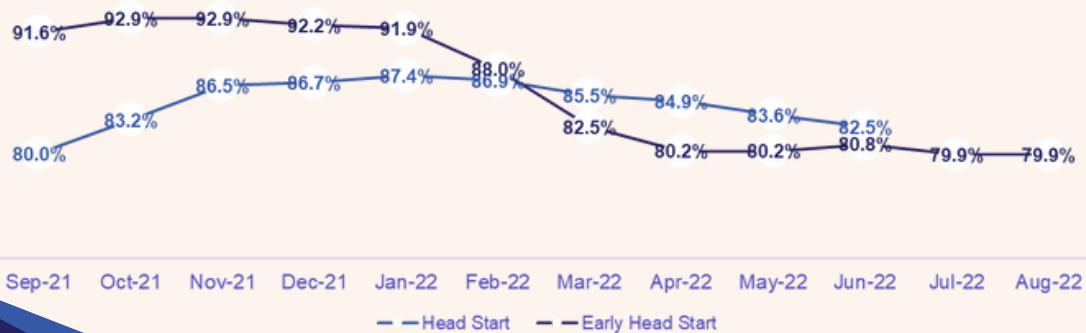


ENROLLED IN HEAD START OR EARLY HEAD START FOR:



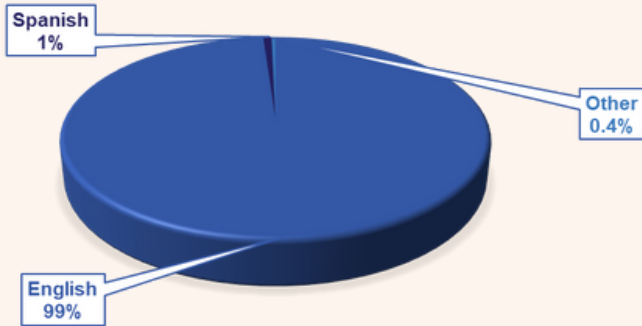
Percentage of eligible children enrolled in our service area:
25%

MONTHLY ENROLLMENT AS A PERCENTAGE OF FUNDED ENROLLMENT



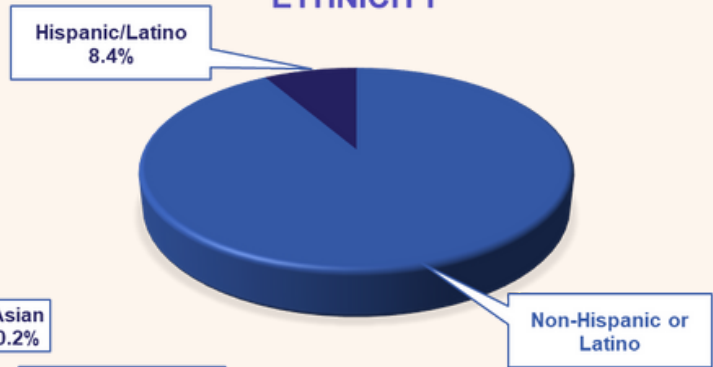
CHILDREN AND FAMILIES WE SERVED

PRIMARY LANGUAGE OF FAMILY AT HOME

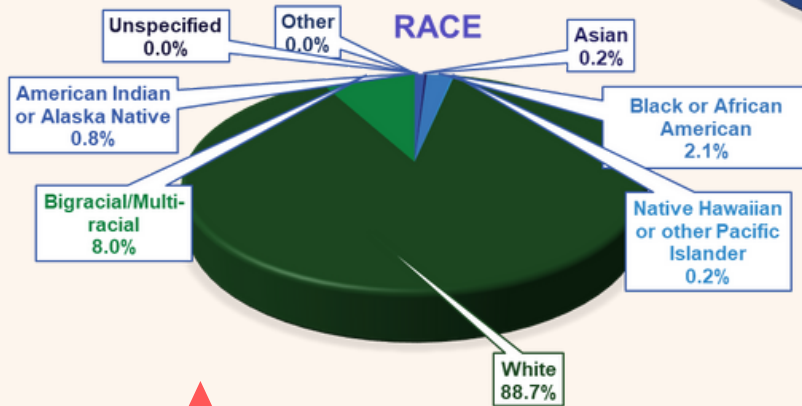


49 children were dual language learners

ETHNICITY



RACE



37+ Million








Across the nation, Head Start has helped more than 37 million children and their families prepare for school and for life.

CHILDREN AND FAMILIES WE SERVED

Families Receiving Public Assistance	29
Families Experiencing Homelessness	88
Foster Children	100
Families Receiving WIC	1177
Children with Disabilities	454
Families Receiving SSI	177
Families Receiving SNAP	979



COMPREHENSIVE SERVICES PROVIDED FOR CHILDREN

	Classrooms with Mental Health Consultation and Observations	100%
	Children Receiving Early Intervention/Special Services	20%
	Children Up to Date on Immunizations Appropriate for their Age	89%
	Preschool Children in a Healthy Weight Category	57%
	Infants/Toddlers Receiving Preventative Dental Services	71%
	Preschool Children Receiving a Dental Exam	75%
	Children with Continuous, Accessible Dental Care	91%

PREPARING CHILDREN TO SUCCEED IN SCHOOL AND LIFE

Lessons through Songs, Stories, and Activities Empower Children and Parents

The curriculum in most of our Head Start programs is The Creative Curriculum® for Preschool – a comprehensive, research-based curriculum that features exploration and discovery as a way of learning, enabling children to develop confidence, creativity, and lifelong critical thinking skills. Select classrooms, as part of a partnership with the local LEA, use Connect for Learning or Highscope.

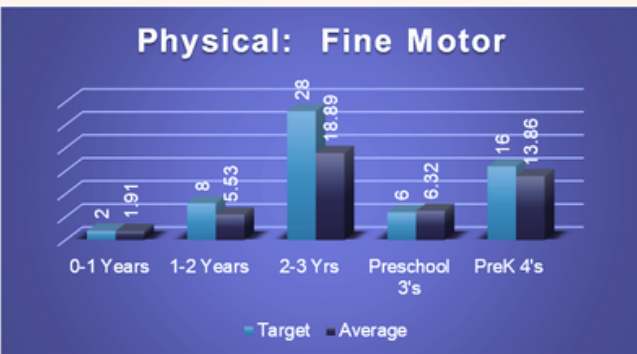
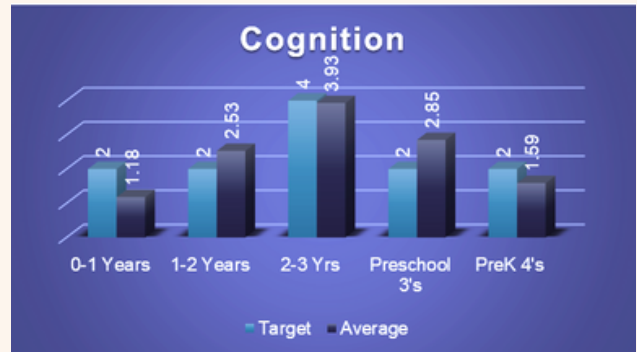


The official curriculum of our Early Head Start program is Parents as Teachers – Born to Learn. The Born to Learn model focuses on families with children from before birth to kindergarten entry and includes these four components:

- Personal/home visits by certified parent educators
- Parent group meetings about early childhood development and parenting
- Developmental and health screenings for young children
- Linkages and referrals to community networks and resources

PREPARING CHILDREN TO SUCCEED IN SCHOOL AND LIFE

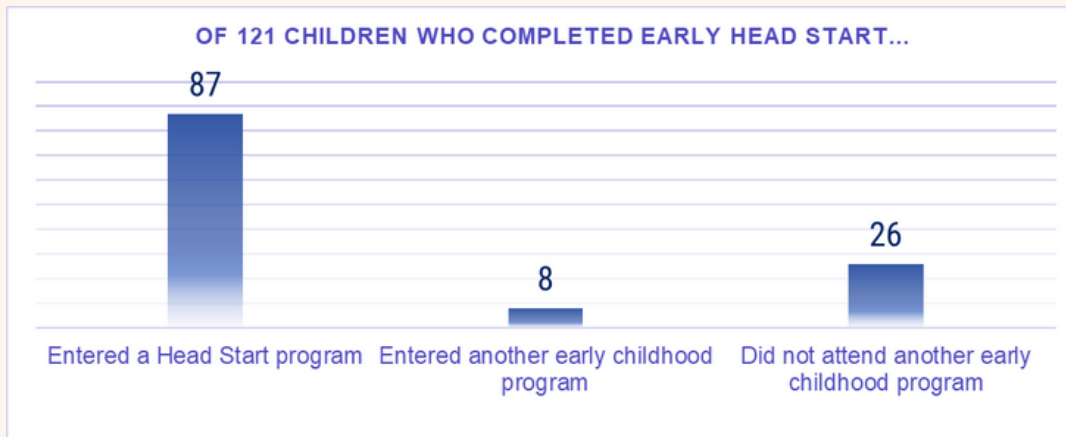
Assessment and Child Outcomes



PREPARING CHILDREN TO SUCCEED IN SCHOOL AND LIFE

Transition

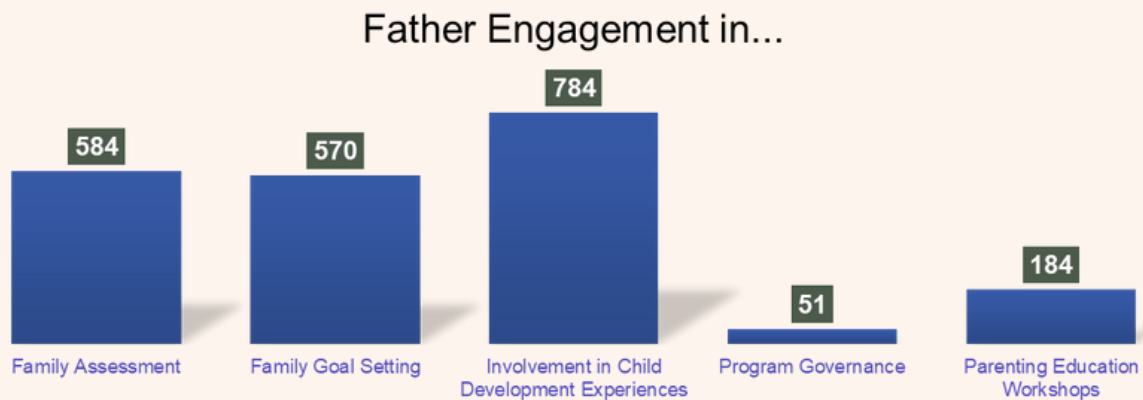
NEMCSA has designed systems to help children transition from one program to the next (i.e., Early Head Start to Head Start, and Head Start to public school). This transition system requires each child who is transitioning to have a specific plan put into place to prepare the child, the family, and the receiving program for the next setting.



770

of children who transitioned from Head Start to Kindergarten

PARENT AND COMMUNITY SUPPORT



Formal agreements with local education agencies to coordinate:

- Services for children with disabilities – 81
- Transition services – 81

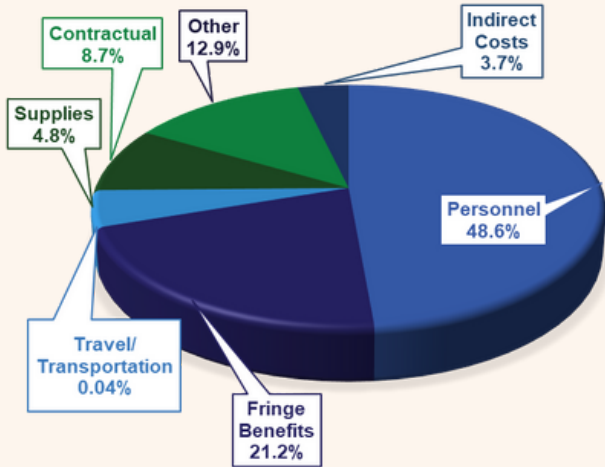
Additional formal agreements with:

- Public Pre-K Programs – 12
- Part C Agencies – 5
- Child Welfare Agencies – 18

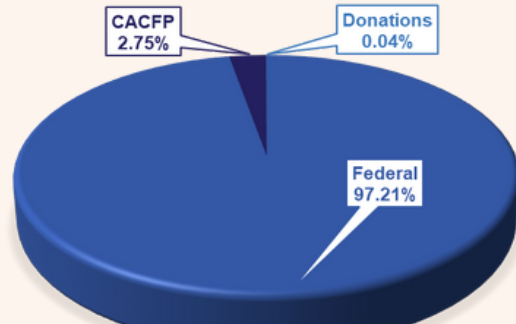
1,599 community volunteers and enrolled parents donated 70,469 hours of their time

REVENUE AND EXPENDITURES

FY 2021 EXPENDITURES: BASE GRANT & CARES CARRYOVER - \$24,758,205

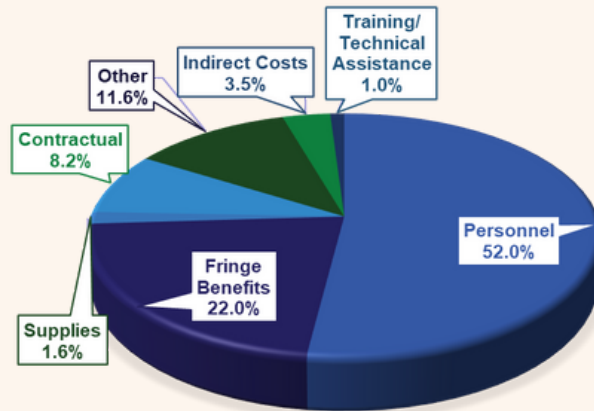


FY 2021 REVENUE: BASE GRANT & CARES CARRYOVER - \$25,458,801



Additional Revenue:
 - Great Start Readiness Program - \$4,569,137
 - Non-Federal Share - \$4,042,946

FY 2022 BUDGET: BASE GRANT - \$27,668,203



RESULTS OF FY 2021 MONITORING ACTIVITY

Annual Financial Audit:

Wipfli LLP conducted an agency-wide financial audit for the year ending September 30, 2021, and published it on May 26, 2022. The auditor's opinion is that Northeast Michigan Community Service Agency, Inc. complied, in all material respects, with the types of compliance requirements that could have a direct and material effect on its major federal program for the year ended September 30, 2021. The full audit report is located in the NEMCSA finance office for review by interested parties or online at www.nemcsa.org/about/financials.html

Monitoring by the Administration for Children and Families, Office of Head Start:

From November 1, 2021, to November 5, 2021, the Administration for Children and Families (ACF) conducted a Focus Area One (FA1) monitoring review of the Northeast Michigan Community Service Agency, Inc. (NEMCSA) Head Start and Early Head Start programs. There were no findings.

Internal Monitoring:

Program Design and Management

With the support of the Board of Directors and the policy council, the management team used community data to evaluate services routinely. For instance, based on community assessment data and information from a local human services agency, the program converted ten underutilized Early Head Start home-based slots to center-based slots in an alternative high school. The center provided much-needed infant and toddler care for teen parents while they completed high school and assisted them in building their parenting skills.

The program adjusted its service model in response to community assessment data showing increased opportunities for 4-year-olds. With new state funding, the State of Michigan made more preschool care available to 4-year-olds. As a result of the expanded offerings for this age group, the program identified the need for more 3-year-old slots to fill the service gap. The program met the community's needs by converting some of the 4-year-old classrooms to mixed-age and 3-year-old classrooms while providing quality services to eligible children and their families.

RESULTS OF FY 2021 MONITORING ACTIVITY, CONT'D

Education and Child Development Programs

NEMCSA updated its school readiness goals to address the learning needs of multiple age groups. Child development outcomes indicated that the program's school readiness goals did not specifically focus on infants, toddlers, and younger preschoolers. Although the goals aligned with kindergarten expectations, child outcomes for children under 4 were difficult to measure. The recipient initiated a task force comprised of program staff and representatives from 65 local school districts. The task force was charged with updating school readiness goals based on state early childhood standards and aligning them with receiving schools' expectations and the Head Start Early Learning Outcomes Framework. The updated goals included more precise expectations for infants, toddlers, and 3-year-olds, providing the program with measurable benchmarks.

Program Services

NEMCSA developed mental health plans in response to program data collected during the year. Teachers identified increased challenging behaviors in the classroom, and parent surveys showed families had behavioral concerns at home. In response, the program provided professional development focused on adverse childhood experiences that influence challenging behavior. Management specifically focused coaching on building social-emotional skills using a tiered intervention system for all children. This system included whole group, small group, and individual support designed to focus on mental health needs in all children's social-emotional growth areas.

The program encouraged consistency between the classroom and the home setting to support children's mental health further. All staff implemented a social-emotional program and accompanying parenting curricula to ensure parents and teachers used the same strategies. The recipient also facilitated home-based training that showed home visitors how to address adverse childhood experiences using a relationship-based approach.

RESULTS OF FY 2021 MONITORING ACTIVITY, CONT'D

Finally, family services staff used a home-based parent-child interaction checklist specific to positive child outcomes. The program's focus on improving children's and families' social-emotional growth was a program-wide commitment supported by the management team and program stakeholders.

Family and Community Engagement

NEMCSA ensured families received the support they needed to improve their well-being. Staff worked with parents to identify needs, create goals, and track progress toward goal completion. Based on aggregated goal data, the program identified improving parenting skills, obtaining housing assistance, and finding food assistance as top needs. In response, staff secured guest speakers for parent meetings to discuss the topics. The recipient also leveraged its internal services to assist enrolled families by providing access to energy and housing assistance, food banks, clothing banks, and homeless prevention services. In counties where the recipient did not provide services, the program developed and maintained partnerships with other community agencies to ensure families had access to resources.

NEMCSA was committed to promoting family well-being through internal resources and external community collaborations.

ERSEA and Fiscal

NEMCSA recruited income-eligible families throughout its communities. The program created a recruitment plan using multiple strategies to reach more income-eligible applicants. Efforts included posting flyers at local health care providers, low-income housing units, and high-traffic area businesses. The recipient also collaborated with local school districts and social service agencies to reach more families with young children. Additionally, staff members attended community events where they discussed the benefits of Head Start and Early Head Start with families. Further, the program contracted with a marketing agency to create advertising videos and release them on social media.

RESULTS OF FY 2021 MONITORING ACTIVITY, CONT'D

Through all these strategies, the program targeted eligible families to increase the program waitlist and fill vacancies.

NEMCSA managed multiple program funding streams, including Early Head Start and Head Start. A four-person finance team within the Early Childhood Services Division directly managed the program's funds. The recipient's overall finance department provided additional oversight. Ongoing communication between fiscal staff, the Board of Directors, the policy council, and program management ensured the allocation of funds supported program outcomes. For example, a large training budget supported the skill-building necessary to implement trauma-informed care into all staff training after the pandemic. The experienced fiscal team, stakeholders, and program leadership collaborated to ensure Federal funds provided comprehensive services to children and families.



ABOUT NORTHEAST MICHIGAN COMMUNITY SERVICE AGENCY

Our Mission:

**Enhancing quality of life by empowering individuals
and strengthening communities.**

Our Values:

Dignity. Empowerment. Diversity. Accountability.

Northeast Michigan Community Service Agency, Inc. (NEMCSA) is a private, nonprofit Community Action Agency, part of a state and national network of Community Action Agencies. NEMCSA employs approximately 725 people annually.

Annually, NEMCSA serves thousands of families and individuals in NE Michigan and extended counties through various programs and services. The basic service area of the agency is eleven northeast Michigan counties covering 6,300 square miles. The counties are:

- Alpena
- Cheboygan
- Montmorency
- Otsego
- Alcona
- Crawford
- Ogemaw
- Presque Isle
- Arenac
- Iosco
- Oscoda

Other counties are included in several program areas.

ABOUT NORTHEAST MICHIGAN COMMUNITY SERVICE AGENCY

NEMCSA brings together federal and state grant funds as well as dollars from local private and public sources. These resources are directed into programs that aid the poor and otherwise disadvantaged throughout the age spectrum, from preschoolers to the elderly of northeast Michigan. The funds include targeted dollars aimed at specific problems as well as dollars that are more flexible in nature.

In addition, the agency provides assistance to local governments and other non-profit agencies in securing funding for a range of projects that benefit communities and individuals within the NEMCSA service area.

