# TABLE OF CONTENTS

Our History and Who we Are..........................................................1
Board of Directors and Policy Council...........................................3
Program Locations/Options.............................................................4
Our Staff.......................................................................................5
Children and Families we Served..................................................6
Comprehensive Services Provided for Children...............................8
Preparing Children to Succeed in School and Life...........................10
Parent and Community Support......................................................13
Revenue and Expenditures.............................................................14
Results of Most Recent Financial Audit and Review by Administration for Children and Families..........................................................16
About Northeast Michigan Community Service Agency..................17
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
- 2018: Serving 2,914 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.

“it was life-changing: I slowly gained the education, self-confidence, and drive to propel my family out of poverty. With a new lease on life, I broke off my abusive relationship, then finished school. And when a staff position opened in the Head Start program, I applied and landed the job!”

“NEMCSA helped me pull my family from poverty to success,” she beams. “I think about the 2,000 families I’ve worked with over the last three decades and know that I have helped to change lives, generations, and communities in my work here.”

Brenda, 30-year Head Start Employee
Did you know that NEMCSA Early Childhood Services …

- Receives a federal grant of nearly $20 million from the Department of Health and Human Services to provide quality, comprehensive pre-school services to 2,677 children.

- Receives $1,540,923 from the Michigan Department of Education to provide full day pre-school services to 159 children funded with state dollars only and an additional 648 children with blended state and federal funding.

- 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 programs at 90 locations in 21 counties and is geographically one of the largest Head Start programs in the United States.

- Enrollment consists of an average of 17% children with disabilities.

- In addition to pre-school 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.
NEMCSA Board Members

Northeast Michigan Community Service Agency, Inc. (NEMCSA) is very 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 and 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 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 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 participate in the hiring process of employees and, when necessary, the terminations of staff.
- the opportunity to participate on several committees (i.e. Executive, Personnel, Budget, and Program).

Becoming a member of 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

**Counties of Service:**
- Alcona
- Alpena
- Arenac
- Bay
- Cheboygan
- Clare*
- Crawford
- Gladwin*
- Huron
- Iosco
- Lapeer
- Mecosta
- Midland
- Montmorency
- Ogemaw
- Osceola
- Oscoda
- Otsego
- Presque Isle
- Sanilac
- Tuscola

*Operated by delegate Mid Michigan Community Action Agency

**Funded Enrollment by Program Option** (148 Classes Operated)

- **Full Day**: 39%
- **Part Day**: 47%
- **Home Base**: 14%

**Total Funded Enrollment**: 2,677
Our Staff

**Teachers and Teacher’s Assistants’ Credentials**

- Child Development Associate (CDA) 21%
- Associate’s Degree 32%
- Bachelor’s Degree 42%
- Some coursework and are pursuing a CDA, AA, or BA 2%
- Advanced Degree 3%

33% of our staff are former Head Start parents!

**Family and Community Engagement Staff**

- Family-development Related Certificate, Credential, or License 8%
- Associate’s Degree 36%
- Bachelor’s Degree 41%
- Other 13%
- Advanced Degree 2%

**Education and Child Development Managers**

- Bachelor’s Degree 73%
- Other 4%
- Advanced Degree 23%
- Other 23%
CHILDREN AND FAMILIES WE SERVED

Children
- Head Start - 2,641
- Early Head Start - 407

Pregnant Women
- 15

Families - 2,914
- Single Parent: 1,414
- Two Parent: 1,500

Enrolled in Head Start or Early Head Start for...

- the first year
- the second year
- three or more years
Primary Language of Family at Home

- English (98.47%)
- Spanish (0.29%)
- Other (1.24%)

Other Languages Spoken:
- Caribbean (1)
- Middle Eastern & South Asian (2)
- East Asian (16)
- Native North American/Alaska Native (2)
- Pacific Island (1)
- Other (3)
- Unspecified (13)

Head Start has helped more than 32 million children and their families prepare for school and for life.
Parent/Guardian Education Level

- Advanced or BA degree: 10.5%
- AA, vocational school, or some college: 6.5%
- High School Diploma or GED: 36.9%
- Less than High School Diploma: 46.2%
COMPREHENSIVE SERVICES PROVIDED FOR CHILDREN

351
Children Receiving Mental Health Services

493
Children Receiving Early Intervention/Special Services

DIAGNOSED PRIMARY DISABILITY

- Health Impairment
- Speech or Language Impairment
- Autism
- Traumatic Brain Injury
- Developmental Delay

2,839
Children with Continuous, Accessible Dental Care

2,398
Children Up-to-Date with Preventative & Primary Health Care
PREPARING CHILDREN TO SUCCEED IN SCHOOL AND LIFE

Lessons through Songs, Stories, and Activities
Empower Children and Parents
The official curriculum of our Head Start program 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.

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
Assessment and Child Outcomes

Ongoing Child Assessment Elements

- Teaching Strategies GOLD® (three Checkpoints for Head Start children and four for Early Head Start)
- Observations
- Portfolio Collection

Based on the data collected, here are some of our observations:

- School readiness targets were met in each developmental area in Early Head Start; Head Start programs fell short of meeting targets in language/literacy, social-emotional, and cognitive areas.
- In some developmental areas, outcomes differ based on gender:
  - Early Head Start females were more likely to meet the physical goal of balancing vs. their male counterparts as well as more females meeting the language/literacy school readiness target.
  - Head Start females were more likely to meet school readiness targets in language/literacy, social-emotional, and cognitive developmental areas.
- Language and Literacy outcomes were significantly higher for children participating in a full day program versus a part day program. However, cognitive and social-emotional outcomes were higher in part day programs.
**Transition**

NEMCSA has systems in place to help children who are transitioning 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 that is put into place to prepare the child, the family, and the receiving program.

**OF 147 CHILDREN WHO AGED OUT OF EARLY HEAD START...**

- Entered a Head Start program: 126
- Entered another early childhood program: 7
- Did not attend another early childhood program: 14

**1,127**

# of children who transitioned from Head Start to Kindergarten
PARENT AND COMMUNITY SUPPORT

Father Engagement

Volunteers

<table>
<thead>
<tr>
<th></th>
<th>Number of persons providing volunteer services to the program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,584</td>
</tr>
<tr>
<td>Of these, the number who are current or former Head Start or Early Head Start Parents</td>
<td>3,355</td>
</tr>
</tbody>
</table>

Formal Agreements with Local Education Agencies to coordinate:
- Services for children with disabilities - 80
- Transition services - 80

Additional Formal Agreements with:
- Public pre-K programs - 77
- Part C Agencies - 18
- Child Welfare Agencies - 30
REVENUE AND EXPENDITURES

FY 2018 REVENUE: $21,007,714

- Federal: 94.94%
- CACFP: 4.98%
- Donations: 0.07%
- Other Revenue: 0.01%

FY 2018 EXPENDITURES: $21,007,714

- Personnel: 45.19%
- Indirect Costs: 3.88%
- Other: 8.76%
- Occupancy: 6.01%
- Contractual: 9.41%
- Supplies: 2.65%
- Fringe Benefits: 20.10%
- Equipment: 0.16%
- Travel/Transportation: 3.84%
FY 2019 BUDGET: $20,958,927
RESULTS OF MOST RECENT FINANCIAL AUDIT AND REVIEW BY ADMINISTRATION FOR CHILDREN AND FAMILIES

Annual Financial Audit
Wipfli LLP conducted an agency-wide financial audit for the year ending September 30, 2018 and published on March 18, 2019. There were no findings. The full audit report is located in the NEMCSA finance office for review by interested parties or at www.nemcsa.org/about/financials.html

Monitoring by the Administration for Children and Families, Office of Head Start
From March 19-23, 2018, the Administration for Children and Families (ACF) conducted a Focus Area Two Monitoring Review of Northeast Michigan Community Service Agency, Inc. Head Start program. Based on information gathered during the review, the program was found to have met the requirements of all applicable Head Start Program Performance Standards, laws, regulations, and policy requirements.

<table>
<thead>
<tr>
<th>Program Performance: Program Infrastructure, Oversight, and Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Area</td>
</tr>
<tr>
<td>Program Management</td>
</tr>
<tr>
<td>Program Governance</td>
</tr>
<tr>
<td>Financial Management</td>
</tr>
<tr>
<td>Eligibility, Recruitment, Selection, Enrollment, Attendance</td>
</tr>
</tbody>
</table>

Program Performance: Service Delivery

<table>
<thead>
<tr>
<th>Program Performance: Service Delivery</th>
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</thead>
<tbody>
<tr>
<td>Education and Child Development Program Services</td>
</tr>
<tr>
<td>Health Program Services</td>
</tr>
<tr>
<td>Family and Community Engagement Program Services</td>
</tr>
</tbody>
</table>

From March 19-22, 2018, the Administration for Children and Families (ACF) conducted a CLASS® review. Observations were conducted in preschool center-based classrooms using the Pre-K Classroom Assessment Scoring System (CLASS®). The CLASS® tool looks at three domains and ten dimensions of teacher-child interactions and measures those observed interactions on a seven-point scale.

<table>
<thead>
<tr>
<th>DOMAIN</th>
<th>Score</th>
<th>DOMAIN</th>
<th>Score</th>
<th>DOMAIN</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Support</td>
<td>6.1509</td>
<td>Classroom Organization</td>
<td>5.9434</td>
<td>Instructional Support</td>
<td>3.3333</td>
</tr>
<tr>
<td>Positive Climate</td>
<td>6.06</td>
<td>Behavior Management</td>
<td>6.15</td>
<td>Concept Development</td>
<td>2.82</td>
</tr>
<tr>
<td>Negative Climate</td>
<td>1.03</td>
<td>Productivity</td>
<td>6.16</td>
<td>Quality of Feedback</td>
<td>3.14</td>
</tr>
<tr>
<td>Teacher Sensitivity</td>
<td>5.98</td>
<td>Instructional Learning Formats</td>
<td>5.52</td>
<td>Language Modeling</td>
<td>4.04</td>
</tr>
<tr>
<td>Regard for Student Perspectives</td>
<td>5.59</td>
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</table>
ABOUT NORTHEAST MICHIGAN COMMUNITY SERVICE AGENCY

Our Mission: Our mission at Northeast Michigan Community Service Agency, NEMCSA, is to provide quality programs and services to strengthen and enhance the self-sufficiency of individuals, families, and communities through the best use of human and financial resources, focusing on those who are experiencing an economic hardship.

Our Vision: Our vision is that every child, adult, and family has the opportunity to achieve their fullest potential to live in a safe, healthy, thriving community.

Our Values: The four cornerstones of our beliefs and values are dignity, excellence, diversity, accountability.

We treat everyone with dignity and respect.
We strive to achieve excellence in our work and our service.
We value diversity and honor individual differences.
We are accountable for our actions.

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. The basic service area of the agency is eleven northeast Michigan counties covering 6,300 square miles. The counties are

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

Other counties are included in several program areas.

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 preschooilers to the elderly of northeast Michigan. The funds include targeted dollars aimed at very 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.