



# MASSACHUSETTS HEAD START ASSOCIATION

## 2018 ANNUAL REPORT



[WWW.MASSHEADSTART.ORG](http://WWW.MASSHEADSTART.ORG)



# LETTER FROM EXECUTIVE DIRECTOR & BOARD CHAIR

What a year it has been at the Massachusetts Head Start Association! We have seen advocacy wins at the state and federal level, increased engagement with our government partners, and successful conferences in Massachusetts.

Michelle started as the Executive Director of MHSAs in October 2018 and has quickly learned what all of us at MHSAs have always known: that MHSAs is an organization full of passionate innovators. Head Start staff innovate every day to provide high-quality, sensitive, and culturally competent care for each child and family. Program Directors innovate to build and provide the critical services needed in their communities, and work as fierce advocates for the Head Start workforce. We do what we know works, and use the outcomes of our work to develop new and better solutions to the complex challenges facing the most vulnerable pregnant women, infants, toddlers, preschoolers and their families in all our communities.

MHSAs is also dedicated to innovation and continuous improvement. This year, our fall conference focused on strength-based responses to the opioid crisis, a topic that came from the new and growing needs of our members. Two MHSAs parents and board members traveled across the Commonwealth in 2018 working with programs to engage and inspire parent leadership. MHSAs held its own lobby day at the State House for the first time in years to celebrate Head Start accomplishments and unique program design. Thank you to former MHSAs Executive Director Pam Kuechler for her leadership of MHSAs through these accomplishments and for her years of service to our Association.

We are proud and excited to lead this innovative Association. As we look to 2019, MHSAs will continue to find innovative solutions and serve Head Start programs to continue to serve Massachusetts children and families with high-quality comprehensive services. Our Association will continue to work to support and advocate for our early education workforce, families, and communities. We can't wait!

Michelle Haimowitz  
MHSAs Executive Director

Anat Weisenfreund  
MHSAs Board Chair

*MHSAs Executive Director Michelle Haimowitz and  
MHSAs Board Chair Anat Weisenfreund along with  
Massachusetts Head Start Directors and staff at  
the US Capitol with U.S. Senator Ed Markey*

*October, 2018*

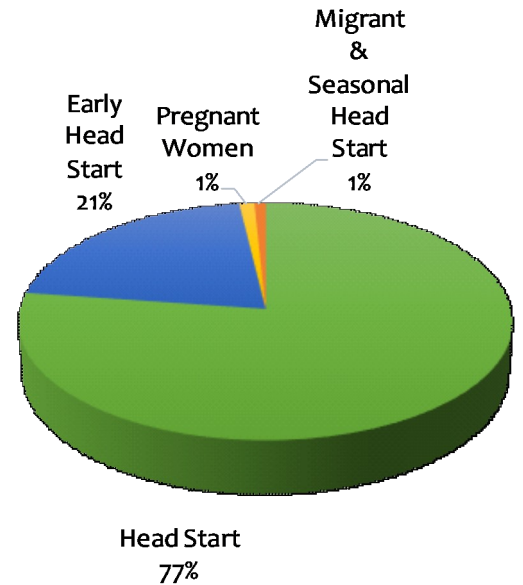




# DATA HIGHLIGHTS

In the 2017-2018 program year:

- ◆ Head Start programs served **15,154 children**
  - ◆ 11,878 children age 3-5
  - ◆ 3,276 children age 0-2
- ◆ Head Start programs employed **4,644 staff members**
- ◆ Head Start programs received **\$143.82 million in federal funding** and **\$9.6 million in Massachusetts state**



- ◆ Head Start programs served **14,051 families**

Yet in Massachusetts, Head Start programs serve just 29% of the age & income eligible 3-5 year olds and only 7% of those birth-3

Photo Credit left: Action for Boston Community Development



# MISSION STATEMENT

The Mission of the Massachusetts Head Start Association is to support its members to administer high-quality, effective Early Head Start and Head Start programs that provide outstanding services to pregnant women, infants, toddlers, preschoolers and their families in the Commonwealth of Massachusetts.

To this end, MHSA:

- ◆ Actively advocates for resources and policies that support this mission;
- ◆ Forges and maintains strong collaborations with the Office of Head Start (OHS) and the MA Department of Early Education and Care (EEC), other partners, advocates, governmental agencies and community members;
- ◆ Provides to its members up to date information, analysis, strategic direction and other resources as available; and
- ◆ Through regular meetings, provides for its members meaningful opportunities for information sharing, goal setting, and professional development.



## STRATEGIC PRIORITIES

1. Sustain excellence in programs
2. Analyze impact of policies and procedures
3. Develop parent ambassadors
4. Further develop association business model



# WHAT IS HEAD START?

The premise of Head Start is simple:

**Every child, regardless of circumstances at birth, has the ability to reach their full potential.**

Head Start was founded in 1965 as a tool to help break the cycle of poverty by providing low-income parents with early childhood education and comprehensive family services. Since then, Head Start has expanded to include children birth-3 and now serves approximately one million children per year in all 50 states, including over 15,000 children in Massachusetts. Participants in Head Start are provided:

- ✓ Health, nutritional, and educational services for children
- ✓ Leadership, volunteer, and parent education opportunities
- ✓ Referrals and family advocacy

Head Start programs prepare children for Kindergarten success and provide vital supports for their families according to the unique community's needs. While maintaining the original vision of communities investing in their youngest, most vulnerable children, Head Start has also developed over the decades to adapt, build on evidence-based practices, and continually improve to provide the highest quality programs for children and families.



## FAMILY LEADERSHIP IN HEAD START



Family leadership and engagement is central to Head Start. Each Head Start Program is required to have a Policy Council, made up of a majority of parents of currently enrolled children along with community members who are key partners or experts in related fields. The Policy Council works closely with an Agency Board of Directors and provides leadership to the direction of the Program as a whole, establishing and monitoring program goals, approving grant applications, budgets, and more. Policy Council members bring an invaluable perspective to program staff, donate hundreds of volunteer hours to Head Start, and take leadership opportunities to develop their advocacy skills.

# ANNUAL HIGHLIGHTS



**MHSA had a busy and successful 2018! Read on about a few of our successful events & partnerships**

Pictured above are photos from MHSAs **Head Start Lobby Day on Valentine's Day 2018** that was held to share Head Start's unique model and service to Massachusetts children and families with state legislators. In addition to bringing Valentines from Head Start children to their local leaders, the day featured Head Start alumni at the State House, including legislators and staff, to show how far Head Start children come! Head Start staff and parents from across the state came to share their stories and ask for an increase in the Head Start State Supplemental Grant line item in the state budget. As a result in this lobby day and our tireless advocates, the **Head Start State Supplemental Grant received a \$500,000 increase in the Fiscal Year 2019 budget!**

## NEHSA CONFERENCE IN MASSACHUSETTS

In April 2018, the New England Head Start Association held its annual spring conference in Cape Cod, featuring the distinguished Dr. Jayne Singer as the keynote speaker. Dr. Singer is the founding and acting President of the Massachusetts Association for Infant Mental Health, Clinical Director of the Child and Parent Program in the Developmental Medicine Center at Boston Children's Hospital, an Assistant Professor of Pediatrics and Psychiatry at Harvard Medical School, and the faculty clinical psychologist at the Brazelton Touchpoints Center. The Charting Our Course Conference included a wide variety of topics for programs, educators, and parents, and a first-of-its-kind Innovation Room for programs to share innovative practices with one another. The conference allowed MHSA and NEHSA to thank our legislative leaders and champions, including Cape Cod members Senator Vinny deMacedo and Representative David Vieira, and our 2018 Legislative Champion Senator Sal DiDomenico. Special thanks to the members of the planning committee including representation from: MHSA, NEHSA, the Head Start State Collaboration Office, the Office of Head Start Region 1 Office, the Region 1 Training and Technical Assistance Office, and Head Start parents!

# ANNUAL HIGHLIGHTS

## MHSA 2018 FALL CONFERENCE

Head Start programs across Massachusetts continue to feel the impacts of the opioid crisis. MHSA's fall 2018 conference **Tools of Hope: Working with Families Affected by the Opioid Crisis** addressed challenges and strategies for programs and their staff in dealing with this crisis. The conference's workshops explored different components and impacts of substance use. Karen Welling of the **Institute for Health and Recovery** and Ursel Hughes, a mother in long-term recovery, taught participants about Substance Use Disorders and explored self-care strategies for caregivers. Michelle Lennon and Karen Welford from the **Forever Hope Training Center** used a two-generation lens to explore the topic, addressing how substance use impacts parents and children. Dr. Jayne Singer of **Boston Children's Hospital** and the **Brazelton Touchpoints Center** discussed the amazing competencies of newborn babies through an introduction to the Newborn Behavioral Observations system. We heard from one participant about the day that, **"I think you [MHSA] continue to hit it right on the head."** Thank you to the Head Start State Collaboration Office for your support of this important conference!

## HSSCO COLLABORATION ON OPIOID CRISIS

MHSA's success is due to our strong member organizations, family collaborations, and partnerships with state, regional, and federal partners. This year, the Head Start State Collaboration Office (HSSCO) held a series of six trainings for Head Start programs and community partners to address the well-being of children and families impacted by substance use. These trainings presented by the **Greater Tilton Area Family Resource Center**, through its Forever Hope Training Center, allowed for active learning and explored participants' thoughts, biases, and insights on supporting families affected by Substance Use Disorder, as well as the impacts of stigma. **Over 185 individuals participated** in the workshops that were held statewide in Worcester, Lawrence, Boston, Quincy, Springfield, and Taunton. HSSCO's successful trainings inspired the continuing conversation and trainings at the fall MHSA conference.

## PROGRAM INNOVATIONS

- Self Help Inc. Head Start in Brockton is working with the MA Department of Early Education and Care to implement the Pyramid Model, a system of comprehensive support, professional development, and technical assistance to ensure that the workforce is prepared and supported in creating positive learning environments.
- Citizens for Citizens Inc. created the SouthEastern Coaching Network this year! Created by Donna Avylla, Disabilities and Mental Health Coordinator, the network allows Head Start coaches to learn from each other and share best practices.



# ADVOCACY ACCOMPLISHMENTS

**MHSA builds strong partnership with our state and federal agencies and elected officials. This year, we saw many advocacy related accomplishments.**

## **A \$500,000 INCREASE TO THE HEAD START STATE SUPPLEMENTAL GRANT IN THE MASSACHUSETTS BUDGET!**

In July 2018, Governor Baker signed a budget into law that included a \$500,000 increase for the Head Start State Supplemental Grant line item, bringing **the total to \$9.6 million!** The State Supplemental Grant works to support Head Start programs across Massachusetts, **leveraging over \$140 million in federal funds** to help programs meet their 20 % non-federal match requirement. This year, programs used the increase to fund a variety of functions and activities, particularly increasing salaries of educators and other Head Start staff. Thank you to our legislative champions at the State House, Senator John Keenan and Representative Paul Schmid, for shepherding this \$500,000 increase for Head Start, and to our tireless Head Start advocates!

## **MASSACHUSETTS EARLY EDUCATOR INVESTMENT**

This year, the early childhood education community came together to advocate for an increase in the early educator salary rate reserve. Due to this coordinated advocacy, **the state invested \$20 million in salary supports** for state-subsidized early education programs, including many Head Starts! This historic investment translated to a 4.58% increase to programs to support educator salaries, benefits, and professional development. Thank you to our legislative champions, Governor Baker, and Department of Early Education and Care leadership!

## **FEDERAL INCREASE TO HEAD START**

Thanks to advocacy from the National Head Start Association along with the Massachusetts Head Start Association and partners across the country, Congress invested **an additional \$200 million** in Head Start this year, bringing the **total federal investment to \$10.1 billion!** Thank you to our Massachusetts delegation for supporting this critical investment in young children and families.



# NEW PARTNERSHIPS AT HOLYOKE CHICOPEE SPRINGFIELD HEAD START

A local philanthropic organization, The Irene E. and George A. Davis Foundation, Springfield College, and HCS Head Start, Inc. have worked collaboratively to bring an Educare center to Massachusetts. The Educare project has brought together an innovative partnership between the public and private sectors in the city of Springfield. HCS Head Start will have the opportunity to join the Educare Learning Network, a partnership between the Ounce of Prevention Fund, the Buffet Early Childhood Fund, and other national philanthropies and public/private partners.



Photo Credit: Ed Cohen

An anonymous donor has committed over \$9 million dollars to construct the building and Springfield College has donated a piece of land for the future site of the Educare Center. The newly constructed, modern facility will house a total of 141 existing Head Start and Early Head Start children. The new Springfield Educare center is slated to open in Fall 2019.



In the fall of 2018, HCS Head Start, Inc. and MGM Springfield unveiled the new \$4 million, 10,000-square-foot family center designed to serve eligible children and families in the local Springfield community. As you approach the school a plaque placed prominently to the right of the main entrance reads, **“MGM Resorts is proud to support the future of this great community. These families represent the vital and enduring fabric of this great city and a promise for a better tomorrow.”** The statement captures the spirit of this unique community collaboration.

Nestled in the South End neighborhood of the city, once ravaged by the June 1, 2011 tornado, the state-of-the-art facility will provide parents with an opportunity to receive workforce development training as a pathway into one of the many career opportunities at MGM Resorts International. Located in downtown Springfield, the MGM Head Start Child & Family Center will serve children 0 – 5 years of age, five days a week featuring infant, toddler, and preschool classrooms.



# TRANSFORMING PRACTICE THROUGH STATE-OF- THE-ART PROFESSIONAL DEVELOPMENT

The Brazelton Touchpoints Center is a key national partner to the Head Start Program. Based in Boston, the Center was founded in 1996 by T. Berry Brazelton, MD, and colleagues and is based in the Division of Developmental Medicine at Boston Children’s Hospital. Together with families, providers, and communities, the Brazelton Touchpoints Center develops and applies knowledge of early childhood development to practice and policy through professional and organizational development, evaluation, resources, and advocacy.

After researching multiple evidence based family engagement approaches, Community Action Pioneer Valley (CAPV) Head Start & Early Learning Programs began using the Touchpoints approach in 2015. The program has 5 certified Touchpoints trainers and is a Touchpoints Site, participating in the national network of ongoing professional development and learning. To date, CAPV Head Start has trained almost 90% of its staff. This includes educators, family advocates, home visitors, and administrative staff. The intensive training includes ongoing reflective practice, and the Program continues to see both qualitative and quantitative results for staff and parents alike:

- ◆ Staff who are Touchpoints trained show higher levels of confidence in their knowledge of child development and their ability to develop trusting partnerships with families
- ◆ 89% of families agree that CAPV Head Start staff treated parents as the experts on their children
- ◆ 90% of families agree that being in the program increased their knowledge in child development



## Last year in Massachusetts Head Start programs served 14,051 families!

10,516 current or former Head Start parents volunteered in programs!

Head Start is also crucial to health services for families:

- ⇒ 33% accessed emergency/crisis intervention including meeting immediate basic needs = 4,674 families
- ⇒ 1,596 accessed mental health services
- ⇒ 521 accessed substance use prevention & 91 accessed substance use treatment
- ⇒ 46.7% of families accessed health education = 6,565

293 homeless Head Start families acquired housing last year

## Family Services Received



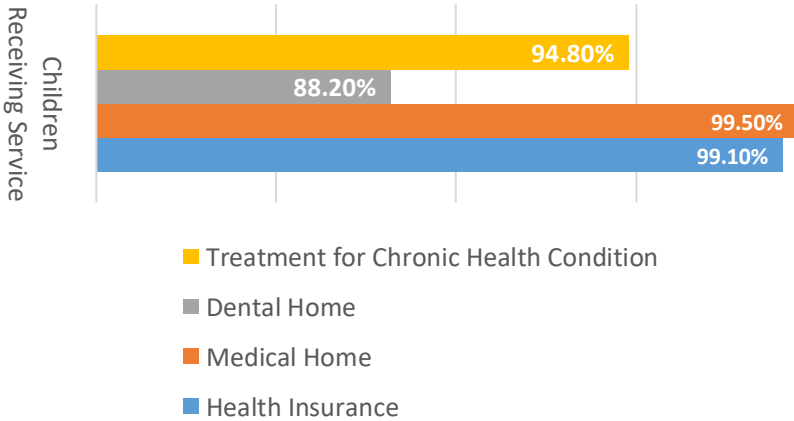
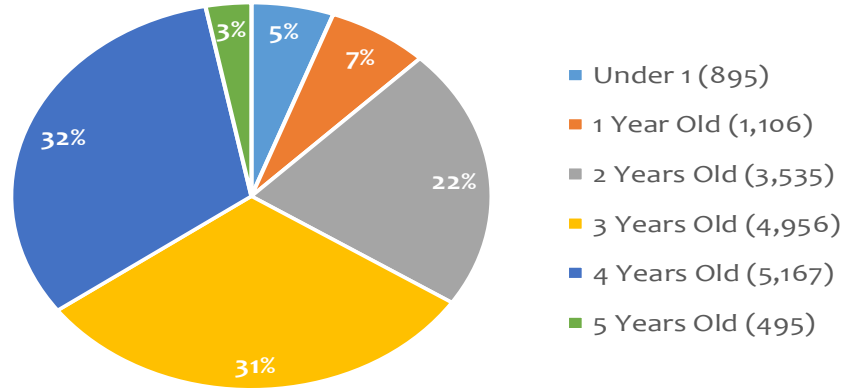


# HEAD START CHILDREN

Programs served **15,154 children** in the 2017-2018 program year. Nearly all Massachusetts Head Start children are insured and have a medical home. This is due to the tireless work of Head Start staff, families, and community partners.

**1,224 preschool children had Individual Education Plans (IEPs) & 1,115 infants and toddlers had an Individual Family Service Plans (IFSPs).** Head Start education, mental health, and disabilities staff work in partnership with families to ensure children get the services they need.

Enrollment by Age



**1,598 children also received a mental health consultation** in 2017-18 due to behavior or mental health concerns. As we learn more in the infant mental health field & trauma-informed care, Head Start will continue to serve the children likely to be effected by trauma.

Head Start programs also work to encourage dual language learners. **7,150 children** had a home language other than English last year.

## HEAD START PARENT ENGAGEMENT SERIES

At Head Start, parents and caregivers are partners in our work. This year, two parents who are also members of the MHSA board, Tache Figueroa and Tabatha Colon, traveled across the state offering



family engagement trainings to program staff. Tache and Tabatha, both dedicated Head Start parents, discussed the need to build strong parent to program relationships, recruiting and retaining parent leaders, and examining a parent's role in the Head Start governance system. Tache and Tabatha also engaged programs in discussing parents' roles as advocates for their programs and for their communities.

Tabatha & Tache speaking at the NEHSA Conference

# HEAD START STAFF

4,644 staff members work in Massachusetts Head Start Programs.  
1,126 (nearly 25%) of them are former/current Head Start Parents!

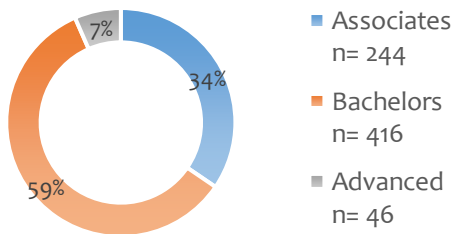
Head Start classroom educator average salary: \$33,192

Educators with advanced degrees in early childhood education only make an average of: \$36,869

759	Preschool Teachers
596	Preschool Assistant Teachers
429	Family & Community Partnership Staff
377	Infant/Toddler Teachers
187	Education & Child Development Managers



## Preschool Teacher Degrees



Head Start educators are highly educated, skilled, & experienced educators, but their

wages still lag behind their similarly educated public school peers. We know that the quality of our programs is directly tied to the educators working with children in our classrooms. Yet, educators face long hours, hard work, and low wages. MHSA is dedicated to advocate for the Head Start workforce, supporting public funding for early educator wage growth.

## PARENTS AS LEADERS

The Head Start field faces a critical shortage of well-qualified educators to serve in classrooms. ABCD Head Start in Boston created an innovative program this year to address the workforce shortage while empowering Head Start parents to lead and learn. This accelerated model for early education teacher credentialing enables candidates to prepare for the national Child Development Associate exam and state certifications as an infant/toddler teacher in just nine months. Parents who participate in this project are hired as part-time Classroom Support Trainees, enabling them to earn a paycheck while they complete academic coursework at Urban College of Boston and gain classroom experience under the supervision of veteran Head Start teachers. One parent described her experience in the program saying, **“This opportunity has given me a better life for me and my children. Before I cleaned houses and offices. Now my children say, ‘My mom is a teacher.’ I feel so proud.”**

# BOARD OF DIRECTORS

Chairperson	Anat Weisenfreund	Community Action Pioneer Valley Head Start
Vice Chair	Tache Figueroa	Self Help Inc. Head Start parent
Secretary	Jill Fox	PACE, Inc. Head Start
Treasurer	Marian Carr	Berkshire County Head Start
	Tabatha Colon	Community Action, Inc. Head Start parent
	Nancy Sullivan	Self Help Inc. Head Start
	Delia Ramirez	Self Help Inc. Head Start parent
	Yvette Rodriguez	Action for Boston Community Development Head Start
	Kristen Hayes	Friend of MHSA

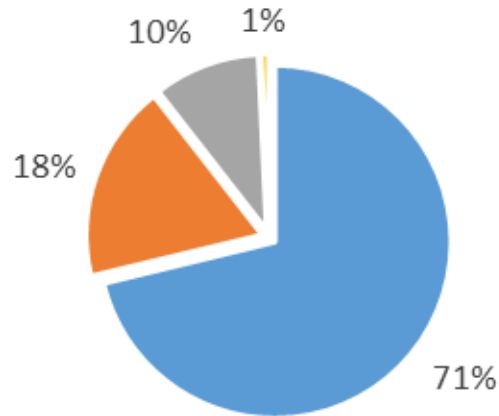
## MHSA MEMBERS

- ◆ Action for Boston Community Development Inc. Head Start, *Boston*
- ◆ Associates for Human Services Early Head Start, *Taunton*
- ◆ Berkshire County Head Start Child Development Program, *Pittsfield*
- ◆ Citizens for Citizens Head Start, *Fall River*
- ◆ Communities United Inc. Head Start, *Watertown*
- ◆ Community Action Inc. Head Start, *Haverhill*
- ◆ Community Action Pioneer Valley Head Start, *Northampton*
- ◆ Community Action Programs Inter-City Head Start, *Chelsea*
- ◆ Community Teamwork Inc. Head Start, *Lowell*
- ◆ Dimock Community Health Center Head Start, *Roxbury*
- ◆ Greater Lawrence Community Action Council Inc. Head Start, *Lawrence*
- ◆ Holyoke Chicopee Springfield Head Start, *Springfield*
- ◆ Lawrence Community Day Care Center, *Lawrence*
- ◆ Lynn Economic Opportunity Inc. Head Start, *Lynn*
- ◆ Martha's Vineyard Community Services Inc. Head Start, *Vineyard Haven*
- ◆ Montachusett Opportunity Council Child Care & Head Start, *Fitchburg*
- ◆ Pathways for Children, *Gloucester*
- ◆ People Acting in Community Endeavors Head Start, *New Bedford*
- ◆ Quincy Community Action Programs Head Start, *Quincy*
- ◆ Self-Help Inc. Head Start, *Brockton*
- ◆ South Middlesex Opportunity Council Inc. Head Start, *Framingham*
- ◆ South Shore Community Action Council, *Plymouth*
- ◆ South Shore Stars, *Weymouth*
- ◆ Triumph Inc. Head Start, *Taunton*
- ◆ Worcester Child Development Head Start, *Worcester*



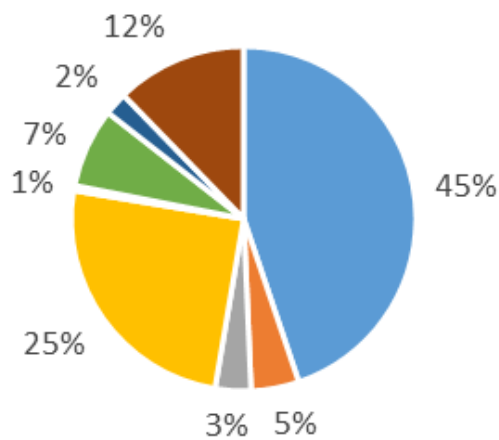
# FISCAL

## Revenue 2018



- Membership Dues
- Advocacy Fees
- Conference Fee
- Other

## Expenses 2018



- Salaries
- Fringe
- Business Expenses
- Contract Services
- Rent
- Operations
- Other Types of Expenses
- Travel and Meetings



**MASSACHUSETTS  
HEAD START ASSOCIATION**

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