

COMMUNITY AND ECONOMIC DEVELOPMENT IMPACT OF THE WASHTENAW COUNTY HEAD START 1999-2011

SUMMARY

Since its inception, in 1965, the Federally funded Head Start program has had an admired partnership with Washtenaw County Government. Those involved, early recognized the importance of early childhood education, especially for its most vulnerable citizens, low income children and their families.

This relationship has been a model of excellence for other Head Start programs throughout the country, as the strong partnership and commitment of County government has been obvious and observed in the Triennial Reviews, by Federal staff and peers from throughout the country and the local, Federal, State and International visits, over the years.

This partnership has provided a platform for excellence in child care that is recognized by families, the community, national associations and grantors.

Together Head Start and Washtenaw County have forged a partnership that has not only provided quality comprehensive child care, but has

- Served as a professional development and job training program in the community
- Provided enriched skills for EMU, Washtenaw Community College and University of Michigan students and other residents interested in this field.
- Built collaborations that have extended far beyond the Head Start community especially
 - In the areas of
 - literacy
 - health
 - food self sufficiency
 - oral health
 - town and gown connections
 - the Eastern County
 - Leveraging additional funding that has benefited not only the County and Head Start, but the larger community especially the early childhood community
 - Served as a model of quality early childhood education services and collaboration for this community and other Head Start programs throughout the nations

Ever mindful of the economic situation effecting Washtenaw County, as well as the rest of the nation, this Head Start Program has taken many steps and proposed alternatives that have and/or have the potential to lessen the General Fund contribution to this Program of Excellence and still maintain the high quality that has been the County's and its hallmark .

PROFESSIONAL DEVELOPMENT OF STAFF-THUS JOB TRAINING, COMMUNITY AND ECONOMIC DEVELOPMENT -Head Start is a Training and Demonstration grant with an expectation and financial support for professional development for staff, many of whom start in the program as Head Start parents. The idea is not only child development and program development but also community development as people move out of poverty because of increased skills.

In recent years, 35 of 75 staff members have matriculated and/or completed professional degrees supported by Head Start and Washtenaw County

- 12 Associate of Arts in Early childhood education
- 7 BA in early childhood education/child development
- 2 MA in early childhood education/ education
- 3 BSW
- 3 MSW
- 4 ZA Endorsements/teacher certificates
- 1 BS Business
- 3 other WCC Practicum Students
- 3 MSW students from the University of Michigan and EMU have completed their Social Work internships at Head Start
- 6 BSW students from EMU have completed their Social Work Internships at Head Start

Most, of these employees, continue to use the skills gained, to work in Head Start, while others remain in the community, building, supporting and developing the community in agencies like the Department of Health and Human Service, Ann Arbor Public Schools, Ypsilanti Senior Citizens, SOS , Washtenaw County Government, Washtenaw Literacy and others.

All, nearly 100, employees of Head Start, throughout the County help in creating the multiplied economic impact, indicated in the **2011 Analysis of Economic Return on Investment in Washtenaw County/Non-Profits ...**...the nonprofit sector generates significant additional economic activity through a multiplier effect...This multiplier economic impact is created when nonprofits purchase goods and services needed for the organization to operate-including the purchase of office supplies, computers and information technology, consultants, and maintenance or repair services...Further multiplied effects are created when employees of nonprofits spend their income on goods and services provided by other businesses. These economic activities include housing and utilities, groceries, personal services, clothing, dining out and entertainment....” Head Start staff are certainly part of these expenditures in this community for themselves and their children and the program..

Staff reflects the diversity of the children and families served, thus the community which is part of the Head Start Performance Standards and positive programming in this climate of diversity.

- Child Development Staff- 3 Asian, 16 African American/Black, 1 Native American/Pacific Islander, 25 white/ Caucasian, other 5, Hispanic
- Family Service Staff-2 Black/ African American, 2 white/Caucasian
- Site Leaders or Directors- 2 Black/ African American, 4 white/Caucasian
- Managers and support staff-2 Black,/African American 2 white/Caucasian, 1 Hispanic and 1 other
- Staff represent ages across the adult spectrum including, very welcome Foster Grandparents

All teaching staff has at least a BA in early childhood education/child development. All teaching assistants have at least an AA in early childhood education/child development. All family service workers have at least a BSW.

Community Collaborations /Partnerships/Volunteers - Head Start was founded on a principal of community building and has been a part of building successful collaborations since its inception. The required non-federal match is part of this collaboration from the community. It recognizes the value of such for services, for funding, for positive outcomes and for expanded Return on Investment.

By April 2011, there had been 2676 parent and community volunteers in Washtenaw County Head Start for this school year. This amounted to 7,074 hours of volunteer's time valued at \$84,232.

Some of the collaborations/partnerships are listed below

- Eastern Michigan University
 - College Begins at Head Start-(Inkind)
 - Social Work Student Internships – MSW and BSW, UM and EMU
 - Project Community Placements – about 15 per semester
 - Performance site for Children's Theatre class –(inkind)
 - Student Teaching – EMU, WCC and UM Dearborn
- Rotary Readers- reading Imagination Library books to children weekly – (inkind)
- WIC and WorkFirst
- Food Gatherers –parent trainings (inkind)
- Success By Six- a County collaboration, Imagination Library partner
- The Ann Arbor Links, Incorporated –supporting Imagination Library, reading to children (in kind)
- Literacy Coalition- Imagination Library partner
- Foster Grandparents
- HOPE Dental Clinic-dental services for Head Start families
- Washtenaw Health Plan- medical services for Head Start families
- Family Book Club – books for children (inkind)
- Dental Hygiene Association-fluoride varnish for over 600 children annually (inkind)
- Washtenaw Area Council on Children- Body Safety training (-inkind) and- MSU Extension- parent training (inkind)

Ann Arbor, Willow Run and Whitmore Lake Schools are all Delegates, who provide inkind totaling, at least \$360,698 annually. Time for Tots and Manchester Public Schools are child care partners who provide inkind of \$31,544, annually.

Ypsilanti Public Schools provides speech and language service for children two days per week and other services to meet special needs of children with disabilities.

Awards indicating excellence in service to the community

- National Association for the Education of Young Children (NAEYC)- Accreditation 2010-2015
- National Head Start Association Program of Excellence 2008- Present
- Ypsilanti Area Chamber of Commerce- Excellence in Educational Endeavors Award- 2009
- Washtenaw County Leadership Award- 2004 and 2008
- HOPEY- Best Performance in a Collaborative Role – Hope Clinic -2008
- Best Friend of Girl Scouting 2008- Huron Valley Girl Scout Council

Other economic/ community development indicators

- Three families have received housing in 2010-11 year through coordinated work with Habitat for Humanity.
- Twice as many dentists as in 2004 now provide services to Head Start children- Medicaid and non Medicaid.
- Dental Grant 2005-2010 brought in an additional \$300,000.00 to Washtenaw County
 - dental pool was expanded
 - oral health education was expanded throughout the community
 - fluoride varnish was made available and accessible to all Head Start children and their siblings as well as GSRP children in the same building- over 600 served in 2010 - 2011
- Success By Six expanded fluoride varnish to all GSRP children because of the success of this Head Start program.
- The Head Start Service delivery area is the 10 school districts of Washtenaw County. Children from, at least, seven districts are annually served in one of the five Head Start sites. Last year, 660 children throughout the County received the comprehensive child development services of The Washtenaw County Head Start program.
- The Imagination Library is a partnership of Head Start, The Links, Inc., Literacy Coalition, and Success By Six. In the year since its beginning, an average of 1600 children have received books, monthly. In the catchment area served, zip codes 48197 and 48198, there are 350 Head Start children. However Head Start has led this leveraging opportunity to expand literacy services to more than four times its population of children who also live in the area.
- Two Head Start mothers were accepted in the Keys to Degrees program at EMU which will assist them with housing, tuition and support to complete their degrees. This as a result of the partnership with EMU.

The base grant for The Washtenaw County Head Start is \$3,675,966 in Federal funds, annually.

Additional Federal Funding brought in by Head Start

- Dental grant DHHS - \$300,000
- Facilities Grants DHHS - \$543,000 and \$300,000@
- Health Grant – UCLA/Johnson and Johnson - \$25,000
- ARRA-DHHS \$275,648
- Quality Improvement Grants DHHS \$109,178
- One Time Funding- DHHS \$51,106
- US Department of Agriculture \$128,500
- Funds paid to County from base grant
 - \$18,000 Community Mental Health for children's mental health services
 - @\$100,000 50 year bond reduction/building use charge
 - Varies from \$169,004 - \$47,034 over 50 years
 - \$167,974 Indirect Service Cost plus additional amount paid toward charge at end of grant year, as available

Other non Federal donations

- Imagination Library
 - The Links- \$2,500
 - The YACF - \$4,500
 - Private Donations - \$20,000
 - Big House Big Heart Run - \$4,000 (one Head Start Parent raised -\$1,800)
- Lori's Lending Library
 - Private donors \$850
 - Second Baptist Church \$50.00

THE CHILDREN

The 561 children and families, Head Start is funded to serve, represent the most vulnerable preschoolers in the County, coming from families that meet the income guidelines below or may have a child with a disability.

2011 Poverty Guidelines

2011 HHS Poverty Guidelines			
Persons in Family	48 Contiguous States and D.C.	Alaska	Hawaii
1	\$10,890	\$13,600	\$12,540
2	14,710	18,380	16,930
3	18,530	23,160	21,320
4	22,350	27,940	25,710
5	26,170	32,720	30,100
6	29,990	37,500	34,490
7	33,810	42,280	38,880
8	37,630	47,060	43,270
For each additional person, add	3,820	4,780	4,390

Most families are:

- Single parent- 390 - Unemployed – 190 - SSI recipients/Public Assistance- 178
- Homeless- 72 - One parent working -154 - Two parent family – 254
- Medicaid - 427 - Foster Care – 15 -100% of poverty – 459

Outcomes of the children

This year's outcomes report for all of the children in Washtenaw County, shows children's growth and development which contributes to school readiness, decreased need to repeat a grade and life successes.

Washtenaw Head Start County Wide Outcomes			
Domain	Fall %-Meet or Exceed Expectations	Winter %-Meet or Exceed Expectations	Spring %-Meet or Exceed Expectations
Social-Emotional	50.50%	75%	83%
Physical-Gross Motor	52.60%	82.20%	90.20%
Physical-Fine Motor	59.60%	89.20%	93.40%
Language	50.30%	75.30%	82.80%
Cognitive	43.60%	73.10%	80.50%
Literacy	40.40%	79.50%	86.10%
Mathematics	24.40%	60.60%	76.70%

Facts

The Washtenaw County Head Start program was one of the first grantees awarded in the summer of 1965. The program was run by what was then called OEO and later evolved into ETCS which ran Head Start until the 90's. One of the programs earliest homes was in Quonset huts in Willow Run. Later, it was in various churches including Metropolitan Memorial Baptist Church, Second Baptist Church, First United Methodist, St. Alexis (Transfiguration) and served the entire Willow Run and Ypsilanti areas. It occupied space in Ypsilanti Public Schools, including Central School, Perry School and Fletcher schools, also at various times.

Its' long time home before moving to a building built for Head Start and its administrative staff in 2003, was the Shiloh Church of God in Christ on Jefferson Street. In the year before moving into the LeForge site all classes were held in Perry School and the Administrative staff was housed at the Community Bank, now Citizens Bank on Washtenaw.

For many years Head Start children in Milan, Chelsea, Dexter, Saline, Manchester, Lincoln, and Whitmore Lake were served through a home based model, with a teacher providing an hour and a half structured home visit each week and a monthly group socialization. With the advent of MSRP, now GSRP center programs, the call for Head Start home based programs in these areas stopped. The last home based services were in 2001.

Willow Run Community Schools became to first delegate of the Washtenaw County Head Start program in about 1980 and was followed by Ann Arbor, Lincoln and Whitmore Lake. Lincoln relinquished its grants after serving as a delegate twice – once in the 80's for three years and again in 2005 for another two year stint, as a delegate.

The Grantee, Washtenaw County Government, delegates the responsibilities of operating a program for a designated part of its service area to another entity. In this case, all delegates are public schools, who must meet all Head Start Performance Standards and provide the requested in-kind. The Grantee is responsible for monitoring and oversight for delegates as well. Washtenaw County Government, chose to continue to operate, directly, the services for children and families in the Ypsilanti area, even as the rest of the service area had been or was later delegated. Two child care partners are a part of The Washtenaw County service delivery meeting needs of children and families. At time for Tots – 10 children whose families are homeless are served. Manchester, our most distant part of our service area, serves 10 Head Start eligible children and families because no other resources were available/accessible to these children.

The LeForge site opened Fall of 2003, housing eight classrooms and the administrative staff of the grantee, all together. Grand opening was October 3, 2003. This facility currently serves 261 children and families- 40 in full day programming (8 hrs/5 days week/160 days/year) for those who are working or going to school, and the others in part day (3.5 hours/4 days week/135 days/year). Sessions are double sessions so that more children are accommodated.

The facility was paid for by two facilities grants from The DHHS and a bond issued by The County, which is paid annually from the Head Start grant. To date \$1,024,716 has been paid toward bond

reduction from the Head Start grant. Because of the initial Federal Facilities grants (@ \$800,000) and these annual payments, a Federal Interest is maintained.

“Washtenaw County sees its top priority as providing a Citizen Safety Net for our most vulnerable residents, and we assert that this cannot be the role of any single government, department, organization or resident. Moreover , in these challenging economic times our interdependence and history of partnerships with other institutions is a strength on which we must build.”- Conan Smith, Chair Washtenaw County Board of Commissioners

Washtenaw County has, since 1965, shown its commitment to early childhood education for its most vulnerable children and families through its support of Head Start and other early childhood entities, and now continues to demonstrate its ongoing support to child care for all, by funding child care scholarships (\$95,000) and Perry Nursery (\$52,500). It is indicated that funding these two leverages a total of \$1,869,454, in the 2011 Analysis of Economic Return on Investment in Washtenaw County Non Profits. These community resources, meet community needs, that are separate from the needs of the most vulnerable population of children served by Head Start , who often do not have access or knowledge of these resources and it's not being the most appropriate placement for Head Start eligible children- our most vulnerable children, given the identified needs.

The County contribution leverages from the Head Start base grant \$3,675,966 in Federal Head Start funds alone, annually. In addition there have been additional Federal grants- previously mentioned, over the years, as well as local donations to program, children and families and in kind services that amount to nearly one million dollars annually.

The above mentioned report uses the Sage Foundation 2001 statistics to indicate “...\$7.56 ROI for every dollar spent on high quality child care...The benefit is created via improved school performance and attainment and related future earning potential...and other community productivity” In Washtenaw County

- The Head Start children are 12% less likely to be booked or charged with a crime
- Head Start parents receiving health literacy decreased annual Medicaid costs by \$232.00/family/year
- There is a decreased need for children to receive special education services when they transition to school
- Head Start children are less likely to repeat a grade
- Head Start children are more likely to graduate from high school and go on to college
- Head Start contributes to the upward mobility of parents by helping them to move out of poverty. Nearly one third of the staff are former Head Start parents and The County is full of other staff members who started of Washtenaw County Head Start, as Head Start parents and in some cases Head Start children.

More recent studies place the ROI for high quality preschool programs anywhere from \$7-\$9-\$17 for every dollar invested. (High Scope and Nobel Prize economist Dr. James Heckman- who won this prize for looking at the ROI for quality early childhood as an economic development piece regarding social investment.)

Mindful of the economic situation in Washtenaw County, The Washtenaw County Head Start, a leader in its field, has since 2008 made numerous adjustment and other suggestions that might have a decreasing impact on the General Fund allocations.

- Eliminated three Manager positions and reorganized the remaining two managers and existing staff into compact interdisciplinary team to accomplish all of the requirements of the Performance Standards and Washtenaw County
- Eliminated the floating teacher position for teacher relief and substituting and the Oral Health Coordinator
- Instituted one County wide In Service rather than the three previously scheduled
- Had the County allocations reduced by \$100,000.00 voluntarily and later by another \$200,000.
- Instituted a four day/10 hour summer work schedule to cut building maintenance costs
- Taken pay cuts and no increases for nearly five years
- Reduced allocations to delegates. Restored amounts with ARRA funds
- Increased parent and community volunteer hours- thus in-kind
- Taken furlough days

Staff continues to work harder and smarter to integrate and accomplish all responsibilities and to ensure ongoing efficiency and excellence. For non union staff this has meant increased work and skill set learning, with decreased salaries and increased commitment

ADDITIONAL ALTERNATIVES TO LOWER THE COUNTY GENERAL FUND

ALLOCATION – Some of these were provided, to administration, in an August 27, 2009, memo that was used to determine Phase II cuts to this program.

- Request a NFS waiver for the portion of funds not required to meet negotiated salary levels
 - Requires Board approval to request
 - Option has been shared with Administrative staff for further investigation
 - Neighboring grantees are already doing this
- Request additional in-kind from local delegates
 - Neighboring grantees get additional in-kind from delegates to cover program expectations
 - Delegates already have additional in kind that has not been counted , to maintain balanced budget
 - Delegates are amenable to such to avoid larger programmatic changes and service disruptions
 - Option has been share with Administrative staff for further investigation
- The part of negotiated indirect cost that is not charged to the program could be used as in kind. If there is a negotiated amount.
- Tie Head Start raises and increases to the funded grant.