



BUILDING A  
COMMON VALUE OF  
EXCELLENCE!

**MID-AMERICA HEAD START**

Annual Report • 2009–2010

## FROM THE DIRECTORS

In 2005, the Mid-America Regional Council (MARC) stepped forward and submitted an application to become the lead grantee for Head Start programs and services in Clay, Jackson and Platte counties in Missouri. It is through this leadership role, a commitment to involving and engaging the community, and the hard work invested by our board, parents and staff, and many valuable partners, that a strong, quality grantee system has been established.

Mid-America Head Start (MAHS) is the product of unique collaborations between MARC, the Independence School District, the Kansas City, Missouri School District, The Family Conservancy, YMCA of Greater Kansas City, families and community organizations representing more than 510 years of service in the Kansas City region. These partnerships are critical to the success of MAHS by improving the level of services that children and families receive, raising the quality of learning environments, and working to close the school readiness gap.

Our first Federal Review, conducted in 2009, commended MAHS for establishing effective systems of governance, fiscal oversight, recordkeeping and reporting, communications, and shared decision making. Looking ahead, there is still much work to be done in these areas, as well as in efforts to improve child outcomes, support the health of families, and build stronger communities.

This publication tells the story of how far MAHS has come since 2005, and where it is headed in the years to come—there are many great opportunities ahead! Head Start celebrated its 45th year in 2010, and we are proud to be a part of one of the nation's greatest stories. Help us write the next chapters, together.

As always, we thank you for your support.

**Evelyn Givens, LMSW**  
Program Director  
Mid-America Head Start

**James M. Caccamo, Ph. D.**  
Director of Early Learning  
Mid-America Regional Council

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## MAHS PROVIDES SERVICES TO MORE THAN 3,000 INFANTS, TODDLERS AND PRE-SCHOOLERS IN CLAY, JACKSON AND PLATTE COUNTIES IN MISSOURI.

Four delegate agencies — The Family Conservancy, the Independence School District, the Kansas City, Missouri School District and the YMCA of Greater Kansas City — provide direct services to children and families for Mid-America Head Start (MAHS). These agencies are all dedicated to improving the well-being of low-income families by working with each family to identify their specific needs.

As the grantee, MAHS provides an umbrella of critical systems to ensure that families have access to consistently high-quality programs no matter where or how they receive Head Start services. These systems include: Governance, Fiscal Management, Planning, Communication, Recordkeeping and Reporting, Monitoring, Self-Assessment and Professional Development.

### **Major strategic goals for Mid-America Head Start and its four delegates include:**

- Closing the school readiness gap;
- Focusing on families and involving families in all aspects of Head Start programs;
- Involving and engaging the community;
- Creating sustainable funding and support mechanisms for programs;
- Building a common value of excellence.

Together, MAHS and its delegates bring more than 510 years of service in the local community. Additionally, these agencies have strong internal controls in place and are regularly audited as part of the rigorous fiscal policies that guide their operations.

# MID-AMERICA HEAD START SERVICE AREA

## Platte County

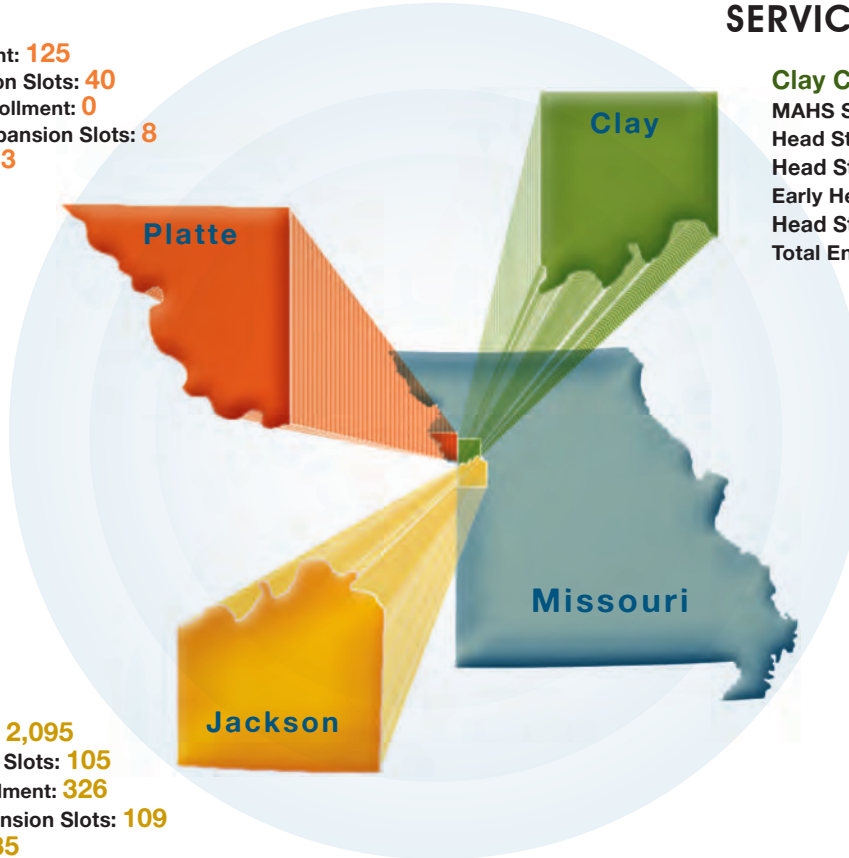
MAHS Sites: **3**  
 Head Start Enrollment: **125**  
 Head Start Expansion Slots: **40**  
 Early Head Start Enrollment: **0**  
 Early Head Start Expansion Slots: **8**  
 Total Enrollment: **173**

## Clay County

MAHS Sites: **5**  
 Head Start Enrollment: **206**  
 Head Start Expansion Slots: **40**  
 Early Head Start Enrollment: **0**  
 Head Start Expansion Slots: **44**  
 Total Enrollment: **290**

## Jackson County

MAHS Sites: **61**  
 Head Start Enrollment: **2,095**  
 Head Start Expansion Slots: **105**  
 Early Head Start Enrollment: **326**  
 Early Head Start Expansion Slots: **109**  
 Total Enrollment: **2,635**



## Mid-America Head Start by the Numbers

MAHS Sites: **69**  
 Head Start Enrollment: **2,599**  
 Early Head Start Enrollment: **499**  
 Total Enrollment: **3,098**  
 Ave. Monthly Attendance: **80%**  
 Eligible Children Served: **21%**

## Total ARRA Expansion Slots

Head Start Expansion Slots: **145**

- Full-Day Option: **111**
- Part-Day Option: **34**

## Early Head Start Expansion Slots: **165**

- Full-Day Option: **113**
- Home-Based Option: **48**
- Family Child Care Option: **4**

# MID-AMERICA HEAD START GOVERNANCE

## **The Governing Board**

The MARC Board of Directors serves as the governing body for MAHS, overseeing the fiscal accounting of all Head Start funds, as well as monitoring effectiveness and progress in meeting local program goals and implementing federal requirements. The MARC board's budget and personnel committee serves as the oversight committee for MAHS and reviews all recommendations made by the Policy Council before submitting for final approval.

## **Policy Council**

The MAHS Policy Council is comprised of parents and community members chosen by each delegate to represent family concerns and approve financial expenditures and annual program planning. Policy Council members are trained in Head Start governance responsibilities, as well as fiscal and program policies and standards.



**Left:** Policy Council members received extensive training in their new roles at a January 2010 meeting.



## **MID-AMERICA HEAD START DELEGATES**

**The Family Conservancy**

913/342-1110

**Independence School District**

816/521-5485

**Kansas City, Missouri School District**

816/418-7000

**YMCA of Greater Kansas City**

816/886-4506

## MAHS DELEGATES



The Family Conservancy 913/342-1110

## The Family Conservancy

As our children thrive, so does our community. This belief inspires staff at The Family Conservancy, who use multiple strategies to achieve their goals:

- Education and counseling in effective parenting, healthy home life and sound family finances;
- Access to quality early learning environments for children;
- Opportunities for businesses to enhance their employee benefit programs and sponsor The Family Conservancy's programs.

### Head Start Services Provided

The Family Conservancy serves 792 children, ages birth to 5 throughout Jackson, Clay and Platte counties. Services offered by the Family Conservancy include:

- Center-based services;
- Partnerships with 24 family childcare providers;
- Home-based services.



## Independence School District

The Independence School District has a long history of providing services to children and a firm appreciation for the efforts required to meet and exceed the Head Start performance standards. Agency strengths include:

- Management staff that know Head Start standards; communicate and plan for compliance; and through collaboration, seek out new avenues for presenting quality ideas that increase quality for families;
- Mental health strategies that use DECA results to initiate conversations on best practices for children receiving assistance with mental wellness concerns;
- Partnerships with local school districts serving children birth to 5 years old;
- Advocates and front line staff that consistently communicate with families.

### Head Start Services Provided

- The Independence School District serves 915 Head Start children ages birth to 5 throughout eastern Jackson County.
- Full-day programs for children ages 6 weeks to 5 years old.
- Part-day programs for children 3 to 5 years old in Independence, Lee's Summit, Grandview and Raytown.
- Partnerships with Center and Hickman Mills School Districts' early childhood part-day programs serving children 3 to 5 years.



Independence  
SCHOOL DISTRICT  
*Inspiring Greatness*

Independence School District 816/521-5485

# MAHS DELEGATES



## Kansas City, Missouri School District

The Kansas City, Missouri School District envisions its schools as places where every student will develop deep understanding of the knowledge and skills necessary to pursue higher education, obtain employment, contribute to the civic well-being of the community, and have the opportunity for a rewarding and fulfilling life.

### Head Start Services Offered

- The Kansas City, Missouri School District serves 726 children, ages 3 to 5, in Jackson County.
- Thirty-six classrooms in 16 neighborhood elementary schools.



Kansas City, Missouri School District 816/418-7000

## YMCA of Greater Kansas City

The YMCA of Greater Kansas City is a charitable organization with an inclusive environment committed to enriching the quality of family, spiritual, social, mental and physical well-being. The YMCA is values-based, mission-driven and totally focused on building strong kids, strong families and strong communities. They serve more than 200,000 individuals and families in the metro area. Locations serve a diverse membership with a mix of programs including health and fitness, aquatics, sports, summer day camps, enrichment programs, child care and adaptive programs.

### Head Start Services Provided

- The YMCA serves 665 children ages birth to 5 in Jackson, Clay and Platte counties.
- Full-day and part-day, center-based programs.



YMCA of Greater Kansas City 816/886-4506

# EDUCATION

Head Start aims to increase the social competence of young children in low-income families, which means improving a child's everyday effectiveness at dealing with their present environment as well as their ability to manage new responsibilities later on in school and life. MAHS believes that all young children deserve an early education experience that helps shape them into caring, responsible and productive members of our community.



**The Head Start Child Outcomes Framework:** The Office of Head Start developed the Head Start Child Outcomes Framework to guide Head Start programs in curriculum planning and the ongoing assessment of the progress and accomplishments of children. The framework includes these learning and development domains: Language Development, Literacy, Mathematics, Science, Creative Arts, Social and Emotional Development, Approaches to Learning, and Physical Health and Development.

**Curriculum:** Each MAHS delegate or partner implements a written curriculum plan based on sound child development principles for how children grow and learn. It includes goals for children, the environment and materials required to help children achieve, and the role that teaching staff and parents play in supporting a child's learning and development.

**Individualization:** Information is gathered about each child through developmental, sensory and social-emotional screenings; parent input; and observations made by teachers as children engage in everyday learning experiences. Information is used to plan learning activities based on each child's rate of development, interests, temperament, learning style, language and cultural background.

**Child Outcomes:** Head Start teachers assess children's progress toward meeting goals for each domain, by collecting data during the fall, winter and spring of each program year to create self-assessment and improvement plans.

**Teacher Training:** Qualified teachers are assigned to provide education services to children, and receive training and coaching to ensure that each has the knowledge and skills to meet Head Start Performance Standards.

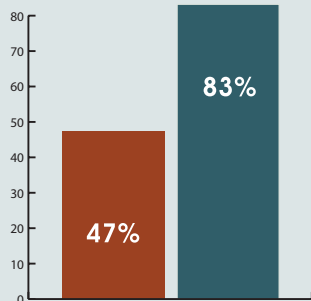
**Family Partnerships:** Head Start honors child-parent relationships and encourages parental involvement in programs by helping to set and achieve goals for their children. Parents are educated about child development, parenting skills and child advocacy as part of this process.

## Major Gains, 2009–10

Gains by domain of development for children in their pre-kindergarten year:

Language Development (25%)  
Literacy (37%)  
Mathematics (37%)  
Science (39%)  
Creative Arts (33%)  
Social and Emotional Development (33%)  
Approaches to Learning (36%)  
Physical Development (26%)

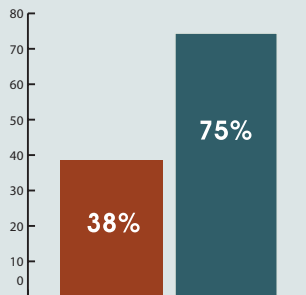
Age Three: Literacy



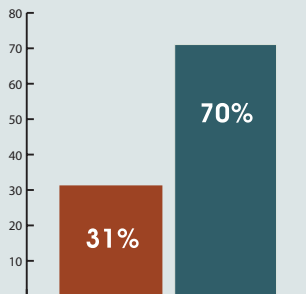
■ = Fall 2009   ■ = Spring 2010

\*Percentages indicate the number of children at age level learning and development.

Pre-K: Mathematics



Pre-K: Science



## CHILD OUTCOMES

Child outcomes data gathered through the MAHS Assessment and Outcomes System determines how well children are learning and developing. The MAHS system is one of “authentic assessment,” which means that children are not removed from the classroom for standardized testing, but instead are observed as they engage in everyday learning experiences.

The MAHS Assessment and Outcomes System allows educators to:

- Observe children and assess their knowledge, skills, attitudes and interests;
- Use the information collected to plan learning experiences;
- Evaluate the effectiveness of their teaching and enhance professional development;
- Partner with parents to improve child learning and development;
- Rate a child’s level of learning and development three times each year to assess child outcomes, and share the data.

## HEALTH SERVICES

Head Start understands that healthy children are more successful in school. Head Start health services focus on preventing health problems whenever possible by carefully addressing the needs of enrolled children. Head Start programs work hard to make sure that children have access to an ongoing source of health care long after leaving Head Start.

Federal and state standards require that all children receive health screenings within 30 days and dental exams within 90 days of starting school. When conditions are found, they are addressed quickly with the help of quality, dedicated health care partners. If families need help, programs provide the resources and guidance to get them on the right track. Programs support comprehensive medical and dental professional services for Head Start children and their families and believe that together, they can improve their lives.



To achieve the Head Start Performance Standards for well child care, Mid-America Head Start staff works with community partners to bring health professionals into Head Start centers for exams, when necessary, and when resources are available.

### COMMUNITY PARTNERSHIPS

The MAHS Health Services Advisory Committee brings representatives together from the local health care community to discuss policies and improve the delivery of health services to Head Start families. This group meets regularly with MAHS staff to provide guidance, discuss challenges and develop action plans to address health care issues.

#### Health data from the May 2010 Key Performance Indicators report

##### Up-to-date physical exams

91% of Head Start children (2,444 of 2,670 enrolled)  
89% of Early Head Start children (440 of 491 enrolled)

##### Up-to-date dental exams

88% of Head Start children (2,362 of 2,670 enrolled)  
89% of Early Head Start children (440 of 491 enrolled)

# MENTAL HEALTH & DISABILITIES

## MENTAL HEALTH

**Prevention:** MAHS programs are designed to help staff, children and families learn and practice new ways to build positive relationships, and develop coping skills to solve problems and manage stress. Activities may include trainings and in-service opportunities for staff and parents, as well as classroom observations, social skills groups for children, and individual/family therapy.

**Identification:** MAHS focuses on early detection of social, emotional and behavioral concerns in children. If identified, concerns are treated confidentially, and outside referrals are made to local behavioral health centers, as necessary.

**Referrals:** Administrative staff, teachers, parents and/or area consultants work together to refer children to the Mental Health Services program area.

### MENTAL HEALTH & DISABILITIES SERVICES INCLUDE:

**Prevention • Identification • Referral • Treatment  
Training • Technical Assistance • Consultation**

## DISABILITIES

Head Start requires that 10 percent of its slots be reserved for children with disabilities. Disability services include:

**Identification:** Screenings, observations and assessments are used in partnership with parents to identify children with possible developmental delays.

**Referrals:** Children with suspected delays are referred to the appropriate school district or program.

**Individual Education Plans:** Head Start requires regular classroom inclusion for children ages 3–5 with Individualized Education Plans, and Individualized Family Support Plans for children birth to age 3. Plans ensure that programs are working with families to provide high-quality learning opportunities for children with disabilities.

**10.89% of enrolled children (337)  
had a diagnosed disability and  
received services through local  
school districts or state early  
intervention services providers.**

# FAMILY ENGAGEMENT

WE ARE DEDICATED TO IMPROVING THE WELL-BEING OF CHILDREN BY WORKING WITH EACH FAMILY TO IDENTIFY THEIR SPECIFIC NEEDS.



## Family Engagement is one of the four cornerstones of Head Start.

The MAHS staff works collaboratively with Head Start programs to engage families and accomplish shared goals. Families learn to appreciate the importance of being involved in their child's education, volunteer in the classroom, and participate in program planning and community outreach. MAHS believes that strong parent involvement fosters better learning, growth and development.

## Family Assessment Matrix

The Family Assessment Matrix (right) is a strengths-based tool designed to encourage dialogue between families and Head Start programs. This allows families the unique opportunity to identify individual needs and utilize identified strengths to set and achieve personal goals.

The Family Assessment Matrix is one resource that MAHS developed to more effectively engage families in meaningful relationships to support and sustain long-term success in school and life.



## FAMILY PARTNERSHIPS

Head Start strives to honor child-parent relationships and encourages active family involvement in Head Start programs. MAHS staff and families work together as partners to set and achieve goals for children. Throughout this process parents receive personal support and learn more about child development, parenting skills and how to successfully advocate for children.

One goal of forging strong family partnerships is to help parents become more involved in their children's health. MAHS staff works closely with parents to provide health information and increase awareness of available health and community resources and services that support long-term responsibility for the health and well-being of children.





### HEALTHY FAMILY CHALLENGE

In 2009, MAHS introduced The Healthy Family Challenge program, focusing on nutrition and physical activity education for parents. MAHS centers received parent education resources provided through a grant from Blue Cross and Blue Shield of Kansas City, which encouraged children and parents to improve on at least one healthy habit during each week of the campaign, keeping track of their progress on calendars. The messages and habits promoted during the campaign centered on five simple nutrition tips:

1. Eat MORE fruits and vegetables;
2. Eat MORE low-fat dairy: cheese, yogurt, milk, etc.;
3. Drink LESS soda and other sweetened drinks;
4. Eat LESS fast food;
5. Be MORE active.

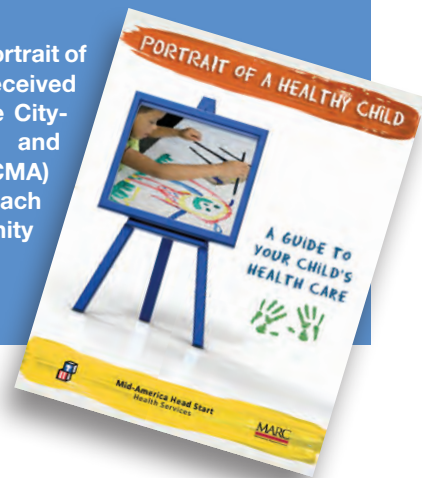
## FAMILY EDUCATION INITIATIVES

### Portrait of a Healthy Child

“Portrait of a Healthy Child” is a comprehensive educational program developed to empower parents to play a more active role in their child’s health care.

This new family resource was developed in early 2010 with strong collaboration between family advocates, parents and health care providers, and resulted in three new education tools: an information guide, posters and postcards—each translated into four languages

In September 2010, the “Portrait of a Healthy Child” program received a national award from the City-County Communications and Marketing Association (3CMA) for its innovative approach to promoting community services.



# THE FIRST MID-AMERICA HEAD START FEDERAL REVIEW

In April 2008, MAHS completed its first federal review since MARC became the lead grantee in 2005 for Head Start programs and services in Clay, Jackson and Platte counties in Missouri. The Head Start Act requires that grantees receive a comprehensive on-site review every three years to assess the performance and accomplishments of local programs in meeting community expectations and government regulations.

Overall, the federal review was a very positive process that affirmed the hard work invested by MARC and MAHS to develop a quality grantee system. It also identified several areas that needed improvement.

Many of the potential areas of noncompliance outlined in the exit interview were isolated incidents at the delegate level that MAHS quickly addressed, and included ensuring that children receive health screenings and assessments in the allotted timeframe, documenting individualized lesson plans, teacher-child ratios and class sizes, and miscellaneous safety concerns.

In Feb. 2009, MAHS was notified by the Federal Office of Head Start that it had achieved **full compliance** after correcting all potential areas of non-compliance identified by the review team. This is quite an accomplishment for a grantee of this size, in its fourth program year. The federal review team reported that MAHS and its four delegates were in compliance with the more than 2,000 Head Start performance standards.



Preparation for the federal review began several months before the review team showed up at the MAHS offices, and required the grantee staff to work very closely with its delegates and partners to check all facets of the operations against the performance standards, then correct any potential areas of noncompliance. Staff invested a great amount of time in this effort while also maintaining daily functions to support delegate agencies in continuing to provide quality services to children and families.

## ARRA FUNDING THE AMERICAN RECOVERY AND REINVESTMENT ACT

As part of the American Recovery and Reinvestment Act (ARRA), new Head Start and Early Head Start funds were made available in fiscal year 2009 appropriations. ARRA provides a total of \$2.1 billion over two years for Head Start programs, with \$1.1 billion for Early Head Start and \$1 billion for Head Start. The fiscal year 2009 general appropriation provides \$7.1 billion for Head Start and Early Head Start programs — a \$234 million increase over 2008.

Head Start ARRA funds are allocated to a variety of purposes and activities, including cost-of-living allowances for Head Start staff, quality improvement activities, and expansion resources to serve additional families and children. MAHS received approximately \$1.9 million for quality improvement and cost-of-living adjustments for program staff, and funds to support 310 additional children through its four delegate service providers.



### ARRA's Impact

Thanks to ARRA, MAHS received funding for additional Head Start and Early Head Start (EHS) slots. The MAHS expansion plan was developed through coordination with many public and private entities including existing Head Start programs and new child care partners working with MAHS delegates to serve Head Start children.

MAHS received 165 EHS expansion slots for three delegates, and Head Start received 145 expansion slots. Pre-ARRA funded enrollment was 2,788 slots, which included 2,454 Head Start and 334 EHS slots. The new expansion slots increased funded enrollment to 3,098 — 2,599 Head Start slots and 449 EHS slots.

# FINANCIAL AUDIT

## 2009 FEDERAL A-133 AUDIT REPORTING

MARC receives annual funding of approximately \$19 million in federal funds for Head Start and Early Head Start programs. The majority of these funds are passed through to the four MAHS delegate in Clay, Jackson and Platte counties in Missouri. Funds that are not passed through to delegates remain with MARC and the grantee, MAHS, to provide oversight and monitoring of delegate programs.

In addition to core funding, MARC also received ARRA funding for 145 Head Start expansion slots, 165 EHS expansion slots, temporary cost-of-living (COLA) increases and quality improvements in 2009-2010. Expansion funding will continue through September 2011.

MARC believes that its record of fiscal integrity is as much a reflection of the organization's accounting and grant management practices as the services it provides to low-income families.

MARC has established policies and procedures to ensure that every dollar of its annual budget is spent wisely. MARC's financial records are reviewed annually by an independent auditor and the 2009 Federal A-133 audit report can be found at:

[http://www.marc.org/finance/sup\\_financial\\_report2009.pdf](http://www.marc.org/finance/sup_financial_report2009.pdf)

## REVENUES

### Head Start Expansion Year 1 (9/29/09–9/30/10)

YMCA	466,196.77
ISD	280,950.28
KCMSD	211,953.83
TFC	301,338.12
Delegate Total:	<b>\$1,260,439.00</b>

### Early Head Start Expansion Year 1 (11/1/09–9/29/10)

YMCA	541,884.32
ISD	402,342.32
TFC	1,368,730.66
Delegate Total	2,312,957.30
MARC Total	108,175.70
Grand Total	<b>\$2,421,133.00</b>

### Quality Improvement (7/1/10–9/30/10)

#### Head Start & Early Head Start

YMCA	402,943.26
ISD	78,732.00
KCMSD	148,054.38
TFC	394,065.00
Delegate Total	1,023,794.64
MARC Total	54,416.36
Grand Total	<b>\$1,078,211.00</b>

## EXPENDITURES

### Head Start Expansion Year 1 (9/29/09–12/21/10)

Total Award	<b>\$1,260,439.00</b>
YMCA	464,789.91
ISD	202,796.11
KCMSD	60,495.06
TFC	301,338.12
Delegate Total	<b>\$1,029,419.20</b>

### Early Head Start Expansion Year 1 (11/1/09 to 12/21/10)

Total Award	<b>\$2,421,133.00</b>
YMCA	541,394.23
ISD	260,463.43
TFC	1,368,730.16
Delegate Total	2,170,588.73
MARC Total	70,981.10
Grand Total	<b>\$2,241,569.33</b>

### Quality Improvement (7/1/10–12/21/10)

#### Head Start & Early Head Start

Total Award	<b>\$1,078,211.00</b>
YMCA	402,943.26
ISD	67,744.09
KCMSD	97,732.21
TFC	394,065.00
Delegate Total	957,484.56
MARC Total	51,969.33
Grand Total	<b>\$1,009,450.89</b>

*Expenditures thru 12/21/10*

## FINANCIALS ARRA FUNDS



# FINANCIALS

## MAHS PROGRAM & TRAINING FUNDS



### REVENUES

#### Temporary COLA\* (7/1/09–9/30/10)

Head Start & Early Head Start

YMCA	94,070.00
ISD	93,493.00
KCMSD	68,316.00
TFC	62,544.00
Delegate Total	318,423.00
MARC Total	19,228.00
Grand Total	<b>\$337,651.00</b>

#### Temporary COLA\* 2010 (7/1/10–10/31/10)

Head Start & Early Head Start

YMCA	27,152.00
ISD	35,307.00
KCMSD	22,749.00
TFC	20,827.00
Delegate Total	106,035.00
MARC Total	6,402.00
Grand Total	<b>\$112,437.00</b>

#### Core Award: Program Year 5 (11/1/09–10/31/10)

Head Start & Early Head Start: Program & Training

YMCA	4,874,035.67
ISD	5,414,012.32
KCMSD	3,732,761.00
TFC	3,451,097.00
Delegate Total	17,471,905.99
MARC Total	1,676,594.01
Grand Total	<b>\$19,148,500.00</b>

\*COLA = cost-of-living

### EXPENDITURES

#### Temporary COLA\* (7/1/09–12/21/10)

Head Start & Early Head Start

Total Award	<b>\$337,651.00</b>
YMCA	94,070.00
ISD	93,493.00
KCMSD	29,578.03
TFC	62,578.00
Delegate Total	279,685.03
MARC Total	14,817.50
Grand Total	<b>\$259,346.98</b>

#### Temporary COLA\* 2010 (7/1/10–12/21/10)

Head Start & Early Head Start

Total Award	<b>\$112,437.00</b>
YMCA	27,152.00
ISD	0.00
KCMSD	0.00
TFC	20,827.00
Delegate Total	47,979.00
MARC Total	6,402.00
Grand Total	<b>\$54,381.00</b>

#### Core Award: Program Year 5 (11/1/09–12/21/10)

Head Start & Early Head Start: Program & Training

Total Award	<b>\$19,148,500.00</b>
YMCA	3,440,618.72
ISD	3,940,801.89
KCMSD	2,435,429.71
TFC	2,663,999.12
Delegate Total	12,480,849.44
MARC Total	1,283,681.71
Grand Total	<b>\$13,764,531.15</b>

## LOOKING AHEAD: PY5 AND BEYOND



Mid-America Head Start has made progress over the past five years in operating Head Start and Early Head Start programs in Clay, Platte and Jackson counties. MAHS will continue to promote school readiness by enhancing the social and cognitive development of children through the provision of education, mental health, disability, health, nutrition and parent involvement services.

Approximately 3,100 MAHS children and families receive services through four delegate agencies, all of which have demonstrated a strong commitment to providing high-quality services. By working collaboratively with families, children and delegates, as partners with shared goals, the future looks extremely promising for our local communities.

**Looking ahead, MAHS will strive to achieve the following strategic objectives:**

- Improved child outcomes to ensure that every child is successful in school and life;
- Improved interaction and communication with public schools so children have a seamless educational experience from age 3 to grade 3;
- Improved physical, dental and mental health care for children and families;
- Improved, more active engagement with parents for increased participation in programs;
- Improved, more active engagement with community service organizations to provide stronger supports for children and families.



As Nelson Mandela said, **“Education is the most powerful weapon which you can use to change the world.”**

We have great expectations for our children — they **will** change the world.

SOMETIMES A HEAD START  
MAKES ALL THE DIFFERENCE!

## MID-AMERICA HEAD START



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