



## 2020-2021 Year in Review

# New England Head Start Association

Connecticut • Maine • Massachusetts • New Hampshire • Rhode Island • Vermont

Incorporated in 1985, The New England Head Start Association (NEHSA) is a membership-based non-profit 501(c)(3) organization.

Representing Early Head Start and Head Start programs located throughout Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont, we provide a forum for networking, shaping national public policy, and the delivery of training to promote high quality services for nearly 19,800 children and families.

## NEHSA New Strategic Framework

2020 and 2021 brought many challenges and changes to the NEHSA community. In response, the Board embarked on an intensive self-reflection and strategic planning process with a private consultant. Over several months, the consultant team gathered data from Region 1 agencies and members, vendors, as well as regional office and T/TA staff. We considered other Regional Association's structure to gain insights from strengths and challenges around the Country. The data was analyzed and discussed at several meetings over the last year. As a result, a new Strategic Framework was created to help guide the Association's work. The Board began using an online instrument named TRELLO to create timelines, assign duties, form small committees to keep us on track, and offer an avenue for effective communication. As we enter into 2022 with a new plan in place, the Board of Directors is excited and invigorated to use this platform to guide our work and continue to adapt to meet the needs of our members.



Strategic Framework   Approved by the Board of Directors September 21, 2021					
Mission	To unite and support New England Head Start programs as leaders in early education				
Stakeholders & Partners	Head Start Grantees * Head Start Parents * Head Start State Associations * OHS Region 1 * Regional T&TA * State Head Start Collaboration Offices * New England Early Childhood Community				
Strategic Priorities	Board/Governance	Staff	Association Members	Marketing and Outreach	Financial
Strategic Initiatives	Setting strategy and direction	Infrastructure	Member engagement	External outreach	Realistic budget development
<b>Goal</b>	Establish a strategic framework and operational plan to move the organization forward  Establish roles and responsibilities of board members relative to the operational plan  Establish NEHSA core values	Develop a staffing plan that supports the mission and work of the Association and that is resilient to change	Establish realistic membership targets from each state  Create a standard welcome process for new members  Create meaningful engagement opportunities for members to network with one another and key partners	Develop and implement targeted communication strategies to engage stakeholders and partners  Use social media, the website, and written communication to engage stakeholders and partners	Establish realistic membership and conference revenue targets
	Providing oversight	Operational procedures	Innovation	Messaging	Ensuring resources
	Establish clear channels of communication between regional, state and national associations	Ensure the organization has operational procedures and professional development for staff and Board members that supports continuity	Support the delivery of innovative training and support to member agencies	Ensure messaging includes the benefits of membership, including collaboration, networking, professional development, and parent leadership training	Diversify revenue sources beyond membership and conference revenue
	Board engagement				
	Implement identity-conscious recruitment, orientation and mentoring supports for board members				

## NEHSA Events

During the 20-21 program year, NEHSA created two surveys to gather insight and information from the field. The first survey provided crucial data to NNSA and the Regional Office on successes and barriers to spending CARES Act funding. The second survey addressed the workforce crisis in Region 1. This information was shared locally, regionally and nationally and has been used as a template in other Regions.

Other Highlights:

- Partnered with consultant to gather information from members and form new strategic direction
- Participated in Regional T/TA Advisory Board
- Represented Region 1 on National call with Office of Head Start Director, Dr. Bernadine Futrell and other Regional leaders to discuss: Enrollment/Workforce/Eligibility
- Created Regional retirement tribute video send-off for Anne Linehan
- Signed on to NNSA letter in October 2021 to urge current flexibilities from OHS remain in place

## National Head Start - NNSA

Did you know the NEHSA Board has representation on the National Head Start Association?



Members of the Board hold a seat at the national table to give guidance, gather information and help advocate for our Region. Most recently, board members have been sharing the region's concerns over mask and vaccine mandates so NNSA can have a stronger voice when communicating with the Office of Head

Start. Members also meet with our congressional delegation to share what is happening in the field. This is extremely important as senators and representatives craft bills and legislation that impact our families and children. You can assist our region by sharing your stories, data and concerns so the OHS has accurate information in regards to how Head Start is impacted annually and more specifically by the COVID-19 pandemic.

Tag us on Facebook @NewEngHeadStart to share information about your program or State.

## NEHSA Members

### Board Member Highlights



**PAUL BEHRMAN** is an administrator with expertise in leadership, management and organizational and systems development. For more than 20 years, he served as Director for Champlain Valley Head Start in Vermont and as Chair for the Vermont Head Start Association. Paul joined the Board in the summer of 2021 as a Friend of NEHSA.



**MICHELLE FLEAGLE** is the Chief Program Officer at York County Community Action in Southern Maine. Over the last 17 years, Michelle has held a variety of roles in Head Start. Her most recent was the Director of Children's Services where she oversaw the Head Start and Early Head Start program for 6 years. Michelle has been part of NEHSA for 4 years and has recently transitioned from Director representative to Friend.



**SANDRA GRAVES** has been with Champlain Valley Head Start in Vermont since 2004. She's held roles as County Supervisor, Education Coordinator, Associate Director and most recently, Director in June 2021. Sandra puts a focus toward implementing practices that build resilience and are culturally responsive to the unique needs of children and families. She is the Director representative from VT.

## NEHSA Member Highlight

### *Highlighting EHS Programming in Vermont*

**Champlain Valley Head Start** serves the four Northwest counties of Vermont with a current funded enrollment of 180 for Head Start and 143 for Early Head Start. A bright light for our program in the darkness the COVID-19 pandemic has cast has been the addition of four EHS classrooms. In the fall of 2020, renovations were completed and the doors opened to two classrooms with eight children each in Burlington and New Haven. In



New EHS children in VT

the spring of 2021, CVHS received an EHS expansion grant and two more classrooms opened in the fall. Head Start pre-k classrooms were already flourishing at these sites, so the addition of programming for the younger children was a natural fit. The classrooms are fully enrolled, supported by highly credentialed teaching teams, Family Support Specialists and cooks preparing on-site meals and snacks each day.

## NEHSA Board of Directors

### Officers:

Karen Ennis, Chairperson, Director - MA  
Michelle Fleagle, Vice Chair, Friend  
Kathy Colfer, Treasurer, Friend

### Members:

Paul Behrman, Friend  
Nena Cunningham, Ed.D. - HSCO  
Sandra Graves, Director - VT  
Linda Laliberte, Director - RI  
Katya Nanson, Parent - RI  
Nicole Taxiltaridis, Director - CT  
Jamie Williams, DPA, Director - ME

### NHSA Representatives:

James Houlares, Friend  
Mary Varr, Director

## New Member Opportunity!



**Would you like to become more involved in NEHSA?** We are currently seeking Board Members and have a few vacant positions.

### VACANCIES OPEN:

*Parent Representatives from:*  
CT, MA, ME, NH, RI and VT

*Director Representative from:* NH

Please reach out to your State leadership above, if you're interested in applying!

## 2020-2021 Financials



**Beginning Assets (9/1/20) \$109,826**

**Total Revenue \$39,755**

**Expenses \$36,153**

**Variance \$3,602**

**Total Assets (8/30/21) \$113,429**

\*\*\*these are unaudited figures



We are Social!

Be sure to 'like us' on Facebook: [NewEngHeadStart](#)