Appendix
Healthy Start Sustainability Survey: Response to Survey Prompts

Healthy Start Field Office
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Prepared for
Healthy Start, California Department of Education

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14. If the loss of Healthy Start funding has negatively affected your ability to maintain program goals/elements, please explain how. If it has not had a negative impact please skip to the next question.

- Healthy Start Staff have all been required to reduce hours of service. This has had a negative effect on keeping good people, as they need to have certain employment.
- Loss of funding reduces our ability to provide services to children & families, as well as consuming too much of the coordinator's time seeking funds rather than providing services or building/maintaining relationships with partners.
- It hasn't been negative because [site] has sustained us, but each year we go up for a vote by the SSC to continue support of the program. This school has provided amazing support...they believe in this program...the teachers, admin and staff are our biggest cheerleaders...and we have been through 4 different principals since grant funding has ended. It must be in the water)
- We have been forced to find alternative measures (external financial resources) to adequately sustain our youth and family programs, which have proven time consuming and difficulty.
- Lack of funding for dedicated Healthy Start staff has meant relying on community partners to deliver services on a volunteer basis. This has been difficult to sustain over a long period due to turn over, funding changes, etc.
- That funding provided a base of support for the coordinator, but fortunately, we have continued to sustain the position and expand our services and staff since the initial funding.
- A huge amount of time must be spent seeking funding. In order to remain open we have had to broaden our mission and have less time to spend on the children. It has caused a division between the school staff/administration and the Healthy Start, which has became a separate non-profit organization in order to survive.
- We have lost a full-time clerk position as well as reducing the Coordinator's position to half time.
- Every year we have to fight to have enough funding. This makes it difficult to keep a stable staff. We currently are not able to pay our staff as much as some other competing programs. Luckily they are loyal to the program but it is tough for them.
- Although the school district supports the program verbally, there is no fiscal support and the program has to self-sustain or end.
- We have been unable to have sufficient staff to assist with all of the client issues let alone the day-to-day work that needs to be completed such as required paperwork and meetings. I have one PT~ 20 hour week~ assistant who is awesome but with 20 hours, it is just not enough. HS was awesome for this community and I am committed to servicing the families of [program]!
- Decreased funding over the past several years has led to cuts in mental health services provided at our site. In addition, if our school site had not been able to sustain a portion of the coordinator salary, this position very likely may have been cut. This currently is not the case, but has been a very real concern for the past several years.
- We have had to shift priorities to match funding directives
- We had a family advocate in the beginning and funds to help with the cost of the employee. We had more communication among the feeder school because we hired part-time to help coordinate service and referrals.
- We as Healthy Start coordinators have done so much for our students & the community and to see it gone, I keep thinking how hard is going to be for some families with out our help.

a. After the loss of Healthy Start funding, the services provided to the cluster of schools nearly ended. The services were "resurrected" by the District and have been able to be sustained, at least to a couple key school sites. The lack of long term support and funding -- at least for basic coordination/infrastructure -- makes the program constantly unstable.

- Loss of coordinator time, loss of clerk, loss of part-time counselor, loss of funds for operating expenses, and materials
- Playing the financial shell-game distracts from services being provided to children and families.
- We use to have 1.5 case managers now we have one FT case manager per center.
- Unable to offer youth development activities such as college workshops, leadership building activities. Also unable to expand case management due to staff cuts.
- Without Healthy Start funding we have had to work hard to find other funding. We have been successful but it is a little harder in each year.
- We have had to reduce the number of counselors.
- We are unable to fund another half time social worker - our caseloads are increasing dramatically with less staff.
- We had a Healthy Start planning grant for a high school and were not successful in securing an operational grant when the amount of funding available statewide was slashed. Though we have been able to create and operate a resource center for the teens on that campus, despite the lack of an operational grant, we are struggling to cobble diminishing funds together to do so, and the [program] Student Union may be in jeopardy for next year.
- Broad and comprehensive coordination and collaboration with local community resources has been GREATLY reduced. Mostly occurs with individual rather than with the entire organization
- Negative impact due to lack of student services immediately delivered
- We have no program
- We have had some great success in getting students to attend school and assisting with dysfunctional families
- Without Healthy Start there has been no one to coordinate direct & indirect services to parents and students.
- Loss of programs and services. It was an approximately $350,000 program.
- Our community has actively participated with our planning grant. An Advisory Committee has been established and is prepared to make positive changes in the community...What happens now???
- We have lost our ability to purchase dedicated bi-lingual counseling and outreach time. We have also lost significant clerical support time.
- We have had a difficult time finding financial resources to keep our program functioning.
- Unable to pay for staffing and have to rely on volunteers and volunteer my own time to do the works that need to keep the program open.
- Some of the Healthy Start services have continued through the collaborative and a federal Even Start grant but the majority of outreach, school support and youth & family support has suffered by the ending of the Healthy Start funding.
- The collaborative members are less motivated to attend regular meetings. Parenting classes that would have had a longer duration, have been cut short. Providing proper case management is limited due to shortage in staff.

- The Healthy Start Grant allowed us to maintain an After School Program, which provided instructional materials, health and safety education, family nights, and enrichment activities. Without this funding we will not be able to provide these. The coordinator functioned as a parent liaison and clerk and maintained function of all school events and parent education. Without this grant we will not be able to have events such as our yearly carnival, parent nights, monthly movie nights, coordinated health and awareness events, guest speakers, field trips, assemblies, weekly school newsletter, data entry for After School Program attendance, but most of all, we will lose the contact that many of our families trust and rely upon for school services and participation.
- We have been able to sustain HS Centers, but not with the level of services and much less evaluation of service.
- While we have kept all program services intact, the loss of staff positions has made this much more challenging. Many of the significant funding initiatives over the past few years have focused on the 0-5 populations, making provision of school age services more challenging.
- It is hard to run a program with no staff and no supplies. The services to families are continuing but are limited.
- Loss of staff, administrative support
- Loss of funding resulted in loss of a staff position, impacting the availability of after school activities other than tutoring
- Funding streams take staff away from the primary goals of the Healthy Start program
- Not enough time to develop and requite and refine present and future services
- The end of the Healthy Start grants takes away designated time to coordinate services within the school. This leads to a break down in the home-school connection.
- We were unable to continue the program.
- Unable to pay for the coordinator full time
- The loss of funds and staff has decreased visibility and unqualified personnel have decreased the trust with school community.
- Case manager time greatly reduced Resource Center Director time reduced Fewer resources available at FRC
- Healthy Start coordinator was full time but since loss of funding has gone down to 25% and cannot do the same out reach to ensure families are being served
- The coordinator and case manager are working more hours for less pay in order to keep the programs. Agencies funding are more difficult so as Coordinator I am trying to create and sustain quality programs with little budget to work with.
- Funding for materials and programs-we are not able to provide as much as we once did with a great deal of flexibility
- Less flexibility and resources
- It is our primary goal to provide a safety network to low-performing, at-risk continuation high school students. The loss of funds has meant that students have less access to transitional support, public health services, mental health counseling, and drug and alcohol counseling. The greatest long-term affect is that fewer students achieve a high school diploma as a result of the loss of services & parental & community collaborators. We don't have the resources to implement a true collaborative designed to support struggling young people.
- No other support services for family. We had a very strong collaborative and were working towards a fully integrated system. No staff support to follow through on objectives.
- Re-establish new goals to fit new funding sources

- We currently have a grant from another grantor that is assisting us with our sustainability but as the Healthy Start Coordinator, and the only full-time person, it is difficult to complete all the work I have plus searching for and writing for new grants. It would be helpful to have additional staff to support us in this area which additional funds from Healthy Start could potentially allow us.
- Lack of participation from collaborative members. Less parenting education and groups for students. Case management was limited because the program lacked of staff.
- Being able to maintain qualified personnel to run program
- With less funding we offer fewer classes and outreach to families who need us. It limits what our staff can do.
- Receiving funding from a variety of new sources has caused us to broaden our program focus so that staff and programs are stressed by the need to comply with so many different requirements. We cannot focus as much on supporting the students and their families.
- Sustainability is key to a quality program. Skelton staff stretched to max. Burnout rate increased. Program quality suffers.
- Without the Healthy Start funding we would not be able to continue supporting and maintain the programs and services provided in our schools. The most effective would be students and parents.
- Loss of Coordinator to oversee the program - Healthy Start funding provided the coordinator and no other funding has been found to replace what was lost.
- Services have been greatly reduced. Luckily, community agency coordination remains high, but services are not located on campuses. Parent involvement and education is limited.
- If families are referred to Healthy Start, we, at the school site are unsure if the family has followed through with the referral or if the family has made progress after receiving services.
- Staff hours to fulfill program direct needs and secure grant funding
- We originally had three Neighborhood Resource sites and now only have two.
- Fluctuations in resources and funding have made it difficult to keep a full time director, 3 turnovers in 2 years, all hired by the District to other positions. The search and application process for funding streams has detracted from the actual program development and program maintenance
- The ability to maintain relationships and momentum is often stymied by the fluctuations in resources. This has caused a recent trend in Coordinator turnover, 3 in 2 years, all having been hired away from Healthy Start by the District to more secure positions.
- With Healthy Start funds, we have in the past hired a parent representative in addition to case manager and coordinator. No longer can afford her.
- Lack of necessary funding makes it difficult to provide needed services to our students/parents. The yearly uncertainty of funding creates a very stressful situation, draining energy and time that is needed to continue helping the community. It also places limitations in the growth of the program.
- Since the funding is gone there is no attention being given to community participation and decision-making. There is also no one available to get parents to go for glasses, dental care and other health needs. There is a small amount of money being used for a part time for mental health issues but that person does not have the time or resources to connect families with the additional services needed.
- The only negative impact is our constant concern about whether we will have funding for the next year.

- A smaller budget has limited outreach programs mainly because outreach often includes staff overtime hours.
- Case management has reduced therefore impacting our ability to serve the original 13 elementary schools written in the grant.
- Because of the limitation of the program, it is very difficult to reach your goals.
- Loss of staff. Focus is always on finding rather than providing service.
- Have had to adopt goals of other funders
- After the funding was gone it was up to us to go after grants. No follow up from Healthy Start in any areas.
- Difficulty maintaining case management services and administrative support
- We were not able to sustain the employees that were funded by the grant therefore the only piece that remains from the original grant now is 1 out-stationed DPSS employee that the county continues to pay for.
- After loosing funds, staff were laid off, services reduced, and the number of families we could serve was reduced. We are constantly vulnerable to loosing more staff and a reduction of a full-time coordinator.
- Through new funding, we are only able to case manage families with 0-5 year old children living in home. We are very limited in the services we can provide to the remaining community population.
- No coordinator to facilitate links to community services for after school programs, mental health, youth development
- The reduction in staff has eliminated on site Family Advocates at two of four schools.
- Unable to hire additional staff to free me to do more outreach in the community...limited staff resource hinders my abilities to do more...
- Without staffing, none of the goals have continued in a robust effort. Some goals have continued as goals via other resources. However, none have had the positive impact or enthusiasm as with the Healthy Start program.
- Manpower is the greatest impact. We are a high poverty high need community and there aren't enough staff to work with all of the students and families who are in need. A large majority of health problems that ale families need to be taken care of out of county being because we don't have many specialist here in our area who accept Medi-Cal. Families lack the resources to get to providers like UCSF, Oakland Children's Hospital or University of Pacific. Much of my work is making sure families get to these providers causing me to have less time to be in the area working more closely with other families not having major medical issues but having other issues such as parenting or homelessness. I think that we would need to have at least two other full time staff to be able to address more families with needs.
- The Coordinator has to judge several district level responsibilities and can not develop the program to its full potential because time will only allow this individual to maintain the program at its current level.

15. What do you think is the most important thing in to consider when sustaining Healthy Start?

- School site staff must FEEL the impact of the Healthy Start services, which means their students improve behavior, academics or health issues. They need to see results. While parents and community can be an influential voice, the staffs make the funding decisions. Versatile funding sources are also important.
- Establishing and maintaining relationships with collaborative partners, developing an effective service delivery system and collecting data to support your outcomes
- Maintain focus on key strengths of the program and not just follow available funding streams. Keep the Case Management piece, because this is the key to integration and sustainability.
- Obtaining "hard" funding sources so the program is not so deeply dependent upon grants or other "soft" funding sources.
- Funding
- Coordination and clerical support (both full-time) is a must...Otherwise, the staff, students and parents will not be provided a consistent and well-documented service. We believe that along with all other services on a high school campus, that we are an integral part of student success and should be responsible for helping the API scores to go up and our students passing the CAHSEE...Education is the key to our students being successful in the future. Not all of our students get A's, Bs, and Cs, but many of them do. We certainly impact the choices they make and their attendance. The grades usually come along, but it is definitely a slower process.
- The most important thing to consider is the impact of the individual program and services will have on the success of the youth and families it supports within the school community. Whether or not the individual school environment (i.e. teachers, staff, parents) is conducive and supportive of the Healthy Start programs onsite is vital.
- Having enough money to have a fulltime coordinator and small core staff.
- Look for future funds that match HS goals
- Keep costs low; partner and barter services; keep profile in community
- For us, it has been whether we should form our own nonprofit since in reality, our large district has not been supportive.
- Funding
- The Coordinator's position being funded after the grant term.
- Need to sustain coordination, resources, supplies and equipment. All the stuff most grants will not sustain but is vital to the success of the program.
- A full-time Coordinator.
- It absolutely needs to be integrated into the school system. It cannot survive as a stand-alone program.
- Long-term funding is the only way. Looking for and competing for short-term annual funding is crazy making.
- The support from the administration needs to be there for this program to continue. Unfortunately for our community, both superintendents that have been here while we were operational did not understand the concept of the services and the connection to family success and student success. Our outside agency partners knew and tried to convince them it was un-successful!
- Obtaining funding sources that are long-term as opposed to "one-time" or short-term limited-focus funders.

- Consistent funding. If the coordinator has to spend all their time looking for funding every year it takes away from what they really should be doing programmatic wise
- Continued motivation for community collaboration.
- Never stop thinking of sustainability, but don't limit it only to funding. The Relationship building and collaborative is so important. Stay focused and always give feedback even if no one is asking!
- Coordination of programs & agencies. Links with county & state programs & indicatives. Access to stable funding sources. Realistic reporting requirements & realistic outcomes
- The coordinator position is critical; at least a five year timeline gives the opportunity to develop partnerships and ensure institutionalization
- Health Start must be used to leverage local, community start. It is most effective if a community-based organization takes over the administration of the grant. School districts are generally not able to neither administrate nor sustain efforts once government funding goes away, given fundraising constraints and staff capacity.
- The program is so necessary for helping children and families bridge the gaps of defeat, that the program should be a budgeted expense for academic excellence in the [school district].
- Dedication of resources to establishing and maintaining integrated and collaborative system of supports for students and families.
- The well been of the children and families and the accomplishments and goals of the families have achieved.
- Funding/resources/staff
- Invest in the infrastructure (key staff) and they will return on your investment multi-fold.
- The availability of funds and support from the school district.
- Without a coordinator services become disconnected, duplicated and/or non-existent.
- Maintaining strong relationships with agencies that outstation staff and with school principals and key district staff to get buy in and support after HS funding is gone
- Funding personnel to advocate for integrated services.
- Doing a great job, wide spread involvement and real collaboration
- The most important thing we learned was to embed the program into the culture of the school in general. Having ongoing conversations with the teachers and those not directly associated to Healthy Start so they may understand that the services we are providing are not anything that is "above and beyond" the functioning of the school.
- A high level of integration with all school based support services, an active collaborative council that includes district school admin, and ongoing evaluation showing impact on student success.
- The strength of the Collaborative and its ability to engage a wide range of stakeholders.
- Healthy Start is a philosophy and a framework for integrating efforts strategically in a community. The will to do this is very dependent on sustained relationships among service providers and community members.
- Reliable funding stream
- The ability of the administrative group to have an understanding for sustaining services after the grant lapses.
- Full funding
- The coordination with our local community support agencies has been a tremendous attribute of the program.
- Constantly looking ahead

- Government funding
- The parent/family support in Spanish for medical and other resources.
- A strong collaborative or coalition
- A strong steering committee that has services to children as their focus.
- Administration/Board that understands the impact, scope, and magnitude of program.
- Full time coordinator, strong collaborative group.
- Community and district support/involvement. Without them, our center would not exist.
- Full time person to oversee needs and resources available for parents and families.
- Maintaining services and interventions to students and families
- An ability to bill LEA/MAA in order to continue to provide the much-needed staff and supplies for families.
- Finding ways to continue meeting the identified needs of our students.
- You must have a very good collaboration with other agencies in the area and you need a dedicated staff team.
- Services to families and staff involvement with Healthy Start services. As the program changed families and staff had a more difficult time keeping up the programs and became confused as to who could access services and how they can refer children and families for services.
- Maintaining a strong functioning collaborative in order to continue providing services for children and their families at the Family Resource Center
- How funding can be enhanced to continue providing services to children and their families.
- Since we work directly with the schools, there input to services wanted is crucial. Also, collaboration with the medical clinics. Their support is vital.
- The goals of the grant and how they apply to the school. For [school] the number one priority has been an after school program. If the funding continues, we would like to focus on health, now that our after school program is off and running.
- Maintaining the coordinator
- There is no need to re-invent the wheel. Build on existing sites and services that have a proven track record, acceptance within their communities and have earned the confidence of the families they serve. Make sure local policy makers know about Healthy Start!
- When sustaining a Healthy Start program we need to consider the impact the program has on the community it serves.
- Ability to use existing funding sources
- Long term funding - don't re-invent the wheel. Diversify program content to allow for a variety of funding opportunities
- Reassess the community needs and be sure your are meeting the current needs and not focus on what may be routine
- Developing long term programs with collaborating agencies that have similar goals
- The increase in salaries and benefits and keeping within the boundaries of the budget. Also, providing services in a timely manner with the appropriate staffing ratios.
- Those districts can sustain for a while and then need to be able to show case their programs and apply for a continuing funds grant. It is hard to "sustain forever" and maintain the commitment of the district in these very tight fiscal times.
- The program coordinator must from day one be looking at ways to sustain the program. Collaborate with established Healthy Starts for their wisdom.
- A strong collaborative including school, district and community support

- The coordinator should be well qualified and equally compensated for the hard work and time they will put into making Healthy Start an indispensable asset in the school community.
- That the services provided by healthy start are effective, but it takes time to see the results of the labor. The program is working hard to help families and that it would truly be missed if funding ended.
- Community collaboration
- We need to consider that the community has their needs met
- Funding and a strong connection to teachers and administrators at school sites.
- Commitment from partners in the community. Partners respecting each others goals and working together to meet those goals
- Partner commitments
- The most important question is what are the long-term costs of a failure to provide the resources that adolescents need to successfully transition into adulthood? I don't think we can afford to continue to look the other way at the struggles faced by today's adolescents.
- Continuing Funds--Must be committed to 5-7 years in order to assess a measurement.
- Serve your community meeting their needs and serving them with great respect.
- The commitment from partners to continue with support of the center.
- Long-term collaborative relationships in the community.
- Funding is essential to sustain Healthy Start.
- The main problem we have had in the past eight years is being able to employ a full-time coordinator and at least one full-time case manager. If these positions are funded, they oversee the collaboration within our community for our students and their needs.
- Our families' need continue to support. One appointment/encounter is not enough. Follow-up is what keeps these families on track and healthy.
- Good case management; accessibility for staff, parent, students and funding.
- Start looking for funding in year 1 of your Healthy Start grant.
- It has proven itself to be effective.
- Long-term sustainability. Creative funding streams. Set up an Executive Board that is inclusive of a Funds Development Committee. Including community business in the collaborative.
- Recognize that many students will not be able to learn well without additional support that reaches the whole family and families will not flourish unless they live in healthy communities.
- Access to care for families and children.
- Funding!!! Each year it's extremely stressful and at times planning at the start of the new school year is limited because we are unsure if funding will be available. Simply continue providing services to our much-needed communities.
- Teacher buy-in - positive impact of Healthy Start services on students
- Adequate funding at the state and local level.
- On-going operating funds in small rural settings with few resources.
- Needs of families in the community.
- Hiring fully credentialed professional to coordinate, preferably school district personnel. Commitment of school/district to maintain funding
- Maintaining a full-time coordinator
- That the State of California recognizes the importance of the current Healthy Start facilities and offer financial support to maintain them.

- Sweat equity and in-kinds are great, but actual funding streams are a necessity. Grant acquisition for the sake of $$$ often replaces the ability to look for the best match for your identified vision and mission.
- Real resources as well as in-kind and sweat-equity resources. In a competitive world, not all programs can receive resources, despite their viability. Schools no longer have the kind of discretionary budget power they once had and if you plan to remain true to your guiding principles, not all 'grants' are appropriate and can cause you to take on a funders "goals" instead of moving yours.
- Adequate funding and careful selection of personnel.
- To remember that Healthy Start provides services that school cannot provide. Schools, look at the academic issues. We look at all the different needs that affect students such as the lack of medical services, lack of basic needs, lack of information regarding programs available at school, referral to outside agencies, emergency transportation, health care, etc. In other words, when the schools make a referral they are telling us: this child is failing, missing school, etc., Can we help? Healthy Start looks at the reasons why this is happening. Often this requires involving parents and outside agencies. No other agency within the school district provides the services that we provide.
- Planning in the time to follow every grant possible to be able to make your program sustainable.
- With limited funding and limited staff, it is difficult to offer services at the same time that we are worrying about sustainability.
- Looking to your collaborative partners to develop a true sense of what you DO have to work with and not focusing on what you don't have.
- Adequate funding
- The services to students and their families, the children can't wait.
- Consistent, rigorous evaluation (especially the impact on academic performance) shows district level administration how important Healthy Start is in learning support. It makes it possible for the district to justify Title I funds as well as other categorical monies. Constant evaluation also reassures present and potential outside funding sources that their money is really making a difference and that the Program staff really knows what they are doing.
- Building collaborations with other agencies
- Good board support (from a non profit) so that fundraising task is not a primary job of the Coordinator.
- BECAUSE THE FAMILIES AND STUDENTS NEED TO KNOW DIFERENT WAYS TO FIND WHAT THEY NEED MANY OF THEM NEED ALOT OF SERVICES BUT THEY DON'T KNOW HOW TO GET IT BASIC NEEDS, MEDICAL EDUCATIONAL, PARENTING CLASSES, COUNSELING MENTORING ETC. ETC.
- The most important think to consider would be the loss of communication between teachers, students and parents as well as losing contact with all the community resources that help our students' well being.
- Do you have commitment from the school?
- The benefits to children and families in providing integrated school based services
- The reality that agencies are in it for the money. I consider healthy start to be preventative in nature but agencies tend to be funded according to caseloads so prevention keeps them from receiving monies to offer services at Healthy Start sites.

- The commitment from the district to reinvest other funding sources to Healthy Start i.e.: LEA billing, Medi-Cal Administrative Activities funds. Also supporting Healthy Start's application for grants and foundation monies.
- Planning ahead, building community connections, marketing your program, streamlining collaboration with district
- If you want this to work it must be full funded for the amount of time a school is willing to have it!
- Buy-in from school and collaborative agencies. Funding!!!!!!
- The decision to create a community based Healthy Start that serves several schools instead of a school-site based Healthy Start was the crucial factor in our ability to continue to sustain our Healthy Start. In addition to creating new partnerships with community agencies and institutions, which are currently providing resources to our center.
- Seek on going funding, and services that our families rely on.
- See statement from first survey
- Look at long-term costs for running a program and providing services.
- Funding for personnel salaries and funding for program supplies, training, and travel expenses.
- Funding for personnel to do case management.
- Providing training in collaboration and grant writing, leveraging resources
- That is a target the needs of the children and families in our community.
- Support and cooperation from other local agencies
- Maintaining a "core" level of services that address identified community needs. Considering from the beginning what the community most needs sustained, and committing to that.
- For district sustained HS's there has to be buy in from administration. Maintain great PR with school administration, outside agency admin. teams. Keep statistics, develop programs and services that do not have high overhead, stay connected with collaborative agencies.
- To maintain original focus on initial vision of Healthy Starts purpose....
- A sustainable "mechanism" is key. Medi-Cal billing has been dramatically changed and reduced in key areas. New criteria are detrimental to small schools. This is not a viable solution in rural areas. Do you have any other ideas?
- Consistency of services
- Integrate within the school system - Be valuable to teachers and administrators...be consistent and develop appropriate and reliable protocols for operating.

16. Do you have any suggestions for how to keep Healthy Start sites across the state connected?

- A website for questions/answers, perhaps an electronic billboard. The restorehealthystart.com website worked well as a connector to remote sites.
- Continue to fund regions to organize and conduct workshops and conferences for healthy start sites.
- Lists serve of Best Practices- every month highlight a Healthy Start Site and ask them what is working.
- Newsletters, yearly conference to share ideas...
- Internet and other online resources (blogs, etc.) accessible by each individual Healthy Start site to communicate and share ideas and obstacles most commonly found within each developmental stage of a Healthy Start school program.
- E-mail list serves and newsletters regional conferences and/or web casts
- Market the positive effects of areas within Healthy Start beginnings market how the collaborative efforts of county and local agencies increases everyone's ability to reach families
- Continue conferences and Regional Leads; utilize a well configured website
- Through email, conference calls or newsletters
- Opportunities for regional meetings.
- Conferences, best practices information being shared through a newsletter, connection with Community Schools, Funding.
- Email, direct mail, conferences
- E-mail directories, local meetings and events.
- I loved the annual conferences (I've been connected to Healthy Start since 1993) but I know the funding is gone for that. I also really loved the regional activities. I sat on our regional board for many years and felt like we did a lot of good work. I guess with no budget the best way is through the Internet.
- Humboldt County has a consortium of Family Resource Centers, called the Healthy Start, Schools and Communities Partnership. This partnership has a designated Regional representative, who keeps us informed of regional and statewide activities around Healthy Start or similar programs.
- Would love to see regional meetings and support continue
- Yes, via emails!
- Continue with our region meetings.
- I think the Sacramento meetings worked and the regional meeting
- Website.
- Help to develop informal convening!
- Funding for regional and statewide meetings - travel, lodging etc.
- The groups in Los Angeles were apart of the L.A. Regional Network when there was funding for meeting coordination
- Technical support through conferences, email and website.
- Through emails has been the best way & by having meetings, reunions
- Collaborative meetings/conferences
- Email list serve
- Start the conferences again that was a big help (the ones in Palm Springs). Since funding ran out for those conferences we are less connected

- Web sites (chat room like the school nurses have thru Charlotte's Web), periodic conferences to network, newsletter. The HSFO is also helpful.
- Yes, the new Family Resource association
- All regions should hold workshops on needs that all sites need. Basic 101s.
- Technical support is key. A vital key element would be county and regional organizations that support applications for grant funding in geographic clusters of Healthy Start sites.
- New strategies for learning - rather than the same strategies repeated over and over at Healthy Start meetings.
- Maintain the regional lead system via Internet use, etc. Fund new Healthy Start grants!!
- Extensive use of the internet and web resources
- Allow for a local contact person at the county level.
- Keep up networks and regional meetings
- Increase government funding. Most sites have great networking through conferences & e mail
- Web site
- Offer / plan opportunities for conferences to facilitate networking and professional development.
- Continue lobbying, networking, conferences, workshops, and e-mail communication.
- Continuous networking (peer-site visits, monthly/quarterly meetings, retreats, training etc.)
- Internet
- Statewide Conference?
- Email connections with a contact person would be helpful as staff change program focus in order to meet the needs of both programs and families living with limited resources.
- Regional meetings and some type of "list serve" network.
- Sorry no! I had to make a real effort to stay connected with the two that were in my area before they closed.
- The yearly conferences were very helpful.
- Teleconference sessions
- Having monthly collaborative meeting.
- Monthly email chat. Easier to problem solve. Set up specific monthly time.
- Funding is tight all over the state, maybe MAA dollars could be used to fund H.S. and the coordinator could facilitate the MAA program at their site.
- HS software available to all sites
- Email based newsletters, opportunities to share ideas, etc. Few of us have money for conferences.
- Technology can be a resource. A Newsletter that highlights program success or suggestion on improvements or just support for coordinators. Interactive communication on Internet.
- Email activities
- I have greatly appreciated the Region I conference and opportunity to connect with other program in our area
- Promotion, keeping each other linked and informed of what each other is doing, problem solving together
- More information on a regular basis and collaborative need to meet more frequently.
- Have 3 types of grantees: planning (new), operational (new) and sustained (have sustained for three or more years and can now be refunded at some level and be repurposes to new districts)--Would like to see area meetings quarterly. Maybe a blog for immediate questions, a mentoring relationship and funds to carry out those mentoring activities to help others get up and going.

- No
- A website
- Have annual conferences and workshops that foster relationships
- Provide funds for travel to state wide meetings and trainings web site email and newsletter
- Sites should be meeting and continuous trainings to ensure we are sharing information
- Conferences and meetings.
- The state should stop putting out monies to new sites and instead continue to fund sites that have demonstrated success
- Stop funding new sites and support current ones
- There is a need for dollars to support the exchange of ideas that have a positive track record. There is a need for dollars to put the human resources in place required to create, sustain, and evaluate community efforts to support young people. At this time, there just isn't enough human power to do a good job.
- Regional forums
- Having a conference once a year and inviting all to attend.
- Program Coordinator meetings by counties
- Monthly newsletter with worthwhile topics so that people will read it (especially with grant info regarding grants that could be written for and resources on state and federal levels that could benefit our children).
- Monthly collaborative meetings or on-line network.
- Email or maybe hold an annual meeting like for instance, State Convention like PTA does.
- Conference calls.
- Annual conferences
- The Regional Conferences were invaluable for training and networking and sadly missed.
- The Regional networks seem effective; email is very useful too.
- Conferences, newsletters, shared meetings.
- Continue to provide support and trainings across the state for all Healthy Start.
- Build Healthy Start Collaborative at a state level. Each collaborate can meet and inform their local collaborative.
- Email distribution list of all Healthy Start contacts. Web site for Healthy Starts to communicate - Question/answer page. Share best practices. Share services provided. Problems faced - how overcome problems
- Not sure. Perhaps look into more regional (by county) partnerships and collaboration.
- E-mail, list serves,
- Communicate on-line what works and what doesn't work when working with families.
- And e-mail newsletter with contact 3's and e-mail addresses
- Write a grant to do just that, as there will have to be a staff that is paid to update, maintain, and communicate with the entire site.
- Make the child from the neck down as important as the child from the neck up.
- Remember Maslow!!!!!! Higher "functioning", including academic, requires that bases of needs be met.
- Internet and newsletters
- Have meetings where coordinators can share information, suggestions. I do not mean one person conducting the meeting and the rest just listening, I mean, sharing. Have coordinators rotate through the different tables, etc. Have the meetings at least 3 times a year and make sure that all the O.F attend. I do not mean sharing a breakfast, that is good but it does not

accomplish much. How about a retreat, nothing fancy, but a place away from our local "corner", have a guest speaker who can bring us some positive feedback, etc. Sort of a "re-charging the battery" seminar. Let us know early enough so that we can plan accordingly!!

- Perhaps the County Office of Education and The County Health Department could do more of the work to go after large grants for long term funding. The State Department of Health and Social Services might want to try getting counties to outstation social workers and Health care workers at HS sites.
- Each year, Healthy Start is threatened with the possibility of not being in existence. Healthy Start provides invaluable services to the children and to our community. Our main concern should be coordination and assistance. We should not have to scrounge for funding and compete for the same grants each year. Since we do not have 501C status, most grants offered are non-applicable. We could remain connected if there was a large funding resource for all successful sites.
- Creating a buddy system for Healthy Starts who feel they need support from HS that are sustained and thriving
- The Coordinators in different regions, e.g., RIMS, used to meet regularly to share information and provide practical suggestions and emotional support. When this was discontinued, we were pretty much on our own. I believe this model would be a viable mechanism.
- Become a member of the California Family Resource Association, which is a policy advocacy body that can support all family support programs across California by advocating for policies and resources.
- IN ORDER TO CONTINUE NEED TO GET FOUNDED AND OTHER CITIES NEED TO IMPLEMENT THE PROGRAM IN THEIR CITIES LET THEMS KNOW THIS PROGRAM EXIST IN OUR SIDES AND GIVE LOTS OF HELP TO THE FAMILIES.
- My suggestion is to write a letter to our president and congressmen to help us and for us to teach them more on what our program in all about.
- The conferences were great. They included different sites doing the presentations along with political figures to do the encouraging and motivating speeches.
- Annual district meetings would be great. Also, combine it with sessions on how other sites continue services.
- Have conferences on a regular basis where the coordinator must attend for example 3 a year that are mandatory.
- Continue with emails and create a newsletter highlighting some successful activities happening among the different regions.
- Statewide conferences, teleconferences, technical training, and site visits
- Web pages. Continue county level cohort meetings so HS providers can continue to make links in services.
- See statement from first survey
- Regional collaborative, rather than just local
- Provide support and additional training opportunities for Healthy Start Programs.
- Email
- Newsletter or website with activities and strategies
- How about a conference/workshop?
- Conferences within Regions and State, regular meetings of Coordinators within Counties and Regions, emails, and newsletters

- Regional/state meetings: People seem to stay better connected if they have a face/personality that goes with the position (name)
- A support service directory for all novice and veteran Healthy Start coordinators to have access to...
- Annual regional conferences are good. Quarterly County based meetings are also good.
- Electronic Message Boards
- No - everyone is at a different knowledge level and gathering are often focused on the basics...meet a need and we will come!

17. Please provide any additional comments on your experiences with sustaining Healthy Start.

- Every detail is key. Build an excellent team to share the load or go crazy. Don't try to do everything as a one-woman show. Look at systems change, not just more services (a very tough step).
- Even though we have sustained 2 years past our 3-years operational period, the challenges in our community are so deep, that it will take another full generation of families receiving services before we can expect to see broad changes in family functioning.
- The credibility of the program is extremely important, not only with the teachers and staff, but with students, parents and the community. We have worked very hard to build trust and to support our teachers, academic counselors, and administration. When parents call with concerns, we help them navigate the school system. Students come in and we listen. Mutual respect is probably another factor in ultimate sustainability...Funding is not guaranteed each year, but our program is truly integrated into the culture of SC, and we are a part of many activities...Our social worker for example helps out with our BSU, we attend athletic events and other activities to support the students we see. We go out on the campus on club days and for rallies. Some of us attend the Senior Ball or other festivities that are important to the students and school community. As the coordinator, I involve myself in the WASC evaluation, the SSC...and other areas as needed. We try very hard to immerse ourselves in what is happening on campus...Just some thoughts:)
- One of the largest difficulties we have had with sustaining our site over the last nine years has been the bureaucratic "red tape" involved when funds are available for program use by an outside source. We have lost potential donors and funding due to the policies currently in place to appropriate funding though LAUSD. Each Healthy Start program should consider applying for 501(c-3) status in order to expand the opportunity to receive additional funds when possible.
- We have sustained our site for 6 years but have had to modify services to suit new funding streams. Not always able to meet the most pressing needs and still meet grant objectives
- A good start for small areas - don't let it go away. It enables rural areas to become self sustaining and less dependant on government
- Difficulty: low cost, efficient data collection configured throughout the state. Must maintain good relationship with schools.
- This has been my most challenging professional experience, but yet my most rewarding. We have exhausted many options on a shoestring budget to sustain our work. We now have a part-time development director/evaluator who has made all the difference in our ability to sustain our work.
- Sustaining is becoming more and more difficult. We have cut back a lot to keep programs going that are important to community children and families.
- It's a challenge. Those items/buildings, etc. that were purchased with Healthy Start funds should be planned for in advance. When a school no longer has any money to help sustain the Healthy Start, and the Community and the Board of Directors for the Collaborative value the programs and services that the site is providing and want to maintain it, who now owns it or has a right to the use of these things? We became our own non-profit organization so we could continue to access funding and maintain our Healthy Start. However, the school administration and lawyers for the school, say everything belongs to the school because the school was the

fiscal agent. When school administration changes over the years and school population declines vision shifts and the Healthy Start is left with the short end of the stick.

- Need more resources that will current sustain, not just fund additional services or modified services, when the original ones work. We many times end up having to change our way of providing services to fit grants instead of the grant fitting to the services established.
- In our case our County (SLO) has incorporated Health Start into its bigger System of Care. This has helped us stay at least in the mix.
- It's a very hard, year-to-year struggle for a program that probably benefits school children and their families more than most.
- We still operate a FRC on a very small scale with funding from First 5 School Readiness. After a meeting today with our SR program Manager, it was decided that next years grant proposal will include the FRC model~ I cannot tell you how happy I am. HS is awesome and I have been honored to claim it as my own! Thank you so much for the help!!!
- Keep us more informed about what is going on legislatively and how we can lobby for our programs.
- It is the best!!!!
- Community support for the program is very important.
- Our success is that we stay connected to the community which drives our decision making process. Participants have developed into staff; youth volunteers are not educated partners and some employees to our district/site. Don't take just any funding opportunity... only the ones that can be connected to your goals. That way you can stay true to your goals and not become something funders want you to be!
- I spend at least half my time identifying, applying for and reporting on funding issues.
- The partnerships we developed through Healthy Start were invaluable.
- The reporting/program/oversight structure required by Healthy Start has greatly helped us to develop the infrastructure needed to build a community-based organization. Using Healthy Start as a base, we have developed a community-wide family resource center that serves families with children 0-19 years old.
- We have a great opportunity to partner with others who want to help children and families and they provide services and resource in-kind so the work continues. The larges expense in sustaining H.S. is having a committed, dedicated coordinator willing to go the extra mile to make the collaboration successful.
- We are finishing up year 1 of our planning grant and are both pleased with the system of supports we are developing, as well as surprised by the amount of time and effort it takes to build and maintain this system.
- It has been one of the most rewarding experiences working as a Healthy Start. I have learned so much and I know I have taught so many harts by helping others. I have made a difference in someone life just as they have made my life and work very interesting.
- Healthy Start is a valuable resource to families, offering many useful services. It is a vital program to sustain.
- I believe it has served our site well to have a community agency coordinate the partnerships. They agency, along with the school are very active in sustainability. I have been disappointed that the larger institutions (i.e. school board, County services) have not re-aligned to support school-based services.
- We have lacked financial and other support for our Healthy Start programs in our district. We must lobby the individual school sites to continue their support and that doesn't always happen.

- A strong, true collaborative is key.
- It's an uphill battle. The challenges of developing programs, implementing, evaluating and sustaining them is overwhelming at times. The PR campaign to keep Healthy Start efforts alive in the school district and out is also a full time job. Its work we all love but I'm still not sure if the education system "gets it".
- If there is renewed funding for Healthy Start please fund current success programs rather then new sites
- In my experience and what we did, we never called it Healthy Start, we never called it anything, and it was just the services that could be provided in the school with the funds available. I think this helped us because we were not viewed as a "healthy start program, or a healthy start room."
- I have found several elements key to sustaining Healthy Start as well as some pitfalls. Sites need champions in the school district budgeting process. When a site is either not clearly "owned" by either a particular site or by the district under a committed cabinet level administrator, the coordinator will lack the clout and presence in budgeting decisions that are key to sustainability. It would be extremely beneficial if districts received stronger direction from the state on the use of MAA and Medi-Cal LEA funds to support the base costs of the sites. Another equally key factor is integration with other support services. If Healthy Start does not serve as the central coordinating agent for both school and community support services in the district (academic as well as health) or at least at the site, then other school support services begin to compete for the same funds. This is inefficient and results in duplicate coordination functions and less cooperation to benefit students and families. While it is easy to commit all available Healthy Start staff time to serving families, it is crucial to continue to evaluate impact and make public reports. Technical support that includes the ability to collaborate as a group at the county level and to apply for funds as a group would be very helpful in addressing the difficulty countywide agencies and departments have in trying to work with multiple school district. While the school based service model is one of the very best, the time needed to negotiate with each school district and Healthy Start site is prohibitive. We need a more unified body with some fiscal capabilities.
- Our collaborative is strong and our partners are committed to the overall mission and goals of Healthy Start.
- The communities of [community] and [community] continue to operate differently as a result of the Healthy Start initiative, even though all our sites have been off grant for several years. It is a logical, cost-effective, family-friendly and assets-based way of doing business that just makes sense!
- We have not had the program at our school for many years. This survey was not appropriate for us.
- The last year of the grant has been the most productive for our community
- Make sure they are providing an invaluable service to schools and communities so everyone is behind funding efforts
- It was a very gratifying program that helped a lot of needy families. Unfortunately, our district is too small to sustain without any government assistance.
- Wish we could have more time with our current coordinator. The possible loss made everyone aware of a program that was so important to us. We have since found some other funding, though not sufficient. Also, the direct services to students (medical checks) have been wonderful for our particular (low income) population.

- Make sure the School Dist is on board. Make community connections.
- Select strategic members to provide leadership in the area of sustainability.
- It provides not only academic gains, but a calmness to the school and staff knowing that resources are available and caring, prepared individuals are readily accessible to provide services in crisis and long-term if needed.
- Healthy Start "seed money" was necessary to begin our current State-funded preschool program. Without this, our current program would have been difficult to operate.
- How do you explain budget cuts and/or non-availability of funds to a community of 1700 motivated individuals, without affecting future participation and support? Would love to share the letters of support obtained from some of these individuals discussing the impact our services have had in their lives and their children's.
- A good program with measurable results appears to sell itself to district administrators and the school board. We did. Our impact on attendance issues alone was significant.
- The needs of both families and staff to serve a program continue to be important even after funds are no longer available. Long-term programs to serve the working poor as well as others continue to be a challenge. Community resources are limited and the need is increased making it important to look for alternative resources for continued care within the community and it's agencies.
- When you become a grantee you have to hit the ground running and start thinking about sustainability from the first day that you open your site. You must make an effort to make good connections with as many important people as possibly. When you pick your team of staff, be very sure that you hire people that care about the program and community not just someone who wants a "job". A dedicated team is essential to success.
- I was the Healthy Start coordinator for five years. After 3 years we were able to sustain some service through collaborative partners and the coordinators position was sustained through other grants. We have had to change most of the focus depending on the funding. For an example, we have Even Start funding so some services have continued but the focus is on the Even Start families first. Without a Healthy Start Coordinator the school staff is not involved or aware of the services available. As funding changes the ages of participates must change such as Even Start has a limit of children being seven year of age or under, First Five provides some partnership but they are limited to five years of age and under. Without Even Start funds the restrictions are greater and not all families or children can be served. The positive outcome has been the partnerships formed through the Healthy Start Collaborative. It has a different name now but the relationships have continued.
- We actively seek additional funding sources in order to continue providing needed services and support for our children and families.
- A dependable coordinator is the key to sustain a successful Healthy Start. A coordinator that is always searching for funding to keep all Healthy Start active. Healthy Start is a program that is important to the community, so finding ways sustain it is very important.
- In [name] County we get pieces of all the grants we can. Having good service data helps in getting these pieces. We do so much that we take for granted, but when you drive 16,000 miles for medical services in one year it's easier to apply for a local business grant for a van.
- For [school], the Healthy Start Grant has made a world of difference. Parents, teachers, administrators and students have seen so much and come to expect events and facilitations from the grant. Now that the funding is coming to an end, we have some sustainability for our After School program, but not enough to keep all of our quality programs running. [School] is

going to take a major hit next year without this grant and everyone associated with [school] will notice.
- Where there is need, schools and communities usually find a way
- Again, we need continual efforts at the state level to promote the history and value of HS as an existing service delivery model. Promote existing HS sites as viable platforms for implementing/evaluation the latest "new approach" to family support services.
- I work for [district] and we have about 65 Healthy Start programs. The [district] office of Inspector General (OIG) audited us because some Coordinators were being paid as Professional Experts. The position will now be a district position (same duties different name). This change is going to have great impact on how we do our work. For one the name is changed to Student Support Services Program Coordinator. It took time to establish and be recognized as Healthy Start Coordinators. It feels as though the foundation of our vision has been eliminated. I understand that we are no longer receiving funding from the State and in order to comply with the audit the District needs to make the changes. I am concerned of the greater future impact this will have on possible new funding.
- We need to continually advertise ourselves, get the HS name out there - make sure the powers that be know that we are here - and why.
- If the District finds you valuable they will find some kind of funding. It may not be the full amount but it will be something.
- I feel the Healthy Start is a great program when utilized as it was intended. However, when district administrators begin to place requirement/restrictions upon services it becomes a web of red tape, creating a disservice to students.
- We were funded in 1998. We have sustained sine then. We are very, very happy to be a Healthy Start district.
- Be careful of the coordinator chosen. That person may be the best advocate ever, but that doesn't sustain your program. Help districts with the observation of the program.
- Healthy Start, in its core, is a vital asset to student achievement and family support. Proper funding and qualified HS teams are needed to make it the success HS is built to be. Until the Federal, State, and local governments take it seriously, HS will just be another good intention that fizzles out without proper fanning of the flame.
- Diversified funding is the key to sustaining HS. Training program managers on grant writing, fund raising and building community connections could increase the chances of sustaining programs when HS funding ends
- [District] must become educated about our program and the amount of services we bring to the district. We bring free services to the district that should eliminate the need for many programs they pour thousands of dollars into.
- I have learned a lot as a result of my efforts to implement and sustain Healthy Start. The value of a true collaborative has a positive impact on the long-term outcomes for youth. It is hard to hang in and piece together well-intentioned providers with extremely needy youth. The intentions of our country, state, and community need to be backed with financial support.
- Great program that had a positive support system in the community
- It has been enlightening and very useful.
- It has been difficult to obtain information on grant availability for sustainability
- It is important to have long-term staff available with wisdom and knowledge not only of the program, its history, and its accountability and measurability but also with long-term relationships with the community collaborative partners.

- Increase influence to obtain state funding for Healthy Start programs.
- Here we have been fortunate enough to be able to have partner agencies providing in-kind services for our students. This is getting more difficult with the need for everyone to have "Medi-cal" in order to receive services so the agency can then "bill" for these services.
- Look for grant funding and be sure your partners are looking for funding
- As funding from many sources becomes harder to find, it seems very sad that the state might not fund Healthy Start, which is a very effective program, but might seek to fund/start a new initiative that would have similar goals as Healthy Start. Make use of our long experience, expertise and the huge amount of good will and trust which we have built with our schools and the families in our communities.
- Include a part time funds development person as part of your staff.
- It's very difficult to increase services and programs when you are contracted year by year. It's also very important to have the staff support in order to provide quality of service and met our goals
- Good PR with school staffs.
- Sustainability is an on-going challenge that requires all stakeholders' commitment and participation.
- Keep the data and news in front of legislators and local initiatives.
- We have not been involved in sustaining the program due to lack of funds and liaison between school and Healthy Start.
- It seems that the diversity of goals among grantees ensures difficulty in maintaining connection and sustainability
- It is a constant battle. The State and County value the program but the District has not a clue as to its value. It is a constant battle to keep administrators aware of the value of the program and the need to keep it funded.
- A definite challenge
- The program saves the school district and the State money as services are right at the school site and families can be serviced.
- Very stressful. New coordinators should be well informed as to the sustainability issues affecting Healthy Start. Have a special training for new coordinators. It will be great if H. Start could be made a permanent part of the school programs (such as counselors, nurses, payroll clerks, etc).
- In a large Urban District it is very difficult unless the School District goes after it for each site to go after and succeed at getting on going funds.
- This is the first year that Healthy Start needed funds to sustain itself. Thanks to Title I and LEA Medi-Cal, this was possible. From year to year it seems that we are in danger of not existing. Because of this, many Healthy Start Coordinators leave for other positions. We have lost many good people because of this. It would be a loss to my schools to lose the services provided by our Healthy Start. Because we are out of the classroom, we are able to assist children in crisis immediately.
- District support has been integral in sustaining our programs. Good PR is sustainability's best friend. Keep constant connection with your collaborative partners.

1) It does make a difference to have the same Coordinator for more than the 3-5 years of original Operational Grant activity. The transition to full sustainability takes more than the first year. Changing coordinators tends to set the whole process back until they get up to speed. 2) Make sure that the purpose and requirements of any sustainability funds truly support the program

goals. Funding that is not a good match will dilute the mission and may lead to the demise of the program.

- Limit each grant to only one school, at the most 2. It is hard to manage a multi-site; as it tends to be easier to advocate for resources for a school if all the credits and resources generated from both within the school and from outside is just for that particular school.
- I SEE ALL THE HELP THE FAMILIES RECEIVE WITH THE AGENCIES THAT WORK WITH THE PROGRAM AND MAKE THE FAMILIES MORE CAPABLE AND BELIVE ON THEIR SELF AFTER THE RECEIVE THE HELP OF UOR PROGRAM THE ATTENDANCE AND THE ACADEMIC GOING BETER.
- My experience in sustaining my program as been very hard but doable.
- We have had to turn to a community focus, because the district is too small to help sustain the programs and there has been a lot of turn over in administration causing Healthy Start not to be a priority.
- Don't just look for big grants. Go after the little 1, 2 or 5 thousand dollar grants. Collaboration is not that easy.
- We have been able to expand and sustain Healthy Start services in our schools with collaborative grants with other community-based organizations. By maintaining good relationships, we have been able to share program funding. We also look for other sources of funding from private foundations. We have also been very proactive in gaining as much MAA and LEA billing funds as possible.
- There is a big learning curve in understanding alternate funding sources - especially medical/mental health. More education on these is important.
- We truly loved having Healthy Start on our campus. I was the case manager of the grant when it was here originally and I am now the principal of the school. It is very hard to meet the needs of our population with out this grant, and yet I have no way of funding it the right way on my own budget when the academic needs of my students are as great as their basic needs are. It was truly a sad moment when we could no longer find ways to fund the staff that made it all work. Parents are not being reached the same way.
- The success in sustaining our site came from developing partnerships in the community during and after the elimination of Healthy Start funds.
- Healthy Start has been a vital tool to our families. Of course, basic needs referrals seem to be the high need of our families. But with out Healthy Start, it will be harder to meet these needs. Many grants that we looked into would not support using existing services, therefore, these grants great in themselves, offered little hope to our sustainability. Our biggest hope was MAA billing monies. We hope that this avenue will help us sustain Healthy Start services as long as possible.
- See statement from first survey
- The Healthy Start Program in our community provided services to entire families and the impact of such services was more beneficial to the community.
- Our school district used a legislative loophole to take the remaining $196,000 after 3 years into the general fund--they considered it carry-over although we had planned to spend the money over 5 years. Fortunately we were able to write an AEOC grant which was funded during our 3rd year and continues to provide funds for the case manager. I was the coordinator for 3 years but am no longer employed at the school because of the funding.
- Challenging work, but ultimately very gratifying to be part of community growth

- Stay focused on consumers needs, stick your nose in every aspect of keeping ADA up at school sites, take on other projects related to your HS goals within the schools and community (it will pay off!), follow the FISH philosophy!
- It is a most difficult task to run a program, coordinate program, be both on-site (necessary to effectively run programs) and off-site (to attend important meetings and expand collaboration) and then to have to worry on a year-to-year basis if your program will have enough funding for the following year.
- I started as a parent volunteer with Healthy Start in 1996...I came aboard as a Community Liaison for H/Start in 2004. Currently the program is funded through prop. 10...and at this time I consider my self in the early stages of understanding the sustainability process...
- Sustainability after the funding ends is just one more burden to financially strapped small school district budgets. There are no other resources.
- Healthy Start launched a whole system of delivery here in [city]. The original funds helped to establish a district-wide center that is part of the fabric of the community.