Head Start Update

Contra Costa County Board of Supervisors

October 18, 2022

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Director, Employment & Human Services

Order of Presentation

1. Quality Improvement Plan Update
2. Governance
⭐ 3. Budget
⭐ 4. Services
⭐ 5. Monitoring
⭐ 6. Region IX Communications
7. Future

Quality Improvement Plan

Quality Improvement Plan (QIP)

5 Deficiencies | (1 Area of Non-Compliance)	Due
1. Ongoing Monitoring & Continuous Improvement	November 16
(2. Program Governance)	November 16
3. Safety Practices – Monitoring & maintaining healthy & safe environments	November 16
4. Safety Practices – Supervising children	October 17
5. Safety Practices – Keeping children safe	October 17
6. Ongoing Fiscal Capacity – Fiscal management	November 16

Governance

Governance Structure

Adopt practices to ensure active, independent, and informed governance:
- Fully participate in the development, planning, and evaluation of the Head Start program governing body bylaws
- Create procedures for accessing and collecting information
- Develop written standards of conduct
- Establish Policy Council bylaws and election procedures
- Establish advisory committees as deemed necessary

Select delegate agencies and the service areas for such agencies

Establish procedures and criteria for recruitment, selection, and enrollment

Governing Body/Tribal Council
Legal and Fiscal Oversight Including the Safeguarding of Federal Funds

Collaborative Decision-Making and Taking Action: Establish impasse procedures

Provide Legal Oversight: Ensure compliance with federal, state, tribal, and local laws

Provide Leadership and Strategic Direction

Policy Council
Program Direction

Management Staff
Day-to-Day Operations

Review:
- Funding applications and amendments
- Results and follow-up activities from federal monitoring

Review and approve:
- Major policies and procedures
- Progress on implementing the Head Start grant
- Personnel policies regarding the hiring, evaluation, termination, and compensation of agency employees
- Financial management, accounting, and reporting policies
- Major expenditures and operating budget
- Selection of auditor and actions to correct audit findings

Receive and use operational reports

Operational Reports:
- HHS secretary communication
- Financial statement
- Program information summaries
- Data on school readiness goals
- Enrollment
- USDA
- Financial audit
- Self-assessment
- Community assessment
- Program Information Report (PIR)

Approve and submit to the governing body:
- Activities that involve parents and ensure responsive services
- Program recruitment, selection, and enrollment priorities
- Funding applications and amendments
- Budget planning
- Policy Council bylaws and election procedures
- Head Start program personnel policies and decisions
- Recommendations on delegates and service areas

Receive and use operational reports

Key responsibilities:
- Develop and implement policies and procedures
- Provide training and technical assistance to governing body/Tribal Council, Policy Council, staff, and volunteers
- Provide ongoing supervision of staff and budget to ensure compliance and continuity of care
- Oversee continuous quality improvement
- Oversee management and protection of program data
- Maintain an automated accounting and recordkeeping system
- Monitor goals, objectives, and regulatory compliance
- Engage in the establishment and management of parent committees
- Generate and share operational reports with Policy Council, governing body/Tribal Council, and HHS (as appropriate)

Governance Recommendations

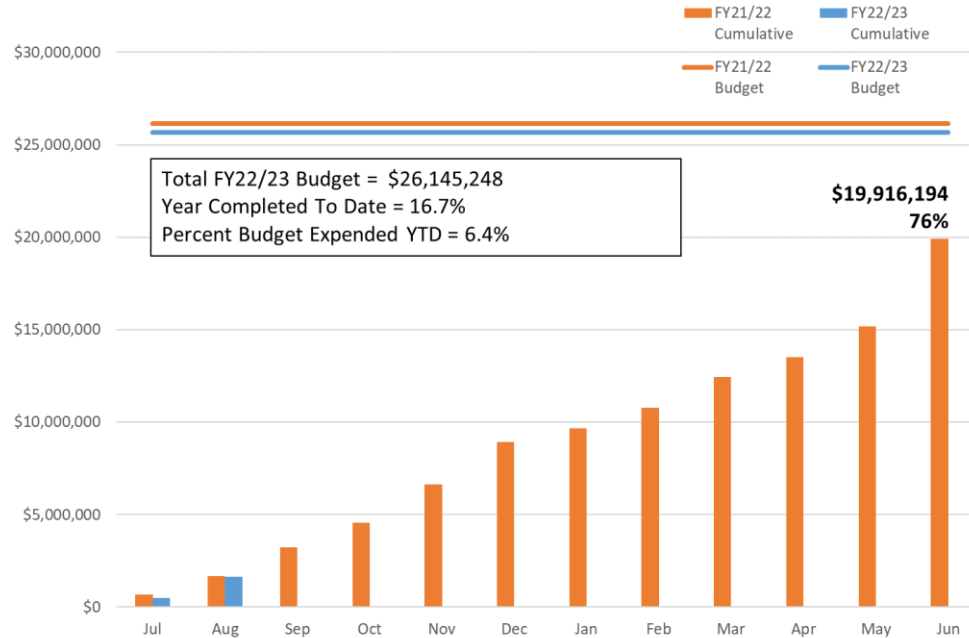Approve new Head Start Governance Policy that includes:

- Identifying Employment & Human Services (EHSD) Director as the Head Start Executive Director

- Delegating EHSD Director to hire Head Start Management Team (existing FTE)

  - Director

  - Chief Fiscal Officer

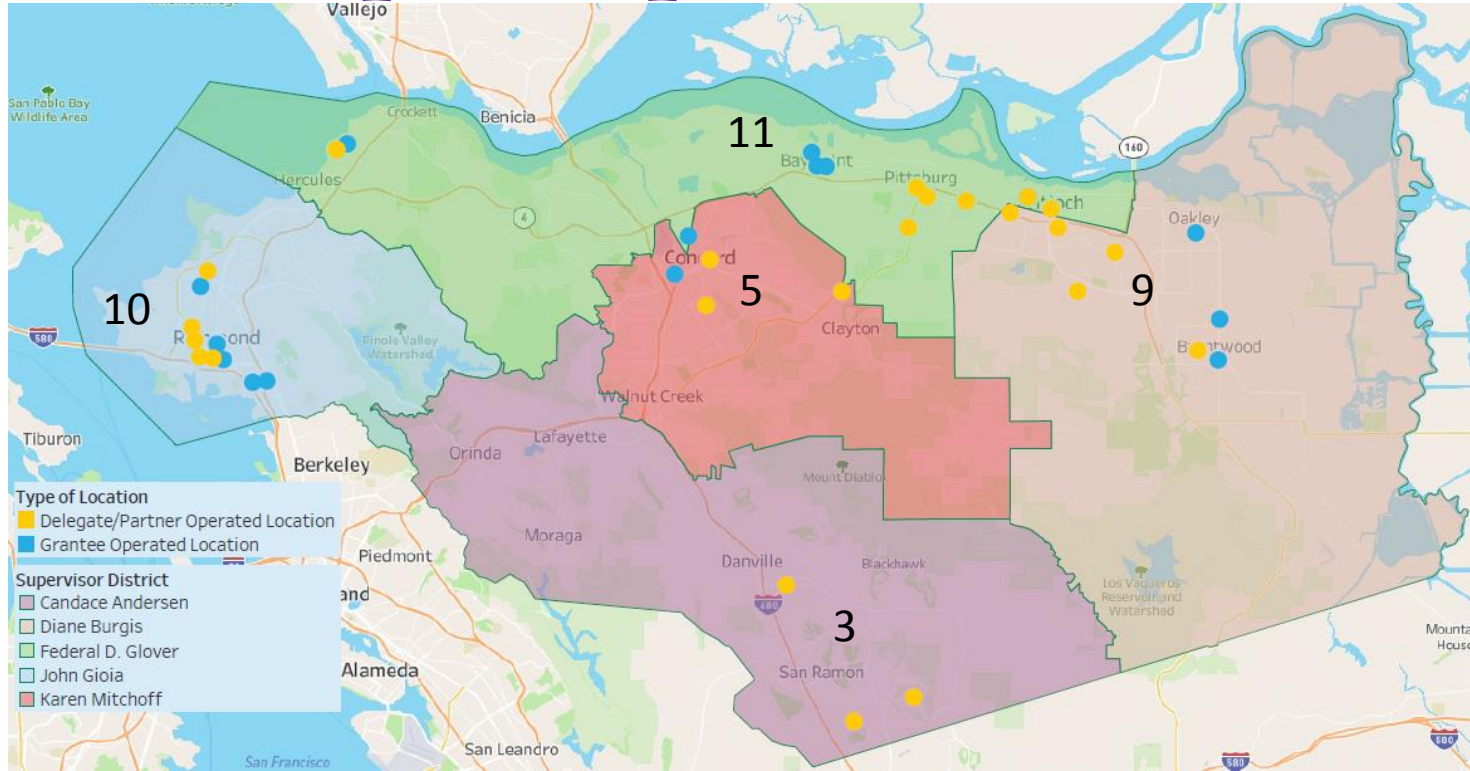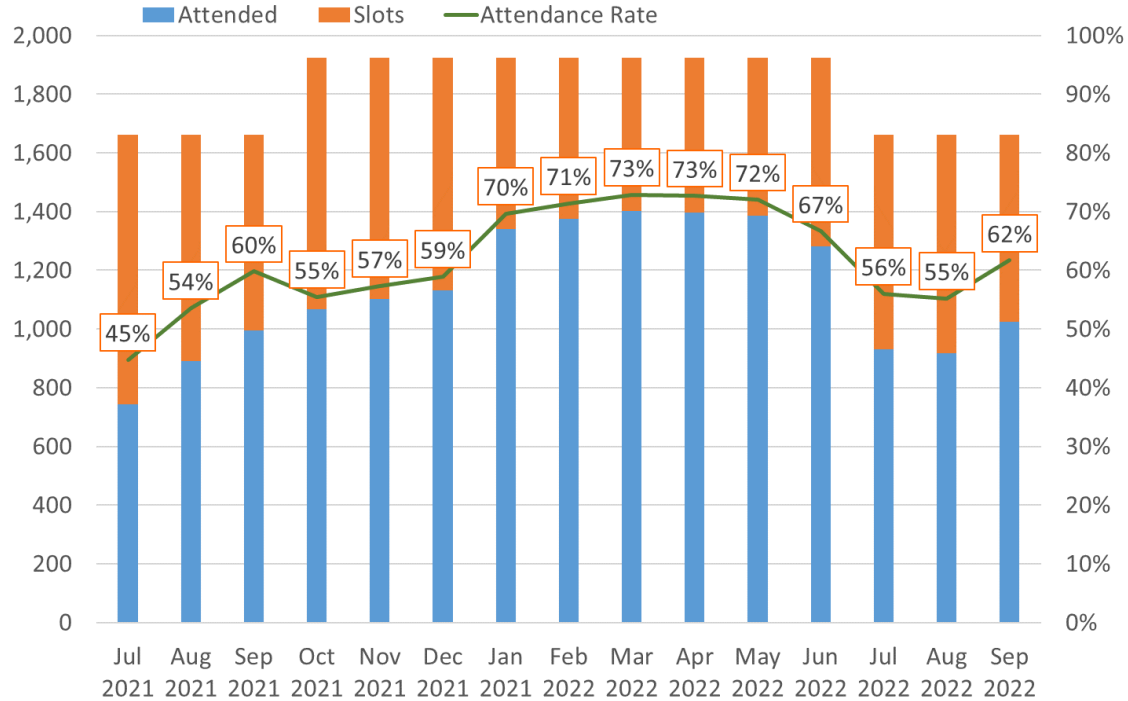 - Personnel Officer

- Accepting monthly Head Start updates

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EMPLOYMENT & HUMAN SERVICES

Budget

FY21/22 Budget Summary

Total FY22/23 Budget = $26,145,248
Year Completed To Date = 16.7%
Percent Budget Expended YTD = 6.4%

$19,916,194
76%

Legend:
- FY21/22 Cumulative
- FY22/23 Cumulative
- FY21/22 Budget
- FY22/23 Budget

CONTRA COSTA COUNTY
EMPLOYMENT & HUMAN SERVICES

COMMUNITY SERVICES BUREAU
CONTRA COSTA COUNTY

Services

Centers per Supervisorial District

FY21/22 Attendance

Meals and Snacks Served
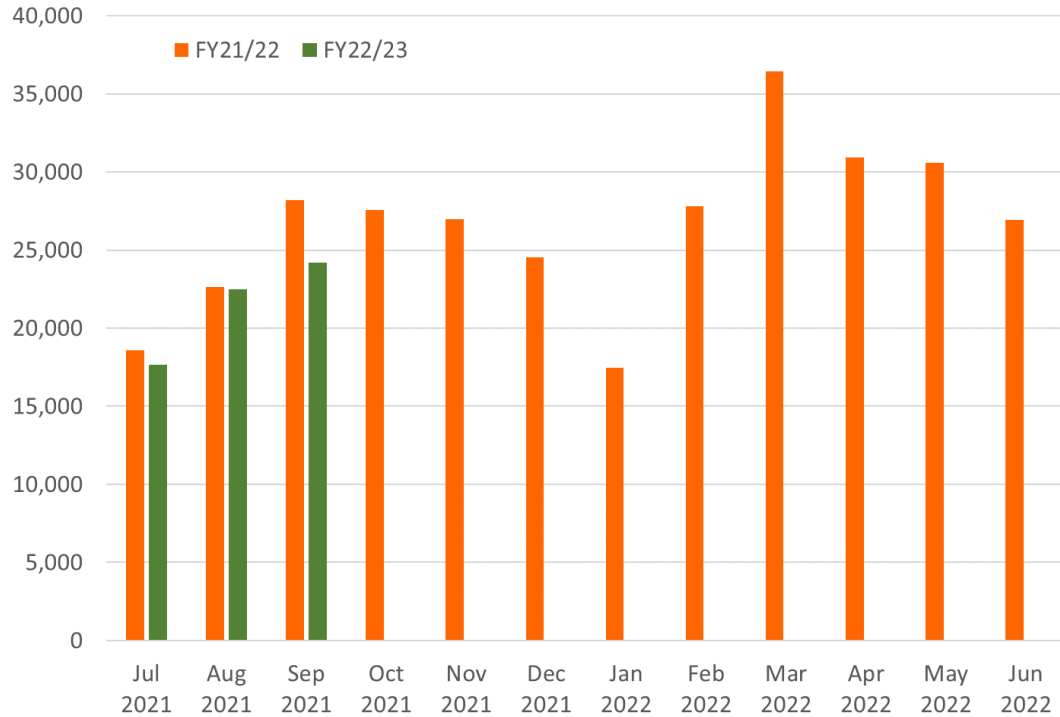
Current Slots and Waiting List

SLOTS	Part-Day	Full-Day	Home Visiting	TOTAL
Head Start	356	995	0	1351
Early Head Start	0	424	149	573
TOTAL	356	1419	149	1924

WAITING LIST = 4,187 (218% OF SLOTS)

Classroom Closures

Number of Classroom Closures by Location, July 2021 to September 2022

	Ambrose	Balboa	Bayo Vista	CCC	Crescent Park	GM III	GMC	GMIII	Lavonia Allen	Los Arboles	Los Nogales	Marsh Creek	Riverview	Verde	Grand Total
July 2021	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
August 2021	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2
September 2021	0	1	0	1	0	2	0	0	0	2	0	0	2	0	8
October 2021	0	1	0	0	0	0	0	1	0	2	1	0	0	0	5
November 2021	0	0	0	1	0	0	1	1	0	4	2	0	2	0	11
December 2021	1	0	0	0	0	0	3	0	0	3	1	0	3	0	11
January 2022	1	3	3	2	0	0	9	0	0	1	0	0	0	0	19
February 2022	0	4	0	0	0	0	9	0	1	1	0	0	5	0	20
March 2022	3	4	1	1	0	0	11	2	1	0	1	0	9	2	35
April 2022	1	4	2	0	2	0	6	2	3	0	6	0	1	0	27
May 2022	5	1	8	0	0	0	7	0	3	4	0	2	10	2	42
June 2022	1	1	8	0	1	0	4	0	2	1	1	0	9	1	29
July 2022	2	0	1	0	0	0	0	1	9	0	0	0	1	0	14
August 2022	1	0	0	0	0	0	0	0	5	0	0	0	0	0	6
September 2022	1	0	0	0	0	0	2	0	0	0	0	0	0	0	3

# of Classroom Closures: 0 — 11
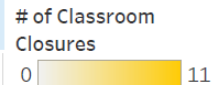
Number of Children Impacted by Month, July 2021 to September 2022

Month	Children Impacted
Jul 2021	0
Aug 2021	17
Sep 2021	42
Oct 2021	24
Nov 2021	105
Dec 2021	129
Jan 2022	235
Feb 2022	216
Mar 2022	354
Apr 2022	342
May 2022	448
Jun 2022	348
Jul 2022	94
Aug 2022	10
Sep 2022	10
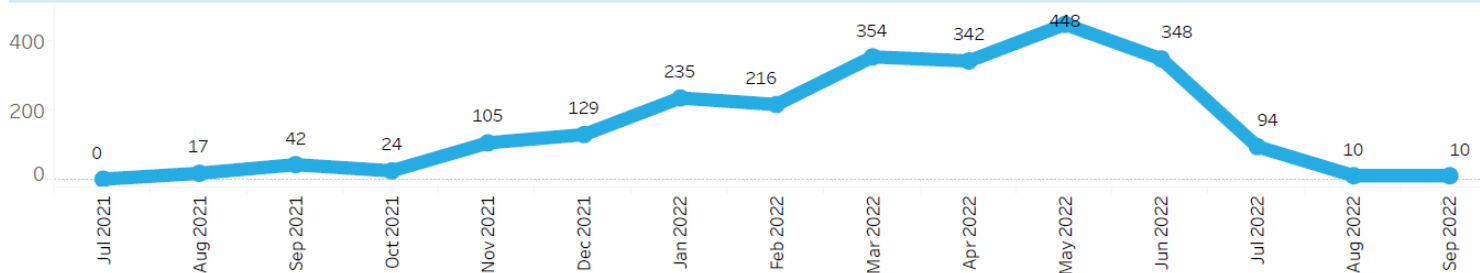
CSB Position Vacancies
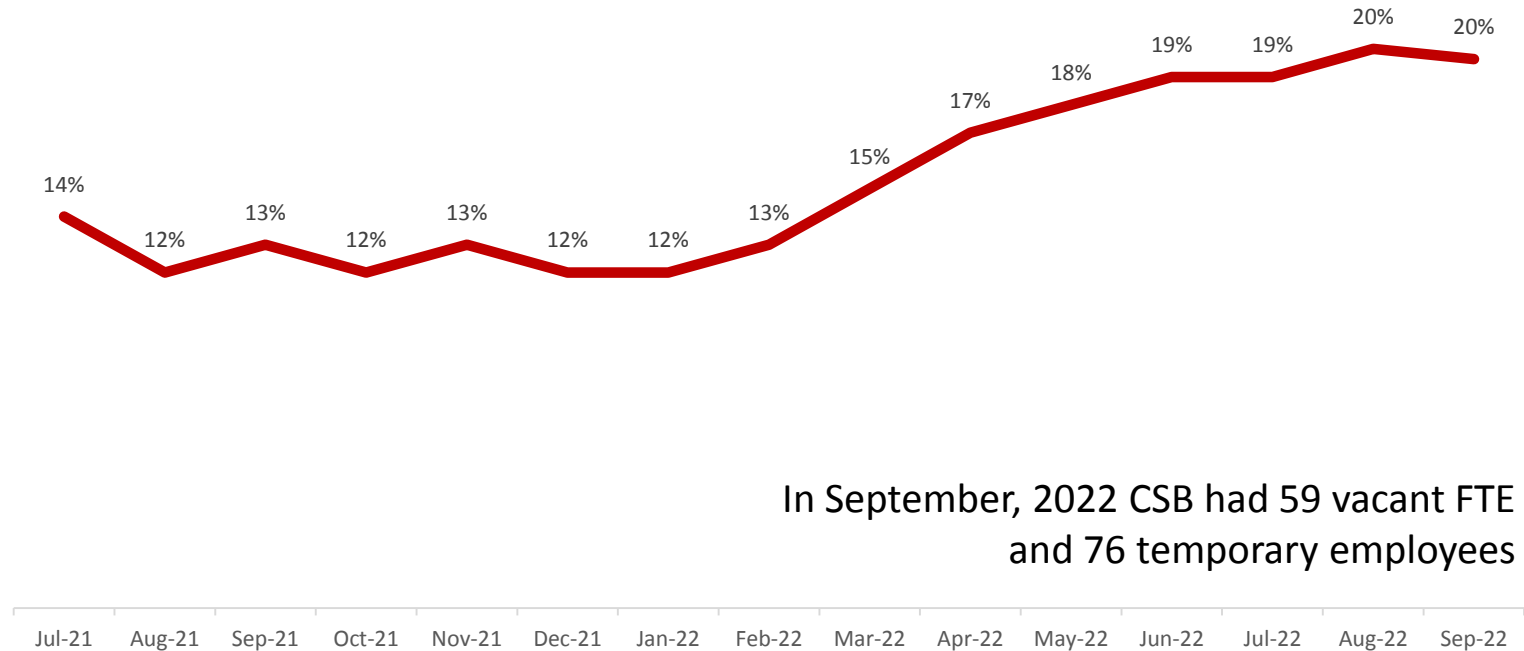
In September, 2022 CSB had 59 vacant FTE and 76 temporary employees

Jul-21 · Aug-21 · Sep-21 · Oct-21 · Nov-21 · Dec-21 · Jan-22 · Feb-22 · Mar-22 · Apr-22 · May-22 · Jun-22 · Jul-22 · Aug-22 · Sep-22

14% · 12% · 13% · 12% · 13% · 12% · 12% · 13% · 15% · 17% · 18% · 19% · 19% · 20% · 20%

Monitoring

Unusual Incidents

Category	FY 21/22	FY 22/23 Year to date Jul-Sep (3 months)
Child Minor Injury	1	1
Child Major Injury	2	0
Child Minor Safety	1	0
Child Major Safety	1	1
Parent Complaint	5	1
COVID Related	8	7
Other	2	2
TOTAL	**20**	**12**
Average per Month	**1.7**	**4**

FY21/22 School Readiness
Current & Expected Outcomes by June 2022
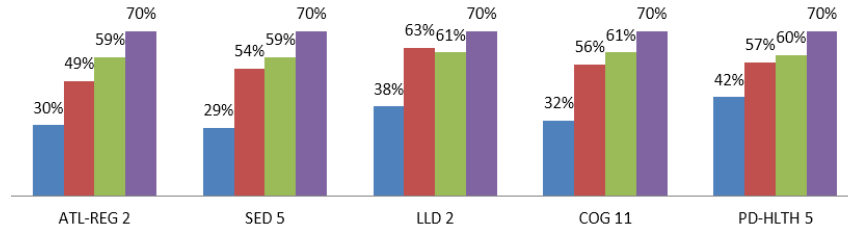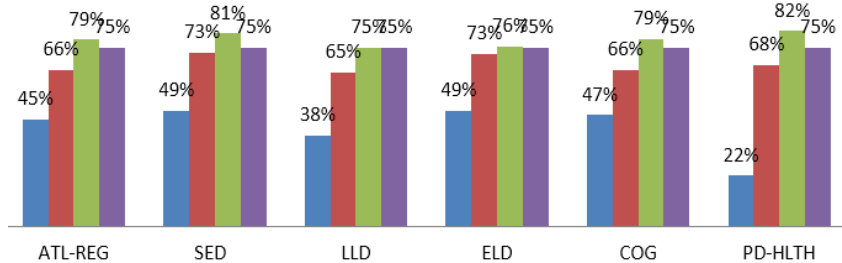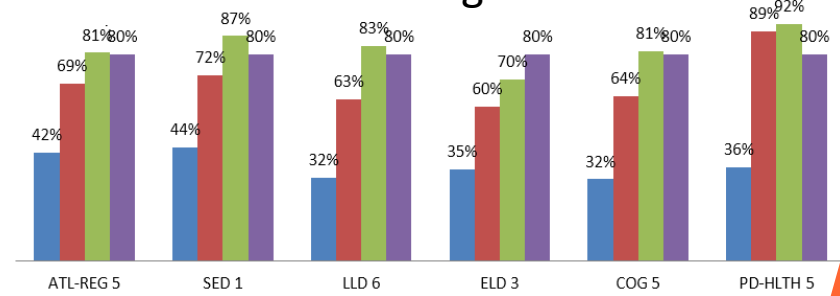
Region IX Communications

FY21/22 Communications

July 2021	1. Fiscal Year (FY) 2022 Monitoring Process for Head Start
	2. Early Head Start Grantees and Technology Changes
September 2021	3. Supporting the Wellness of All Staff in the Head Start Workforce
January 2022	4. Final Rule on Flexibility for Head Start Designation Renewals in Certain Emergencies
February 2022	5. Documenting Services to Enrolled Pregnant Women
	6. Head Start Transportation Services and Vehicles During the COVID-19 Pandemic
April 2022	7. Head Start Categorical Eligibility for Families Eligible for the Supplemental Nutrition Assistance Program)
	8. FY 2022 Head Start Funding Increase
	9. SNAP (CalFresh) recipients as eligible for Head Start/Early Head Start
May 2022	10. A Letter from the Director About OHS Leadership Transitions
June 2022	11. Competitive Bonuses for the Head Start Workforce
July 2022	12. Letter from the Office of Head Start Acting Director on Investing in Early Childhood Education Workforce
August 2022	13. Office of Head Start Guidance for Use of Funds Appropriated in the American Rescue Plan Act of 2021 (ARP)
	14. Letter from the Office of Head Start Acting Director on Masks and Vaccines in Head Start Programs*
September 2022	15. Strategies to Stabilize the Head Start Workforce
	16. Reporting Child Health and Safety Incidents
	17. Office of Head Start Mask Announcement

Communications = Office of Head Start Information Memoranda

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Future

Future

- Entering Year 5 of 2019-2023

- Competitive process for 2024-28

2024 Goals

1. Ensure a **culture of safety** that includes standardized practices for safe environments, safe transitions, Children's Personal Rights, standards of conduct, child supervision, and classroom monitoring.

   Outcome -- A reduction in unusual incidents compared to 2022.

2. **Increase enrollment and attendance** levels for grantee operated and delegate/partner operated centers as we continue to emerge from the impacts of the pandemic.

   Outcome -- Reach and maintain the ACF required enrollment rate.

   Outcome -- Improve attendances rates compared to 2022.

3. Adapt to the **shift in community need** for infant and toddler services and in light of the California implementation of Transitional Kindergarten.

   Outcome -- Monthly reduction in the number of families with children ages 0-3 on waiting lists compared to 2022.

4. Implement **innovative approaches to hiring, developing, and retaining** a robust teaching, support and management staff for grantee operated and delegate/partner operated sites.

   Outcome -- A reduction in vacancy rates, especially for teaching staff, compared to 2022.

   Outcome -- A reduction in number of classrooms closed due to insufficient staffing, compared to 2022.

5. Continue to execute, and then monitor the effectiveness of, the **integration of administrative functions** into the Employment & Human Services Department which was started with the 2022 Quality Improvement Plan.

   Outcome -- A reduction in the number of internal control grantee and delegate/partners compared to 2022.

Motion Requested

Accept report and approve new Governance Policy.