Head Start Update

Family & Human Services Committee

September 26, 2022

Marla Stuart, MSW, PhD

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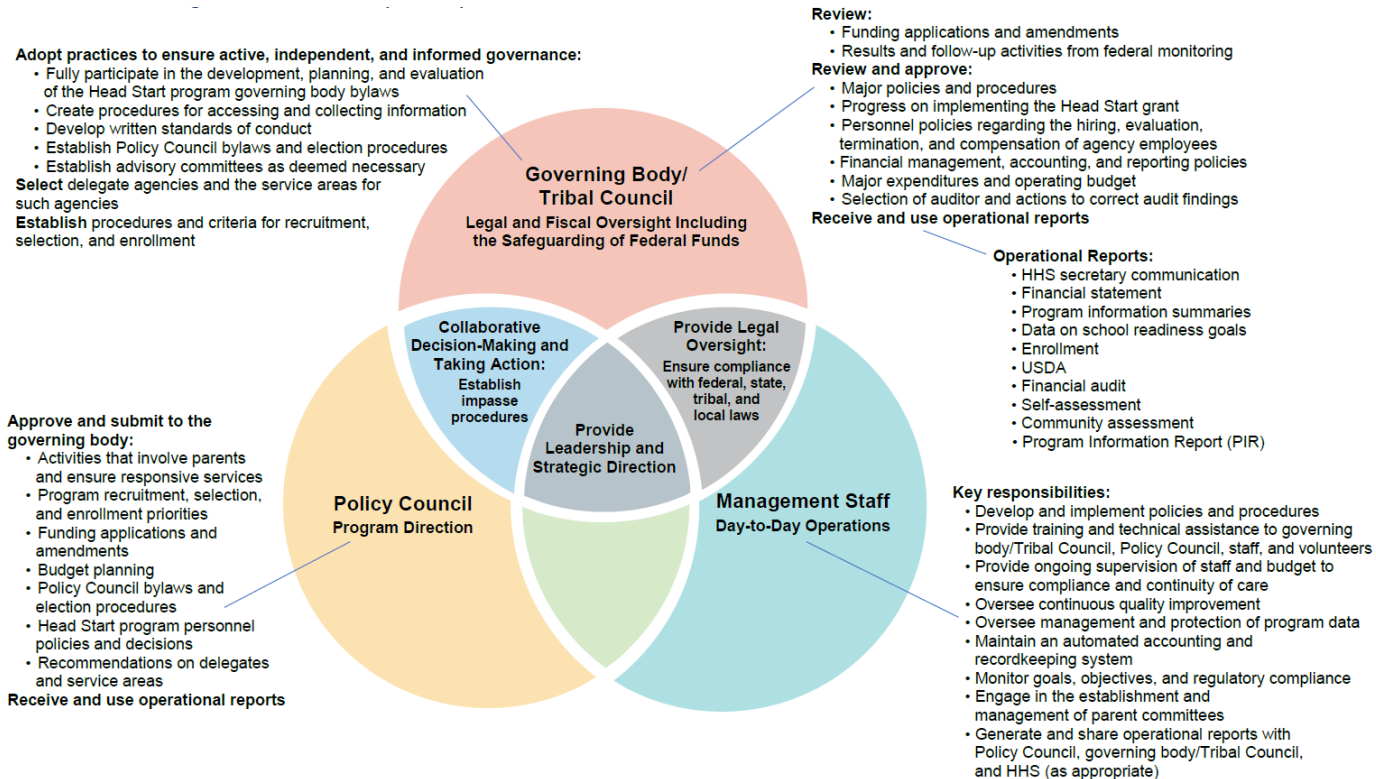
5 Deficiencies	(1 Area of Non-Compliance)	Due
1.	Ongoing Monitoring & Continuous Improvement	November 16
(2.	Program Governance)	November 16
3.	Safety Practices – Monitoring & maintaining healthy & safe environments	November 16
4.	Safety Practices – Supervising children	October 17
5.	Safety Practices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

Governance 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

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)

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**

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)
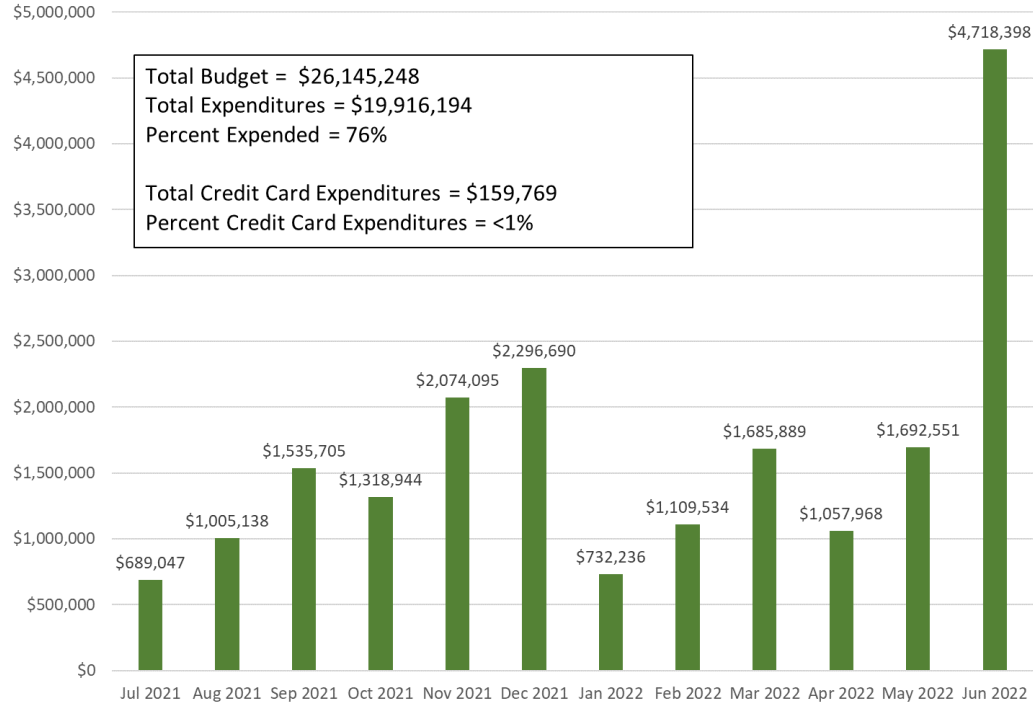
CONTRA COSTA COUNTY
EMPLOYMENT & HUMAN SERVICES

Governance Recommendations

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

- Delegate EHSD Director to hire Head Start Management Team

  - Director

  - Chief Fiscal Officer

  - Personnel Officer

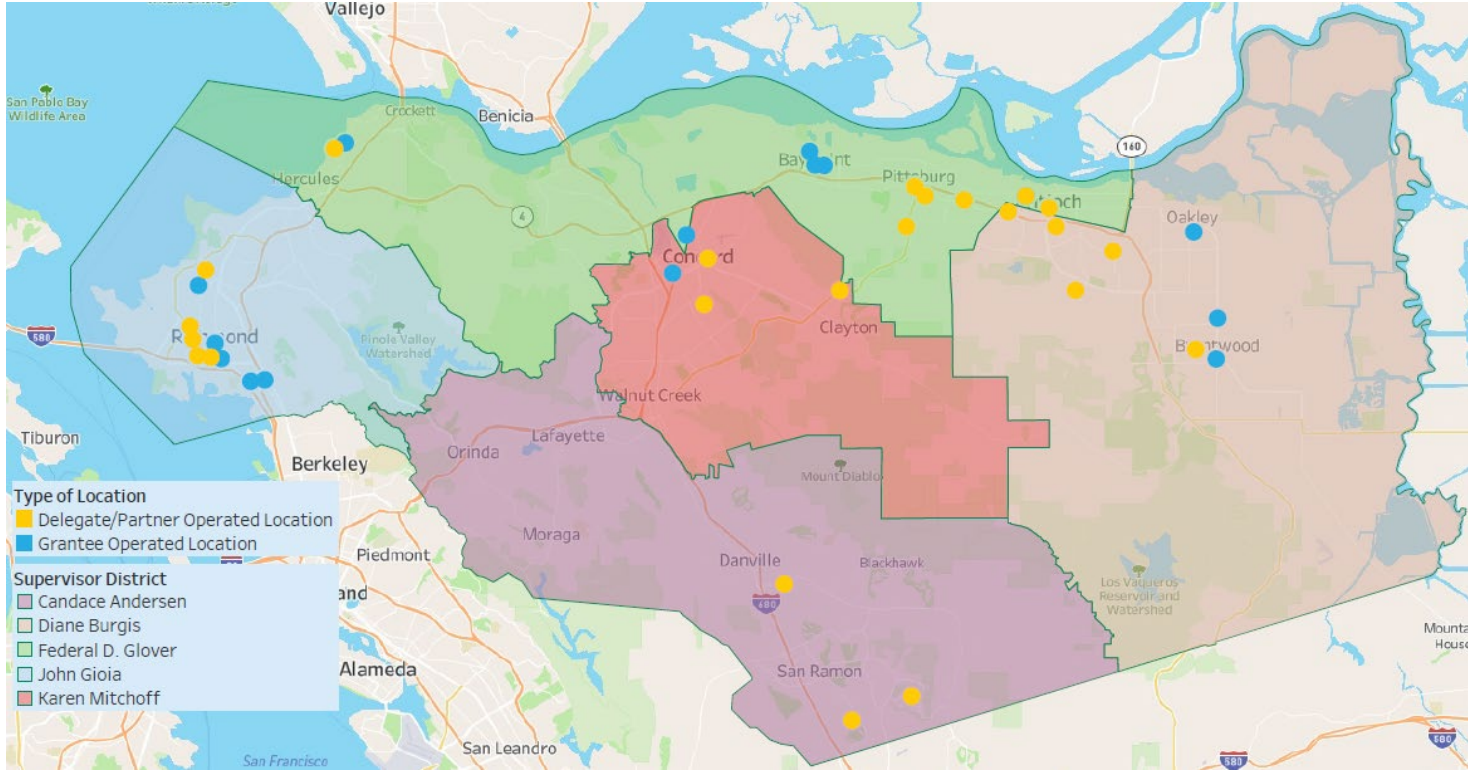- Accept monthly Head Start updates at the Family & Human Services Committee
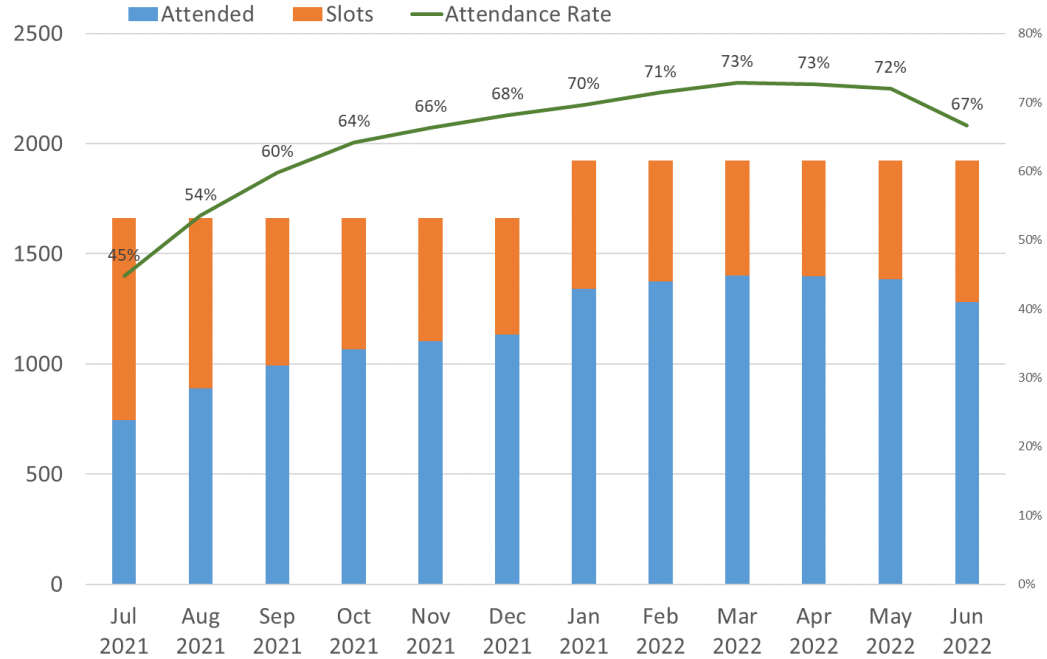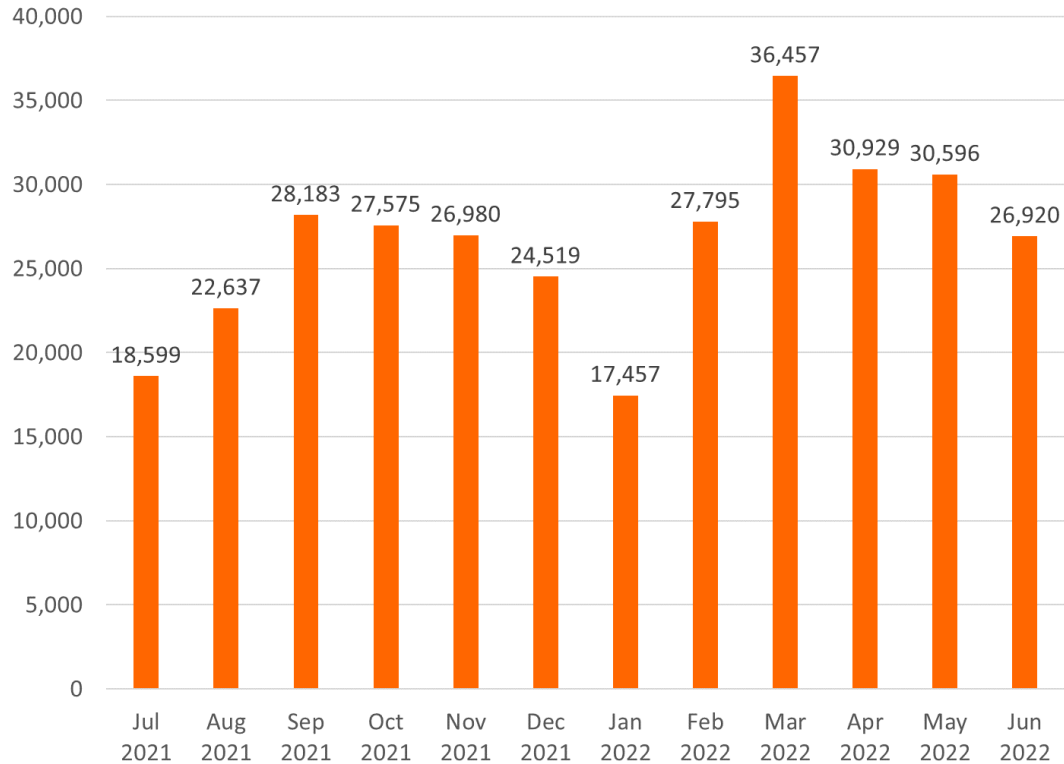
Budget

FY21/22 Budget Summary

Total Budget = $26,145,248
Total Expenditures = $19,916,194
Percent Expended = 76%

Total Credit Card Expenditures = $159,769
Percent Credit Card Expenditures = <1%

Month	Amount
Jul 2021	$689,047
Aug 2021	$1,005,138
Sep 2021	$1,535,705
Oct 2021	$1,318,944
Nov 2021	$2,074,095
Dec 2021	$2,296,690
Jan 2022	$732,236
Feb 2022	$1,109,534
Mar 2022	$1,685,889
Apr 2022	$1,057,968
May 2022	$1,692,551
Jun 2022	$4,718,398

Contra Costa County
COMMUNITY SERVICES BUREAU

CONTRA COSTA COUNTY
EMPLOYMENT & HUMAN SERVICES

Centers

FY21/22 Attendance

FY21/22 Meals 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 = 4,128 (215% OF SLOTS)

FY21/22 Classroom Closures

Number of Classroom Closures by Location, FY 2021-22

	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
Grand Total	12	19	22	5	3	2	50	6	10	18	14	2	41	5	209

# of Classroom Closures
0 — 11

Number of Children Impacted by Month, FY 2021-22

Jul 2021	Aug 2021	Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022
0	17	42	24	105	129	235	216	354	342	448	348

CONTRA COSTA COUNTY
COMMUNITY SERVICES BUREAU

CONTRA COSTA COUNTY
EMPLOYMENT & HUMAN SERVICES

FY21/22 CSB Vacancies

Jul 2021: 14%
Aug 2021: 12%
Sep 2021: 13%
Oct 2021: 12%
Nov 2021: 13%
Dec 2021: 12%
Jan 2022: 12%
Feb 2022: 13%
Mar 2022: 15%
Apr 2022: 17%
May 2022: 18%
Jun 2022: 19%
Jul 2022: 19%
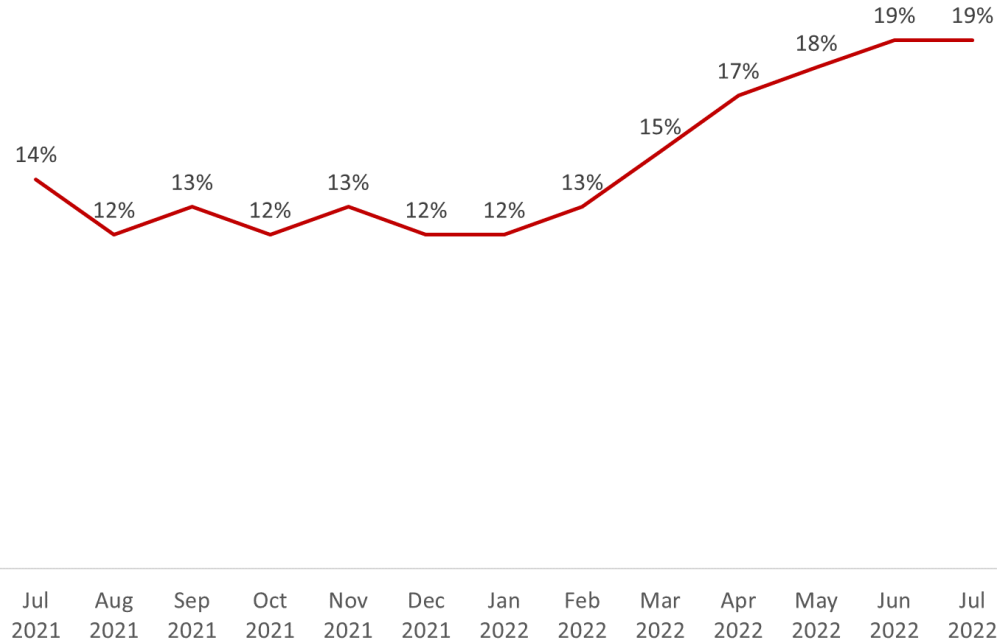
Monitoring

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

Legend:
- Baseline 2021
- Mid-Year
- Year End
- SR by June 2022

Infants and Toddlers

Domain	Baseline 2021	Mid-Year	Year End	SR by June 2022
ATL-REG 2	30%	49%	59%	70%
SED 5	29%	54%	59%	70%
LLD 2	38%	63%	61%	70%
COG 11	32%	56%	61%	70%
PD-HLTH 5	42%	57%	60%	70%
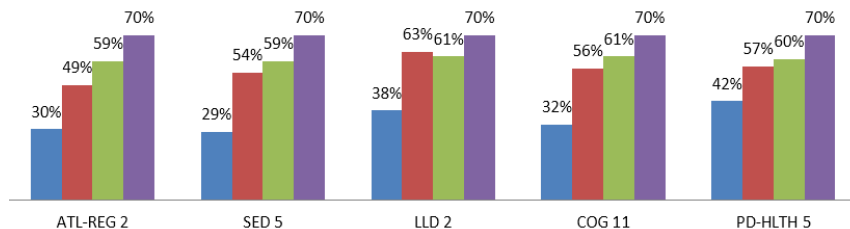
Measurement Domains
ATL-REG = Approaches to Learning Self-Regulation
SED = Social and Emotional Development
LLD = Language and Literacy Development
COG = Cognition Including Math and Science
PD-HLTH = Physical Development Health

Preschool

Domain	Baseline 2021	Mid-Year	Year End	SR by June 2022
ATL-REG	45%	66%	79%	75%
SED	49%	73%	81%	75%
LLD	38%	65%	75%	75%
ELD	49%	73%	76%	75%
COG	47%	66%	79%	75%
PD-HLTH	22%	68%	82%	75%

Pre-Kindergarten

Domain	Baseline 2021	Mid-Year	Year End	SR by June 2022
ATL-REG 5	42%	69%	81%	80%
SED 1	44%	72%	87%	80%
LLD 6	32%	63%	83%	80%
ELD 3	35%	60%	70%	80%
COG 5	32%	64%	81%	80%
PD-HLTH 5	36%	89%	92%	80%

Contra Costa County
Employment & Human Services
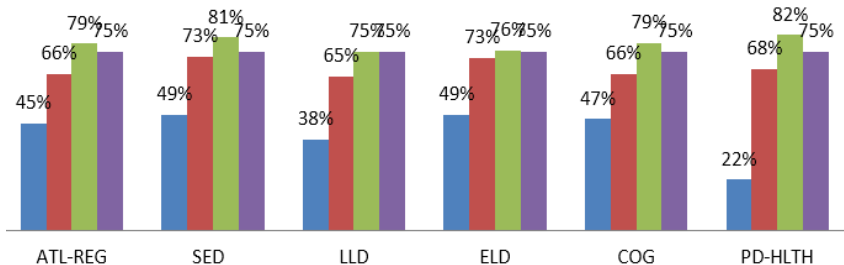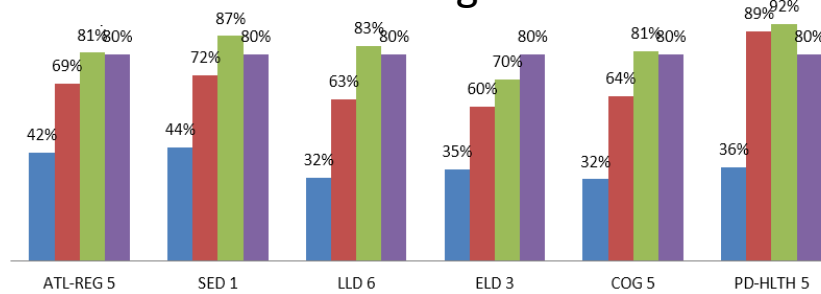
Region IX Communications

FY21/22 Communications

Jul 2021	1. Fiscal Year (FY) 2022 Monitoring Process for Head Start 2. Early Head Start Grantees and Technology Changes
Sep 2021	3. Supporting the Wellness of All Staff in the Head Start Workforce
Jan 2022	4. Final Rule on Flexibility for Head Start Designation Renewals in Certain Emergencies
Feb 2022	5. Documenting Services to Enrolled Pregnant Women 6. Head Start Transportation Services and Vehicles During the COVID-19 Pandemic
Apr 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
Jun 2022	11. Competitive Bonuses for the Head Start Workforce

Future

- Entering Year 5 of 2019-2023

- Competitive process for 2024-28

2023 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.

CONTRA COSTA COUNTY
COMMUNITY SERVICES
BUREAU

Action Requested

Promote this report to full

Board of Supervisors

for October 11, 2022

to consider 3 governance recommendations