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Executive Director

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*Thought of the Day:*  
*"Try to be a rainbow in someone's cloud."*  
*Author: Maya Angelou*

**REGULAR MEETING OF THE HEAD START  
POLICY COUNCIL**

**DATE:** Tuesday, April 25, 2023

**TIME:** 9:00 a.m.

**LOCATION:** SETA Board Room  
925 Del Paso Blvd., Suite 100  
Sacramento, CA 95815

While the SETA/Head Start Policy Council welcomes and encourages participation in the Council meetings, it would be appreciated if you would limit your comments to three minutes so that everyone may be heard. Matters under jurisdiction of the SETA/Head Start Policy Council and not on the posted agenda or any off-agenda matters may be addressed by the general public following completion of the regular agenda. The SETA/Head Start Policy Council limits testimony on matters not on the agenda to three minutes per person and not more than ten minutes for a particular subject. Meeting facilities are accessible to persons with disabilities. Requests for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3753. This document and other Board meeting information may be accessed through the Internet by accessing the SETA home page: [www.seta.net](http://www.seta.net).

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  - ✓ Gricelda Ocegueda – Health, Oral Health, Nutrition, Food Services, Quality Assurance and On-going Monitoring
- E. Open Discussion and Comments
- F. Public Participation

**VII. Adjournment**

**DISTRIBUTION DATE: WEDNESDAY, APRIL 19, 2023**

Head Start Policy Council meeting hosted by:  
Ms. Fienishia Wash (Chair),  
Mr. Royal Jones (Secretary), and Ms. Jessica Mitchell (Treasurer)

ITEM I - CALL TO ORDER/ROLL CALL

A member of the Policy Council will call the roll for the following members:

- \_\_\_\_\_ Donna Bonner, Foster Parent Representative/Community Representative
- \_\_\_\_\_ Kahmaria Holleman, SETA-Operated Program
- \_\_\_\_\_ Royal Jones, Sacramento City Unified School District
- \_\_\_\_\_ Stephen Key, Past Parent/Community Representative
- \_\_\_\_\_ Kara Long, Vice Chair, San Juan Unified School District
- \_\_\_\_\_ Jessica Mitchell, Elk Grove Unified School District
- \_\_\_\_\_ Danelle Pecot, San Juan Unified School District
- \_\_\_\_\_ Rosemary Schapira, Community Agency Representative
- \_\_\_\_\_ Fienishia Wash, Chair, Grandparent Representative/Community Representative

**Members to be Seated:**

\_\_\_\_\_

**Seats Vacant:**

- \_\_\_\_\_ Vacant, San Juan Unified School District
- \_\_\_\_\_ Vacant (Perry), San Juan Unified School District
- \_\_\_\_\_ Vacant, Sacramento City Unified School District
- \_\_\_\_\_ Vacant, Sacramento City Unified School District
- \_\_\_\_\_ Vacant, Twin Rivers Unified School District
- \_\_\_\_\_ Vacant (Shead), Twin Rivers Unified School District
- \_\_\_\_\_ Vacant (Land), WCIC/Playmate Child Development Center
- \_\_\_\_\_ Vacant, WCIC/Playmate Child Development Center
- \_\_\_\_\_ Vacant (Wash) Home Base Option
- \_\_\_\_\_ Vacant (Mohammed), Home Base Option
- \_\_\_\_\_ Vacant (Pierce), SETA-Operated Program
- \_\_\_\_\_ Vacant (Torres), SETA-Operated Program
- \_\_\_\_\_ Vacant (Taneja), SETA-Operated Program
- \_\_\_\_\_ Vacant, (Escalona), SETA-Operated Program
- \_\_\_\_\_ Vacant (Jetton), Early Head Start/Home Base (SOP)
- \_\_\_\_\_ Vacant (Olguin), Early Head Start, Sacramento City Unified School District
- \_\_\_\_\_ Vacant (Self), Early Head Start (SETA)
- \_\_\_\_\_ Vacant, Community Agency Representative
- \_\_\_\_\_ Vacant (Stone Smith) Community Agency Representative
- \_\_\_\_\_ Vacant (Wash) Outgoing Chair

**\*\* Please call your alternate, Policy Council Chair (Fienishia Wash: [510] 228-5499), or Head Start staff (Gaylon Ndiaye: [916] 263-5662 or Anzhelika Simonenkova: [916] 263-3753) if you will not be in attendance.**

**POLICY COUNCIL  
BOARD MEETING ATTENDANCE  
PROGRAM YEAR 2022-2023**

The **2022-2023** Board was seated on  
**November 22 & December 20, 2022,**  
**January 24 & February 28, 2023**

BOARD MEMBER	SITE	11/22	12/20*	1/24	2/28	3/28	4/25	5/23	6/27	7/25	8/29	9/26	10/24	11/21
D. Bonner Seated 11/22	PP-FP	X	X	X	X	X								
Vacant Seated	WCIC													
Vacant Seated	WCIC													
K. Holleman - Holding Seated 1/25	SOP	X	X	X	U	E								
S. Key Seated 11/22	PP	X	X	X	E/ PCB	X								
Vacant Seated	SOP													
R. Jones Seated 2/28	SAC				X	X								
Vacant Seated	SJ/EHS													
J. Mitchell Seated 11/22	ELK	X	X	E	X	X								
J. Mohammed R: 3/30	HB	X	X	X	X	U/R								
D. Pecot Seated 12/20	SJ	-	X	E	X	U								
R. Schapira Seated 1/24	CAR	E	E	X	X	E								
Vacant Seated	TR													
Vacant Seated	OC													
Vacant Seated	SOP													
F. Wash Seated 11/22	PP-GP	X	X	X	X	X								

## GLOSSARY OF ACRONYMS

ACRONYM	REPRESENTATIVE CENTER
CAR	Community Agency Representative
CR	Community Representative
EHS	Early Head Start
ELK	Elk Grove Unified School District
HB	Home based Option
SAC	Sacramento City Unified School District
SJ	San Juan Unified School District
SOP	SETA-Operated Program
TR	Twin Rivers School District
WCIC	Women's Civic Improvement Club/Playmate Child Care Center

**X:** Present

**E:** Excused

**R:** Resigned

**U:** Unexcused Absence

**S/B/S:** Should be Seated

**H:** Holiday

**HS:** Holding Seat

**AP:** Alternate Present

**E/PCB:** Excused, Policy Council Business

**E/PCB:** Excused, Policy Committee Business

**OGC:** Outgoing Chair

**RS:** Reseat

**\*:** Special Meeting

*Current a/o 4/12/2023*

ITEM II-A - CONSENT

APPROVAL OF MINUTES OF THE MARCH 28, 2023  
REGULAR POLICY COUNCIL MEETING

BACKGROUND:

Attached for the Policy Council's review are the minutes of the March 28, 2023 regular meeting.

RECOMMENDATION:

That the Policy Council approve the March 28, 2023 minutes.

**NOTES:**

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

## **REGULAR MEETING OF THE HEAD START POLICY COUNCIL**

*(Minutes reflect the actual progress of the meeting.)*

SETA Board Room  
925 Del Paso Blvd.  
Sacramento, CA 95815

Tuesday, March 28, 2023  
9:00 a.m.

### **I. Call to Order/Roll Call/Review of Board Member Attendance**

Ms. Fienishia Wash called the meeting to order at 9:00 a.m., read the thought of the day, and called the roll; a quorum was met.

#### **Members Present:**

Donna Bonner, Foster Parent/Community Representative  
Fienishia Wash, Grandparent/Community Representative  
Jessica Mitchell, Elk Grove Unified School District *(arrived and seated at 9:04 a.m.)*  
Royal Jones, Sacramento City Unified School District  
Stephen Key, Past Parent/Community Representative

#### **Members Absent:**

Rosemary Schapira, Community Agency Representative *(excused)*  
Kahmaria Holleman, SETA-Operated Program *(excused)*  
Jennifer Mohammed, Home Base Pre-School *(unexcused)*  
Danelle Pecot, San Juan Unified School District *(unexcused)*

### **II. Consent Item**

#### **A. Approval of the Minutes of the February 28, 2023 Regular Meeting**

The minutes were reviewed; no questions or corrections.

Moved/Bonner, second/Key, to approve the February 28, 2023 minutes as distributed.

Roll call vote:

Aye: 4 (Bonner, Mitchell, Jones, Key)

Nay: 0

Abstention: 1 (Wash)

Absent: 4 (Schapira, Holleman, Mohammed, Pecot)

### **III. Action Items**

#### **A. Election of Community Action Board (CAB) Alternates**

Ms. Wash reviewed the item and the bylaws.



Ms. Mitchell asked when CAB meetings occur? Ms. Wash advised that the regular meetings of the Community Action Board are held on the second Wednesday of each month at 10:00 a.m. Ms. Mitchell nominated herself as CAB Alternate.

A vote was taken and was unanimous in favor of Ms. Mitchell as Alternate to the Community Action Board.

Moved/Key, second/Jones, to approve Ms. Mitchell to serve as Low-Income Sector Alternate to the Community Action Board and table the election of second CAB Alternate to the next meeting.

Roll call vote:

Aye: 4 (Bonner, Mitchell, Jones, Key)

Nay: 0

Abstention: 1 (Wash)

Absent: 4 (Schapira, Holleman, Mohammed, Pecot)

B. Approval of Parent Advisory Committee and Policy Council Joint Parent Activity

Ms. Gaylon reviewed this item. She advised that there are two joint parent activities per program year. The activities must be educational. There are no children allowed. The first activity is a parent-bonding activity to get to know each other. The second joint parent activity is the End of the Year Parent Appreciation, where parents are shown appreciation for attending Policy Council and Parent Advisory Committee meetings.

Moved/Bonner, second/Mitchell, to approve a joint parent activity with the Parent Advisory Committee.

Roll call vote:

Aye: 4 (Bonner, Mitchell, Jones, Key)

Nay: 0

Abstention: 1 (Wash)

Absent: 4 (Schapira, Holleman, Mohammed, Pecot)

C. Approval of Head Start ARPA and CRRSA Budget Modifications and Request for No-Cost Extension

Ms. Griffith reviewed the item. These funds were set to expire on March 31, 2023; however, SETA was given an opportunity to extend these funds for twelve (12) months. Some of the funds will be used to continue the renovation of Northview site, mainly the outdoor play yard area and staff modular unit. Contractual are the funds for SETA Delegate Agencies.

Moved/Bonner, second/Jones, to approve the Budget Modifications in the amount of \$1,142,638 and to approve the request for a No-Cost Extension for ARPA and CRRSA funds in the amount not to exceed \$4,769,715.

Roll call vote:

Aye: 4 (Bonner, Mitchell, Jones, Key)

Nay: 0

Abstention: 1 (Wash)

Absent: 4 (Schapira, Holleman, Mohammed, Pecot)

D. Approval of COVID-19 Mitigation Policy

Ms. Ocegueda reviewed the item. COVID-19 Mitigation Policy is a part of the Final Rule from the Administration for Children and Families released in January 2023, removing the masking requirement for Head Start children, families, and staff, including Volunteers and Substitute Teachers. A subcommittee was formed by the SETA Head Start/Early Head Start Program's Services Advisory Committee (HSAC) which included members of the Parent Advisory Committee, as well as members of the community. Development of this COVID-19 Mitigation Policy started with Health Services Advisory Committee (HSAC), and then a subcommittee was formed and continued the project. The Subcommittee reviewed and approved the policy on March 2, 2023. On March 3, 2023, HSAC approved the policy, and Parent Advisory Committee approved it on March 21, 2023. The reasoning for the policy from the Administration of Children and Families is included in the informational portion of the packet. COVID-19 Mitigation Policy has been disseminated to all the Delegates' Agencies. They are now in the process of adopting it and working with parents and staff to provide this information.

Moved/Jones, second/Bonner, to approve Sacramento County COVID-19 Mitigation Policy.

Roll call vote:

Aye: 4 (Bonner, Mitchell, Jones, Key)

Nay: 0

Abstention: 1 (Wash)

Absent: 4 (Schapira, Holleman, Mohammed, Pecot)

IV. **Information Items**

A. Standing Information Items

➤ Fiscal Monthly Report/Corporate Card Monthly Statement of Account:

Mr. Han reviewed the Head Start/Early Head Start fiscal expenditure reports for Fiscal Year 2022-2023. The American Rescue Plan Act (ARP)

and the Corona Virus Response and Relief Supplemental Appropriation Act (CRRSA) funds were reviewed. Mr. Jones asked if Request for No-Cost Extension has been granted. Mr. Han replied that since Policy Council approved this item earlier in the meeting and SETA Governing Board approved it on March 2, 2023, SETA can now apply for No-Cost Extension to the Administration for Children and Families (ACF). The American Express credit card statement was reviewed, and nothing was out of the ordinary. Highlighted in red are not necessarily credits, but the use of Agency American Express credit card points towards SETA's employee recognition gifts. The SETA-Operated California Department of Education (CDE) and California Department of Social Services (CDSS) Funding reports were reviewed for February 2023.

➤ PC Governance Self-Assessment Update:

Ms. Wash advised that community summary report will be today with Ms. Nicolas.

➤ Health Service Advisory Committee (HSAC) Report: No report

➤ Community Resources – Parents/Staff:

Ms. Wash advised that the last meeting of the Community Action Board (CAB) was around Community Service Block Grant (CSBG).

Ms. Bonner reviewed Safe Sleep Baby Workshop community resource provided in the packet. The phone number for registration has been provided.

Ms. Wash reviewed the City of Sacramento Public Resources included in the packet.

B. SETA's Recruitment Update

Ms. Sorvari reviewed the recruitment data from February 18, 2023 through March 17, 2023.

C. Governing Board Minutes for February 2, 2023: No Questions

V. **Committee Reports**

➤ Executive Committee:

The next meeting will be held in person on April 3, 2023, at 10:00 a.m., at the SETA Administrative building.

➤ Budget/Planning Committee Meeting:

The next meeting will be held in person on April 11, at 1:00 p.m., at the SETA Administrative building.

➤ Social/Hospitality Committee Meeting:

The next meeting will be held in person on April 17, 2023, at 10:00 a.m., at the SETA Administrative building.

## VI. Other Reports

### A. Executive Director's

Ms. Hernandez shared that SETA is undergoing a process to revamp the hiring and recruitment process to streamline it and make it more efficient. She will provide future updates in upcoming meetings. Ms. Hernandez thanked Board Members for their participation in the recruitment process.

Ms. Hernandez advised that SETA entered into a contract with Uptown Studios a few months ago. They do communications work for SETA and reimagining the SETA logo that would reflect the different programs we offer and look familiar to the public. Once the draft logo is completed, it will be shared with all the SETA Boards and Committees to show how it looks and get feedback. Another part of Uptown Studios work for SETA is to refresh all of the broader marketing materials to increase public awareness regarding programs offered at SETA.

Ms. Hernandez stated that we have a new SETA Governing Board member, Supervisor Rich Desmond, as of a few months ago. We provided him with SETA and Head Start orientation yesterday. It was a great conversation with lots of interest in Head Start. The site visits were requested. Ms. Wash asked if Policy Members joining would be allowed. Ms. Hernandez stated that the Head Start Management team will coordinate the site visits, and PC/PAC members can join

### B. Head Start Deputy Director's Report:

Ms. Griffith provided updates on the grant application. SETA is in the fourth year of the five-year cycle. However, combining years four and five will make the grant cycle shorter this year. She advised that SETA is working with the delegate agencies on programmatic changes. Some delegates are going through changes, especially with the impact of Transitional Kindergarten (TK) and the need for more Early Head Start slots. That will come to Policy Council on April 25th. Ms. Griffith advised that this will be one of the most important meetings of the year when the Head Start grant will be brought to this Board for approval. She hopes to see all members of the Policy Council on this date. Part of the grant is the Self-Assessment and the Governance Self-Assessment. She thanked the members of the Board for their participation.

Ms. Griffith advised that SETA still has not received 45 days' notice on this year's Federal Review for Focus Area 2. We know it's coming this program year, and some delegate agencies have already received their notice.

C. Chair's Report

Ms. Wash welcomed Ms. Ndiaye to her new position as Governance and Parent Engagement Coordinator. Ms. Wash thanked all the staff and Board members for the transition and the support they had both received.

D. Head Start Managers' Reports

✓ Lisa Carr - Family Engagement, Home Base, and ERSEA Services

Ms. Griffith reviewed the enrollment report for February, as the Head Start program is at 86 percent, and Early Head Start is at 90 percent. SETA has a few capped classrooms that cannot open due to staffing.

✓ Megan Lamb – School Readiness, Special Education, and Mental Health Services

Ms. Lamb provided updates on the CLASS observation currently happening. 60-80 min video observation recordings need to be uploaded by May 1st, 2023 for review. She expressed excitement regarding SETA's participation in this pilot and hoped to have a difficulties-free wrap-up of the review.

✓ Gricelda Ocegueda – Health, Oral Health, Nutrition, Food Services, Quality Assurance, and On-going Monitoring

Ocegueda provided current county-wide updates:  
SETA continues to work with the California Department of Public Health COVID Task Force in the Sacramento County Department of Public Health Immunization Assistance Program. This is a part of the COVID-19 Mitigation Policy, where we are trying to help families access services for immunization and testing. SETA received five thousand testing kits distributed county-wide to all the delegate agencies for families and staff use. The Safety and Supervision review was just completed, and reports with the outcomes will be provided during the next PC meeting. SETA is halfway through Sacramento City Unified School District's and San Juan Unified School District's follow-up reviews on Safe Environments and Monitoring for Compliance and Quality Improvement (MCQI).

E. Open Discussion and Comments: None

F. Public Participation: None

**VII. Adjournment:** The meeting was adjourned at 9:45 a.m.

ITEM III-A - ACTION

APPROVAL OF ANNUAL SELF-ASSESSMENT FOR 2022-2023  
AND RESULTING PROGRAM IMPROVEMENT PLAN FOR THE  
SETA-OPERATED PROGRAM

BACKGROUND:

This agenda item provides an opportunity for the Policy Council to review and approve the results of the Head Start, Early Head Start and Early Head Start Child Care Partnership Annual Self-Assessments and Program Improvement Plans (PIP).

In January-February 2023, seven committees led by team leaders in the Child and Family Services department, SETA Fiscal and Human Resource departments conducted self-assessment activities within their service areas. Focus Area (FA) 2 Protocol Questions were used as a general framework to assess effectiveness of internal policies and procedures and agency communication and delivery systems. Each committee designed its specific approach that included a diverse team membership and a process for identifying, collecting and analyzing data. A summary report of program strengths, areas of improvement and a resulting program improvement plan are attached.

Staff will be available to answer questions.

RECOMMENDATION:

Approve Program Year 2022-2023 Self-Assessment and resulting Program Improvement Plan for the Head Start/Early Head Start/EHS programs.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

Sacramento Employment and Training Agency (SETA)  
Children and Family Services Department (CFS)

Self-Assessment Summary of Results  
2022-2023

**Background**

In January-February 2023, seven committees led by team leaders in the Child and Family Services department, SETA Fiscal and Human Resource departments conducted self-assessment activities within their service areas. Focus Area (FA) 2 Protocol Questions were used as a general framework to assess effectiveness of internal policies and procedures and agency communication and delivery systems. Each committee designed its specific approach that included a diverse team membership and a process for identifying, collecting and analyzing data. Each committee submitted a report highlighting strengths and areas of improvement which are summarized in this report.

**Data Collection and Analysis**

The committees utilized data from personnel files, written policies and procedures, parent and staff surveys and interviews, child files, ChildPlus, CLASS, DRDP, Learning Genie, ASQ Online, classroom observations, health reports, internal monitoring results, safety and supervision monitoring and ReadyRosie. Additionally, several committees used a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis as an approach to discuss and understand the relationships between the various data points and qualitative information collected.

**Summary of Program Strengths**

The SETA Children and Family Services programs have many notable strengths, including some of the following:

***Education, Mental Health and Disabilities***

**Education**

**Head Start and Early Head Start Center-Based Program**

***Curriculum Fidelity and Child Assessment and Quality Teacher-Child Interaction***

- The program actively implements Creative Curriculum (CC), a researched-based curriculum that meets the Head Start Early Learning Outcomes Framework: Ages Birth to Five (ELOF). All classrooms have CC volumes and resources. Teaching staff receive additional materials to support its implementation including activities, interest areas, lesson plans, read-alouds, STEM, etc. Strengths identified through CC fidelity are in the areas of Planning, Positive Climate and Positive Behavior Management.

- In Early Head Start, Self-Assessment showed the following strengths in Creative Curriculum fidelity: Positive Climates and Behavior Management, Strategies to Support Learning and Support for Dual Language Learners, Opportunities for Physical, Natural, Social World.
- DRDP is used to assess all HS and EHS children in the program. Teachers use the Learning Genie computer program to collect and record observations, photos and work samples to determine final score.
- DRDP data from Preschool and EHS in Fall 2022 revealed that strengths are in the domains of Physical Development with 74% of children at or above age level, English Language Learners with 70% of children at or above and Physical Development Health with 70% children at or above age level. The lowest numbers of children functioning at or above age level are in the domains of Cognition, 35%; Mathematics, 32%; Science, 32% and Literacy, 39% of children at or above age level.
- To aid in individualization of education plans, tracking sheet forms are provided for teachers to record assessment goals and support the strategies for all children, including those with disabilities. Tracking sheets were found to be complete in 60% of the preschool classrooms and 94% in EHS during Self-Assessment.
- Lesson plans and detailed daily schedules were displayed for families and adult use in 100% of preschool classrooms in the sample. In EHS classrooms observed, 94% them of had lesson plans posted.
- Physical environments in 100% of the classrooms observed demonstrated 7 clearly defined Interest Areas; Blocks, Art, Dramatic Play, Toys and Games, Discovery, Library and Music.
- Materials are purchased and resources are developed in a timely manner. Additional outdoor materials were ordered in the past year to address the need for more social distancing, as classrooms opened up after COVID-19. Music, multi-cultural books and Kindergarten transition books and resources have also been provided in response to findings from the fidelity observations from fall 2022.
- Teachers are guiding children's behavior in positive, effective ways. In 85% of classes observed, teachers were nurturing, providing encouragement, listening to children and engaging in positive conversations with them.
- CLASS observation data is collected annually and results are used to plan relevant training and onsite coaching support to build teaching skills and to continue to raise CLASS scores and quality teaching.

### *Transitions*

- 99% of parent survey respondents stated that teachers and Family Services Workers (FSW) help them prepare their children and their family for transition into Kindergarten or another Pre-K program if moving out of the area.
- 99% of parent survey respondents felt that their children are being prepared for Kindergarten throughout the school year.
- Transition plans are completed for 100% of EHS children transitioning into Preschool. 98% of the transitions start at age 2 years and 6 months. 100% of parents meet with their FSW to complete the Head Start enrollment application and reported that their child is



ready for preschool by attending EHS. They also agree that the transition plan developed for their child is individualized to meet their needs and goals.

#### *Professional Development, Training, Coaching and Education Support*

- Relevant Professional Development Plans are based on data from DRDP, CLASS observations, Environment Rating Scales (ECERS) and (ITERS) for Toddler environments, Self-Assessment results and teacher input from the self-reflection portion of their Annual Evaluations. Findings from these sources are analyzed to determine professional development content and training approach needed.
- Members of the Education team are also authorized Teaching Pyramid Coaches/Trainers, Infant/Toddler and Preschool CLASS and Creative Curriculum trainers.
- Education team members have received training on Practice Based Coaching, as well as, the Teachers Learning and Collaborating/TLC approach. Elements of Practice Based Coaching are integrated into the variety of training formats offered at SETA; Expert Group Facilitated Trainings, Expert and Peer coaching groups.
- Teachers on Special Assignment (TOSA's) are available to work with new teachers, teachers who self-refer, as well as, those who have specific needs. TOSA's use Coaching Companion as their peer coaching model and work in the classrooms to support professional development in all regions and delegate programs. Currently one TOSA is assigned to work with Preschool and one works in EHS Lead Teachers.

#### *Head Start and Early Head Start Home-Based Program*

- SETA Head Start /Early Head Start Home Base program started implementing the *Parents as Teachers (PAT)* Foundational Curriculum in November 2021. Program adopted this curriculum as it is an evidence-based curriculum emphasizing parenting and child development that engage the parent and child together. Early Head Start Home Base uses *Partners for a Healthy Baby* as its home visiting curriculum for pregnant mothers.
- Home Base parents have expressed to their Home Visitors that using the PAT curriculum has allowed them to view their home differently, that it can be used for many learning activities or experiences. For example, the PAT curriculum has an activity called "Family Post Office" where they had to make a mail box. A parent was surprised that a simple activity allowed them to use many objects in their home for writing letters, sorting, folding, practicing language which are all educational activities while doing pretend play.
- All Home Visitors received coaching on Challenging Conversations with Parents and completed other required training such as Child Abuse Mandated Reporter training and ChildPlus.

#### *Mental Health and Disabilities Services*

- 86% of 73 parents surveyed expressed "Very Satisfied" with the services provided by the agency and that they feel welcome and supported by Head Start staff (100%). They feel comfortable asking for mental health and disabilities resources if they need them (88%).
- Staff are informed of the process for routing paperwork if parents express that their child have an IEP, IFSP or a mental health concern prior to child starting school (88% Center-based teaching staff). In Home Base program, 100% of staff expressed they know the

procedure for referring upon enrollment and/or providing activities to the family whose child has an IEP/IFSP

- Ages and Stages Questionnaires (developmental screening) are completed, printed and maintained in child's file within 45 days (100% of 16 observed).
- Referral process for disabilities and mental health is timely and parents are satisfied, 94% in Center Base, 100% in Home Base.
- Tracking children's individual goals for IFSP's, IEP's and IDP's is evident (71% in 17 classes observed, 100% in 3 Home Base observation).
- There is a *Calming Space* for children available in the classroom to be used freely when needed.
- Teaching Pyramid strategies are being implemented in 76% of 17 classes observed: Building relationships (100%), visual schedules posted (76%), classroom expectation posted (71%)
- Agency provides services of early childhood infant mental health professional consultants for social emotional/mental health referrals to support the Intervention Specialists.
- Relationships between School Districts, Alta Regional and other agencies that provide services for children with disabilities and mental health concerns is satisfactory.

### ***Parent and Family and Community Engagement***

#### *Collaboration with families to support well-being, promote stability and goals*

- The Family Partnership Agreement (FPA) process begins at enrollment with a strengths and needs assessment (56 files reviewed at 3 sites; 55 files included the strengths and needs assessment).
- Referrals and staff contacts are occurring to support and engage families. Review of ChildPlus staff contact in February 2023 showed about 29,000 contacts with families related to referrals and 11,500 check-ins/contacts with families in other areas since the beginning of program year.
- In fall 2022, the agency instituted the Strengths and Needs and Interest Survey (SNIPS English and Spanish) in partnership with CCR Analytics and 482 respondents completed the survey, a 25% response rate. Data is being used for program planning. Some highlights from the survey include:
  - Food (30%), Employment (30%) and Social Supports (15%) are the areas of need where families described themselves as vulnerable or in-crisis. This means that for food, about 1/3 of the respondents either get most of their food from a food bank or use SNAP (Vulnerable category) or often do not have enough food or a way to cook it (Crisis category).
  - Parenting (2%) and Community Safety (2%) are the areas of need that a small percentage of families marked they are vulnerable or in crisis.
  - In terms of topics for training or parent workshops, the top 5 areas are: Getting child ready for Kindergarten; Choosing and enrolling in Kindergarten; Helping child cope with change; Activities to do to help child learn and grow, and Help with child with disability or special need.
  - 49% sing with their child and 54% play with a toy with their child 5 or more times a week; 40% read to their children 3-4 times/week, 30% tell stories 3-4 times/week

- 44% of families responded to showing interest in learning more about opportunities to help in their community.
- Parents are busy and can't volunteer at this time, 48% of respondents answered but there a good number, 18% showed interest in helping after program hours.

#### *Engaging community partners*

- Program actively connects families with community agencies for needed services. Most cited referrals and resources are: Sacramento Food Bank, Birth and Beyond, Sacramento County Public Library, WIC, Cal Fresh, dental and health resources, Job Centers, SCOE, ROCC, 2-1-1, 3-1-1, WEAVE, County Mental Health Programs, Covered California, Medi-Cal assistance and Birth and Beyond,
- Staff reach out to Mustard Seed school to collaborate in serving homeless population who are automatically eligible for Head Start. SETA operates a Head Start program (Parker Avenue HS) at a transitional housing complex operated by Sacramento Housing and Redevelopment Agency.
- SETA is renewing the partnership with the Sacramento Community Food Bank which was interrupted during COVID-19 pandemic. It is a partnership that will greatly benefit Head Start families as food access is one of the top 3 highest areas of need based on the SNIPS survey. Additionally, they also offer ESL classes and operate a clothing bank. With the partnership, many Head Start families can access multiple services and in return, they can refer their clients to SETA Head Start.

#### *Support for strengthening parenting skills*

- SETA promotes to all parents the opportunity to participate in Ready Rosie, an online parenting resource. This program year, 71% of families consistently accepted the Ready Rosie invitation and there is an average of 200 views of parenting videos per month.
- The program provides opportunities for parents to take part in governance and leadership development via the Parent Advisory Council (PAC) and Policy Council (PC) and staff actively recruit parents to join.
- There is a plan in place return to in-person parent meetings which will include a parent curriculum activity tied to the classroom themes while also offering opportunities for parents to connect while doing a fun activity. Parent meetings also provide information on many parenting topics.
- Three staff have been trained to provide Parent Café experiences. Two online pilot parent cafes were hosted this year. More parent cafes will be hosted that will provide opportunity for parents to socialize and discuss parenting topics.
- The Home Base program offers group socializations with activities and information valuable for parents.

#### *Staff Training and Professional Development*

- Thirty (30) Family Services Workers (FSW) have Family Development credential and 6 new staff are currently enrolled and will receive the credential.
- FSWs have been trained in the Family Partnership process and received the updated training power point as a reference.

- Regular training opportunities are offered to FSWs including the *Leadership Challenge* training, ChildPlus, eligibility training, and information on various community agencies and resources including programs administered by SETA Workforce department.

### ***Safe Environments, Health and Nutrition***

- Program has established a monthly Schedule of Preventive Maintenance for Safe Environments as a result of the Safe Environments review that was conducted in 100% of SETA classrooms in fall 2022. This allows program to keep track and monitor the environmental repairs and ensure timely preventive maintenance occurs at centers.
- Agency has an increased capacity to support staff wellness by providing regular staff training and professional development in the areas of mental health including access to counseling and other types of resource and support. All mandated yearly training on Child Abuse Training for Mandated Reporters, Safety and Supervision Protocol, Integrated Pest Management, Safe Environments, Personal Rights, and Health Practices were completed.
- The agency has formed a Health and Services Advisory Committee (HSAC) with new members this program year. There are currently 17 active members that include participation from parent volunteers, delegates and grantee provider partners, internal staff, and community health professionals with representation from local universities and Sacramento Department of Public Health. They developed the COVID-19 Mitigation policy and procedure that was adopted countywide.
- To further expand service to mitigate infection at centers and in the administrative office, the agency formed new partnerships with California Department of Public Health COVID Task Force and the Sacramento County Department of Public Health Immunization Assistance Program. With this partnership, the agency is providing COVID-19 vaccinations and booster shots to children 6 months and older, COVID-19 testing and other childhood immunizations countywide. To date, more than 15,000 home tests have been distributed countywide. Since September 2022 when the clinics started, 163 families from SETA, Delegates and Partners have received services. With the partnership, SETA has also started tracking children who have received COVID-19 vaccination and boosters. Currently, the immunization rate for children in preschool is 98% which is 1% higher than last year. EHS immunization rate is 81% which is 4% higher than last year.
- Results of the unannounced safety and supervision visits are being utilized to guide and tailor child supervision training and follow-up.
- In food services, the agency has continued to expand its menu to incorporate more cultural foods and other preference diets, such as vegetarian meals. The goal is to expose children to new food items and create a more inclusive experience for children from different ethnic backgrounds. The new partnership with UC Davis Cooperative Extension CalFresh Healthy Living program enhances the food and nutrition education to staff, enrolled children and their families in the areas of communicable disease prevention, healthful food choices awareness and childhood obesity prevention. This is done through access to trainings, curriculum, materials and resources for family and center use. In February 2023, the program launched a food tasting curriculum that allows children and

staff at the centers to be introduced to new foods. The information of the activity is sent home to the parents.

- The program accommodates medical, religious, and cultural diets. To this date, 306 special diets for 11% of children enrolled in HS/EHS programs have been accommodated. Of these, 44% are medical diets and 87% of these diets require emergency allergy prevention medication. The program is in the process of hiring of second Registered Dietitian consultant to meet the demand of attending to children with food allergies which are expected to increase next year.
- Currently the program has 355 children with health care needs in which 203 children have medications. The program is continuing efforts to increase the percentage rate of children who need treatment to receive it from their medical provider. The Health Nutrition Services unit now follows up on all failed screenings which was previously assigned to Family Service Workers and Home base staff. As the Specialists follow up with parents, they incorporate health education with emphasis on seeking follow up treatment from provider on health and dental concerns.
- New partnerships with community groups and providers were developed to provide services, resources and information. Consultants and Student Interns helped families to navigate specialized health, dietetic and mental health services for their children and pre and postnatal consultations to pregnant mothers. The program is also forming a new partnership with College of Dental Medicine, California Northstate University to provide virtual dental and mobile dental clinics targeting EHS and Home base participants to start in 2023-2024 program year.
- There is an increase in the number of interns from 16 to 18 student nurses from UC Davis Betty Irene Moore School of Nursing. Additionally, the agency welcomed back three California, State University of Sacramento BSW dietetics student interns and is currently working on extending an opportunity to an MPH graduate to assist with the COVID-19 mitigation education for parents.
- Consultants have returned to in-classroom screening of children. To date, the hygienists from the Early Smiles Sacramento Program have screened 1,171 children (940 preschool/231 EHS). They have also provided 1,336 fluoride varnishes to 1,056 preschool and 280 EHS children.
- New positions/staff have been added to help manage, monitor health outcomes and provide necessary supports to center staff and families at certain Head Start locations/neighborhoods that are disproportionately experiencing challenges in obtaining medical screenings. The Health and Nutrition Coordinator (HNC) monitors and analyzes health data to address low completion rates of up-to-date age-appropriate screenings as reported on agency's Program Information Report (PIR). In October 2022, the SETA implemented an enhanced countywide internal monitoring process to improve accountability. PIR report is generated at the beginning of each month to monitor identified health screenings. The HNC provides guidance to agency-specific health staff on areas that are lagging and provides the training on how to perform data audit. HNC creates a plan for improvement that involves providing feedback to SETA CFS Units and a customized training according to agency trends. At the end of the month the HNC generates the report to see improvement. If there is no improvement, the HNC follows through with supervisors with an action plan set addressing the issues. Since October when this process was started, there has been an improvement in the completion as

preschool percentage for up-to-date screenings improved, from 23% to 35% in March 2023. For EHS, it improved from 9% to 19% up-to-date screenings. In 2023-24 the agency will focus on addressing the low completion rates of blood lead tests and physical exams in EHS

- In February 2023, SETA piloted the use mobile devices in the home-based program that allowed staff to enter data in real time via ChildPlus online platform during their home visits The program is planning to increase efficiency in data entry by expanding the use of uploading health and dental records by the Family Service Worker during the enrollment interview with parents.
- There is evidence of regular communication and collaboration between program units, outside health professionals and parents. Collaboration amongst units occurs to provide and expand projects, enhance services, and extend resources. At the centers and in home-based program, there is collaboration between parents and staff to deliver services and help disseminate information about Head Start services.

### ***ERSEA***

- Despite the staffing issues that force the program to cap enrollment in order to maintain the required staff: child ratio, there has been a 20% increase in SETA-Operated Program (SOP) enrollment since August 2022 when current program year began. By the end of month January 2023, SOP enrollment was at 90% for HS and 90% for EHS if classes were not capped due to staffing
- Program continues to actively recruit and market the program using various strategies:
  - Recruitment staff attends community events to present Head Start services to various community partners.
  - Use of electronic flyers that detail services provided to the following: Sacramento Food Bank, Sacramento Libraries, Transitional Shelters, and Sacramento Crisis Nursery.
  - Rolled out a Head Start Awareness media campaign including a commercial, a renewed contract for two DMV location ads, updated webpage, and social media campaign. Banners are prominently hung at each Head Start location.
  - Rebranding of program flyer to include SNAP as a qualifying eligibility and a QR code that allows potential families to scan with their phone.
- Policy and procedures are in place to determine and verify program eligibility. Internal monitoring of child and family enrollment eligibility is occurring to ensure all required documentation is kept and maintained. Required eligibility training is occurring at least annually and whenever there are updates to enrollment procedures.
  - Each child enrolled in SETA Head Start has an eligibility determination record that contains all the pertinent information related to the child and his/her participation in Head Start. This confidential information is maintained in a locked file cabinet.
  - The verification process is twofold as once it is completed at the center level or in home-base option, by Family Services Workers (FSW) or Home Base Visitor (HV) all applications are again reviewed by the ERSEA Program Analyst at the Administration office.

- FSW/HV enrolling the child/family fills in the appropriate source document used to verify income on the Head Start application, sign the form, and indicate the date when income was verified/eligibility was determined.
- Head Start application, Eligibility Verification Form (EVF), verification of Eligibility documents is also maintained electronically within ChildPlus Management Software.
- Annual ERSEA training were completed (8/26/22; 11/21/22; 12/12/22) Staff that make eligibility determination is trained within 90 days of starting position. Governing Board and Policy Council members are trained on ERSEA within 180 days of new program term.
- Enrollment staff receive Family Development Credential training that support interviewing families in a sensitive and culturally respectful manner.
- The program utilizes the annual Community Assessment to determine updates to Sacramento Countywide Selection Criteria that allows programs to efficiently contact and enroll the number of potentially age and income eligible children, expectant mothers, homeless children, children in foster care, and children with disabilities.
  - ChildPlus Eligibility Criteria and Countywide Selection Criteria are aligned and used as a scoring mechanism.
  - Update to Eligibility to include SNAP as a recognized form of public assistance Revised Head Start Application to include SNAP as automatic eligibility (2/2023)
- Policies and procedures are in place regarding the enrollment of families that exceed the HS income eligibility and the program maintains enrollment of over-income families under required threshold.
  - FSW/HV are provided procedures to guide enrollment of participants whose families do not meet the criteria, but are part of the Additional Allowances.
  - FSW/HV/Delegates/Partners submit a Head Start Enrollment Waiver Request with all supporting eligibility documents. ERSEA Program Officer approves requests that meet the criteria for Additional Allowances.
  - On a quarterly basis, reports are provided to Delegates and Partners to keep them apprised of their individual totals.
  - SOP currently does not exceed the 10% limit/allowance for over-income enrollment threshold. Countywide including the Delegates/Partners, program is currently at 8%. For the additional 35% allowance for enrollment of families with incomes that fall between 100% and 130% of poverty income threshold, SOP has not exceeded the limit and as a county, program is currently at 8%.
- Program is actively working on attendance promotion through collaboration between ERSEA staff, teaching staff, Site Supervisors, Family Service Workers and families to fully implement the attendance policy, individually reaching out to an absent child's family to ensure their health and safety. Staff will engage with family and provide the encouragement and support needed for their child to go to school. Monthly reminders are sent by ERSEA Program Officer to Site Supervisors to review attendance; parents are provided handouts on benefits for regular attendance.
- 100% of SOP classrooms use ChildPlus Attendance application module on an iPad to record daily parent sign-in and out and meals. This allows program to collect up-to-date attendance data that can be analyzed per individual child, class, center and program.

## ***Governance***

- Program provides adequate training to PAC, PC and Governing Board Members pertaining to Head Start and their board roles and responsibilities. Orientation training with the new Governing Board Member has taken place. Required training for PAC/PC are scheduled.
- Regular and consistent communication with the boards are evident. PAC/PC and Board meeting agendas, meeting minutes and required monthly program and fiscal reports are distributed timely per PC/PAC By-laws, Head Start Performance Standards and the Brown Act.
- PAC/PC parents are passionate about the program and are eager to learn program operations.
- Parents are actively involved in PAC/PC meetings and in decision-making.
- PAC/PC parents demonstrate and encourage positive team work.

## ***Fiscal***

- Excellent oversight over budget areas and budget preparations.
- Fiscal and program teams work and communicate well together.
- Strong internal controls system. No Internal Control/Financial Findings relating to Financial Audit
- Policies in place for staff to properly utilize COVID-related funds. Ongoing training and communication with CFS staff to identify properly charged COVID-19 charges and procurement.
- Good communication, timesheet instructions and support and implementation of the new payroll system in tracking time properly.

## ***Human Resource (HR)***

- Successful ratification of 2022-2025 labor agreements with AFSCME & SETA
- Updated HR procedures that increased efficiency in recruitment, screening and selection. These include:
  - Variety of job posting boards (Indeed, ZipRecruiter, Craigslist, Child Action, HS Jobs, etc.)
  - Virtual and online options for screening, testing and interviewing
  - Improved accommodations for applicants with disabilities
  - Thorough and unbiased step-by-step screening process
  - Staff's excellent skills in catching application inconsistencies with regard to background check and health screening procedures
- PC & PAC members continue to be involved in the hiring process
- One job specification was successfully updated to reflect the position's job duties and responsibilities
- Increased flexibility with management in scheduling screenings and interviews, overall improvement in the communication system and increasingly collaborative relationship between Human Resource (HR) department and Management proved to be responsive to Head Start staffing needs as it resulted in:



- 14 new hires from the Job Fair hosted at SETA office in October, 2022
- 22 promotions from Child Care Teacher Assistants to Associate Teachers as a result of the successful apprenticeship program
- Consistent availability of substitute teachers with the success of Hub Sub program
- Improved New Hire Orientation including focused time on IIPP, safety, wellness, COVID protocols, DEI, labor union membership and a personal introduction to SETA by the Executive Director
- Kaiser Permanente has been added as one of the Pre-employment health screening providers leading to increased appointment availability to new hires
- Comprehensive COVID-19 Response including:
  - Vaccination requirements include documentation on file or medical/religious exemption on file
  - Mandatory testing at the start of each work week for staff with vaccination exemptions
  - Dedicated COVID-19 reporting system (email, respondent, processes)
  - Communication system for reporting reported cases and potential exposures
  - Tracking systems to facilitate contact tracing
  - Successful implementation of the California Supplemental Paid Sick Leave program
  - Updated Policies and Procedures for COVID-specific issues
- SETA Safety Committee and Wellness Committee was reinstated with new committee members and has actively been promoting worker safety to staff
- Promotion of Modern Health EAP program to make access to mental health and wellness resources easy to find and use
- Agency has a thorough Worker's Comp reporting procedure and strong relationship with provider
- Caught up on Bilingual Certification backlog to promote effective participation of bilingual children, families and staff

### **Summary of Program Growth Opportunities**

During the Self-Assessment process, teams identified areas for improvement and opportunities for growth. Areas of improvement do not necessarily indicate systemic issues and/or areas of non-compliance, but opportunities to improve program quality. Below is a summary of some of the highlighted areas. A complete Program Improvement Plan (PIP) with action steps, timelines, and staff responsible is attached.

#### ***Education, Mental Health and Disabilities***

##### ***Education***

###### ***Head Start/early Head Start Center-Based***

- Lack of staff /not all teaching positions are filled.

- There are time constraints in providing the necessary education training (CLASS, Creative Curriculum, Teaching Pyramid, Second Step, etc.) and for teaching staff to be able to attend all professional development sessions.
- Only one Teacher On Special Assignment (TOSA) is available for each Head Start and Early Head Start to provide on-site, peer coaching support. The need is greater and additional support will be beneficial.
- Some Creative Curriculum resources are not used by teachers in EHS. In preschool, it was observed that not enough materials were being rotated in the classroom to keep children interested and engaged.
- There was a weak fidelity finding for Lead Teacher Infant Toddlers (LTIT) providing Language and Literacy strategies in EHS. In preschool, there was an overuse of screen time observed during Creative Curriculum fidelity observation.
- Preschool and new teachers in EHS need training on developmentally appropriate practices in the areas of Literacy, Reading and Math. More training is needed on strategies in Science, Social Studies, the Arts and Technology.
- With the diversity of cultural backgrounds and languages spoken by children and families enrolled program, there is consistently growing need to have staff who speak different languages and trained to work with families from different backgrounds.
- Teachers are working with children at varying developmental levels and behaviors.
- The expectations of different Kindergarten teachers vary in different classrooms, schools and districts. Teacher's awareness of families' home schools in districts need to improve. Kindergarten classroom visits have decreased since COVID-19 pandemic.
- Site Supervisors without EHS background now supervise EHS classrooms. More training needed for supervisors to learn appropriate expectations to support LTIT's in the classrooms.

#### Head Start/Early Head Start Home Based Program

- As PAT curriculum is new for staff, they are still learning to navigate the online curriculum and resources available to them. There are continuing updates to the online resource portal that makes it difficult to navigate. The home visitors need to be intentional and focused in their planning that it requires a lot of time to prepare for weekly home visits.

#### ***Mental Health and Disabilities Services***

- Not all parents are aware of the services provided by the program's Intervention Specialists. Only parents who have referrals and/or receiving the services tend to know the services of Intervention Specialist. Even if children do not qualify for outside mental health and disabilities services, Intervention Specialists provide classroom support and intervention adapted for children who are demonstrating delays or may need support.
- Teachers did not always share the results of Ages and Stages Questionnaire (ASQ) developmental screening with parents (13% of 76 parent surveys).

- Lack of documentation that resources are given to parents for areas of the ASQ that show a concern,
- Some children not referred for failed ASQ's (20% of observation sample)
- Implementation of IFSP, IEP and IDP goals from lesson plans into actual classroom activities and interactions with children.
- For Teaching Pyramid Strategies, the areas that can be strengthened are: providing more visual displays of children's families, children helping move the visual schedules, staff using Positive and Descriptive Acknowledgment (PDAs) more frequently in their directives and PDA + in describing skills, behaviors and activities and setting clear expectations for children.
- The implementation of Second Step, a curriculum to support social-emotional development of children is not observed in all classes. More training and support needed for teaching staff to use the resources and incorporate the activities in the lesson plans and daily schedule.

### ***Parent and Family and Community Engagement***

- The inability to maintain full staffing makes providing quality parent engagement programming very difficult.
- The pandemic negatively affected the FPA goal setting process, and it has been slow for families and staff to start and engage in this activity. Parents and staff are returning to in person (of the 55 files reviewed 39 showed evidence of the goal setting process; however, only 14 showed evidence of the required follow ups)
- The return to in-person parent meetings has been delayed due to the lingering effects of the pandemic. This has made it difficult to do the parent curriculum activities.
- Parent Café experiences have been offered, but have not been well attended.
- FSWs have other extra duties outside of their data entry responsibilities. There are always changes or updates that requires new training for them that leaves less time to spend on parent engagement activities.
- Due to the lingering effects of the COVID-19 pandemic, SETA has not brought back the Parent Aide/Parent School Readiness Aid programs which provided parent engagement, child development training, and valuable work experience.

### ***Safe Environments, Health and Nutrition***

- Continuing staff turnover (especially of key staff that have most of the information about programs and services), disruption from staff re-assignments to cover other positions and lack of staff affect the timely delivery of service and creates the need for ongoing training.
- There is inconsistency and/or lack of job-specific training for new staff. Some units do not have a developed training plan for new hires. In many situations, staff is placed and begin working in a unit without the proper training due to pressing program needs because of understaffing.
- Delays in the completion and submission of required paperwork by staff from different program units affect children's school start date. An area of improvement is to increase overall accountability throughout program units.

- There are still not enough resources and services for mental health needs for enrolled children, families and staff. Since the beginning of pandemic, there has been a significant increase in mental health needs.
- Many community partner agencies have closed due to COVID-19 and there were no other agencies that replaced them to provide the services. This has led to existing agencies to set capacity limits to accessing resources and services.
- There is increased enrollment of children with developmental delays, diagnosed disabilities, chronic conditions or other need that requires specialty care. There is not enough trained staff with the specialized skills needed to serve the unique needs of children.
- There is not enough time allotted in a work year to complete all preventive maintenance of centers, to do self-review/monitoring of own work, or catch up on projects that need to be completed.
- Increase in costs of items needed for program services such as food and consumables, educational toys and supplies, furniture, cleaning products, etc. Additionally, there are also cost increases for emergency services for enrolled clients and staff wages.
- There is a need to update written policies and procedures to reflect current practices.

### ***ERSEA***

- The risk of not meeting funded enrollment continues to be a concern for the program due to the lack of teaching staff that limits some centers to enroll to capacity. In January 2023, 7 centers had classrooms capped, equivalent to 125 enrollment slots.
- The amount of caseload per Family Service Worker responsible for enrollment paperwork makes it difficult to carefully review all aspects of each child file for accuracy and timely recordkeeping. Additionally, they are often requested to assist in the classroom that keeps them from recordkeeping duties.
- There is need for continuous training, ongoing support and internal monitoring of enrollment files and ChildPlus data entry to support FSWs.
- Meetings across organizational units are infrequent and collaboration among units needs improvement. For example, Family and Engagement Program Officer and ERSEA PO do not regularly share with each other their findings of file review monitoring and ChildPlus audit. It will be helpful for Family Engagement POs and ERSEA PO to share monitoring results and develop together the type of specific feedback to FSWs in order to correct repeated errors and to verify that corrections have been made.
- The following are the areas of enrollment recordkeeping that need improvement:
  - Data entry of families who use TANF, SNAP, SSI authorized public assistance program document as proof of income is not consistently being assigned the appropriate categorical eligibility status in ChildPlus (i.e., Public Assistance categorical eligibility) as the basis of enrollment.
  - When families complete the Pre-Family Application during the online inquiry, program staff do not update the information in ChildPlus to match the enrollment eligibility.
  - ChildPlus waiting list procedure is not consistently being followed. FSW are not actively communicating with families on the waitlist to ensure timely exchange of

information regarding application status, enrollment documents, enrollment appointments, waiting list status, including over income families.

- Recent review of Head Start applications across 4 sites highlighted systemic errors (applications incomplete and/or inaccurate) in 3 of the 4 sites.
- Families remain on the waiting list longer than expected. FSWs do not routinely review families in “New” tab and follow up to collect documents.
- The Enrollment phone line needs a designated staff member to ensure follow-up happens who submit enrollment inquiry through the system.
- Enrollment staff continue to use outdated forms when advised to purge old forms and use forms from website.
- Disruption from COVID-19 continues to affect attendance in center-based classrooms. From August 2022 to February 2023, 59% of enrolled children in preschool and 61% in EHS were classified to be in the Severe Chronic Absence category, defined by Attendance Works as missing 20% or over of school days. 25% in preschool and 26% in EHS were in the Moderate Chronic Absence category (missed 10-20% of school days) and only 16% in preschool, 13% in EHS in Not Chronically Absent (missed less than 10% of school days).
- Site Supervisors/Teachers at 38% of sites fail to record attendance daily or use accurate attendance codes according to Attendance Policy and Procedure.
- Across all sites, Attendance conference meetings are not being conducted with families that have children who are chronically absent.

### ***Governance***

- Recruitment of parents to join Parent Advisory Council (PAC) /Policy Council (PC) remains a challenge. Not all centers have a PAC representative. Currently, only 41% of positions are filled and there are 29 unfilled or vacant.
- Parents at the centers are not aware of a PAC Representative and opportunity to serve in the PAC.
- Although SETA Policy Council is able to meet its quorum at meetings, parent attendance is only at 40%.
- Staff turnover and staff retention in SETA and Delegates that support governance functions. There are new staff to train on the shared governance system at Head Start

### ***Fiscal***

- Transition to ADP, the agency’s new payroll, benefits and human resource administration system experienced initial challenges in its rollout, particularly in getting new staff trained in understanding and using the new payroll system.
- Challenges of training new staff due to turnover both at SETA and delegate agencies.
- Challenges in Inventory Count, there is need to tighten up controls over Inventory Counts.

## *Human Resource (HR)*

- Ongoing challenge to fill Head Start openings due to continuing staff turnover in these positions: Teachers, Associate Teachers, On-call Cook/Drivers and Substitute Teachers.
- Due to increased staffing needs in the classrooms, some paper screening procedures were bypassed to provide flexibility to applicants in the apprenticeship program that led to more delays.
- Human Resources department also experienced reduced staffing and challenges in filling in the vacancies impacting the timeliness of background screenings. Additionally, HR Department is now comprised of many new members with new perspectives but loss of seasoned staff also meant loss of information
- Limited pool of parent volunteers to participate in the hiring process
- Transition to a new payroll, benefits and human resource system, ADP was challenging:
  - Payroll implementation was first to complete, then Benefits, then ACA (Affordable Care Act)
  - Benefits module roll out was a challenge during Open Enrollment in October
  - Coordination with the County of Sacramento posed a challenge for benefits updates
  - Still need to roll out Recruitment, On-Boarding and Performance modules
  - Difficulty staying in contact with ADP customer support
- Disciplinary documentation and action are not happening consistently. This is an area for improvement regarding disciplinary action procedures training and implementation.
- Bullseye Performance Evaluation process is not user-friendly and is not being utilized optimally
- Increase in Worker's Comp claims due in large part to the return to post-pandemic return to in-person work
- Confusion regarding sick leave policies as a result of COVID ordinances and directives by Federal, State and local governments

**Sacramento Employment and Training Agency**  
**Children and Family Services Department**  
**Self-Assessment Program Improvement Plan (PIP)**  
**2022-2023**

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
<b><i>EDUCATION, DISABILITIES AND MENTAL HEALTH - SYSTEMS, SERVICES AND STAFF DEVELOPMENT</i></b>				
Continue to roll out Apprentice program and provide additional training to teachers who mentor the participants.	Education Program Officers, Education Coordinator	Summer 2022	25 Apprentices have completed the units needed to promote up to AT1 positions; By summer 2023, most will earn 12 units	Ongoing
Continue TLC peer coaching. <ul style="list-style-type: none"> <li>○ Schedule Train the trainer TLC group and Practice Based Coaching for Site Supervisors</li> <li>○ Form domain-specific (Math, Science, Literacy) TLC groups and link content from volumes of Creative Curriculum volumes.</li> </ul>	Education Coordinators, Education Program Officers	September 2022	4 sessions and resource binder provided; Next steps include identifying 5 on the floor/5 off the floor Supervisors (SS) to take part in TCL/PLC (Professional Learning Communities) with focused on Math/staff coaching skills	New Site Sup Series completed in November 2022  PLC for SS to begin fall 2023
Continue to provide support to implement Creative Curriculum (CC) fidelity. <ul style="list-style-type: none"> <li>○ Roll out the sixth edition of the Creative Curriculum, introduce Studies and Project work as a pilot. Work with teachers in pilot to determine what works and what modifications need to be made before sending to all.</li> </ul>	Education Program Officers for each region  Education Coordinator	April 2023	Hire trainer on 6th edition of CC; Identify teachers to take part in pilot; Provide 6th Edition Training for all PO's, Coordinators and pilot teachers; Observe, consult and meet with pilot group;	Ongoing Additional pilot groups to begin in winter 2024

**Sacramento Employment and Training Agency**  
**Children and Family Services Department**  
**Self-Assessment Program Improvement Plan (PIP)**  
**2022-2023**

<ul style="list-style-type: none"> <li>○ Research GLAD and SEAL programs to determine best approach to Increase strategies and materials for children who are dual language learners.</li> </ul>			Revise implementation as determined.	
<p>Continue with Math and STEM curriculum enhancement.</p> <ul style="list-style-type: none"> <li>○ Send additional SETA teachers to Region 9 STEM Institute. Follow up with a teachers’ training teachers’ event.</li> <li>○ Develop special math areas.</li> <li>○ Continue Math program with West Ed</li> </ul>	Program Officers, Education Coordinators	March 2023	11 classroom-based education team and 5 from Home Base attended STEM Conference; 4 SETA Teachers presented and/or spoke at Curriculum Fair; Recommend STEM conference trainers for Summer Series (Embed STEM materials/experiences emphasis math, into all areas of the classroom)	Ongoing
Provide cultural sensitivity training to increase knowledge of teaching strategies to serve diverse populations.	Education Coordinator	February 2023	In person on-site training and library provided with more to come; Additional trainers for Summer Series	March 23-26, 2023



**Sacramento Employment and Training Agency**  
**Children and Family Services Department**  
**Self-Assessment Program Improvement Plan (PIP)**  
**2022-2023**

Provide more transition resources by sending new Kindergarten library and resources to sites.	Education Coordinator Unit	February 2023	Classroom/Home Kinder transition libraries provided w/ on-site training	Ongoing
EHS and Preschool teachers to attend joint trainings with a focus on “Young Children” using a developmental approach instead of separate sessions by age group.	Education Coordinator Unit	February 2023	Planning stage	Ongoing
Review procedure on ASQ Developmental Screenings and train staff: <ul style="list-style-type: none"> <li>○ During the initial home visit, after the ASQ results are shared, have parents sign that they received the results.</li> <li>○ Follow up is documented on the ASQ results page. Staple a copy of any resources provided to parents behind the ASQ packet. Document in the family contact.</li> <li>○ Provide topic of the month trainings throughout the school year to be reviewed during the monthly site meetings. Topics will include an ASQ refresher training on when to refer a child.</li> </ul>	Education Program Officers	December 2022	All staff have been trained to current date; New staff will be trained as they come aboard.	Ongoing
Promote parent awareness of services provided by Intervention Specialists. During the initial home visit provide the name and number of the Intervention Specialist and an overview of what services they offer to parents.	Education Program Officers	Aug 2023	Develop form	Aug 2023
Continue to provide Teaching Pyramid cohorts.	Education Coordinator	Sept. 2022	Ongoing	May 2023
Provide Second Step curriculum trainings.	Education Coordinator	April 7, 2023	First Friday, SS’s will conduct training; Ongoing training as new staff come aboard.	Ongoing

**Sacramento Employment and Training Agency**  
**Children and Family Services Department**  
**Self-Assessment Program Improvement Plan (PIP)**  
**2022-2023**

<i><b>PARENT AND FAMILY AND COMMUNITY ENGAGEMENT – SYSTEMS, SERVICES AND STAFF DEVELOPMENT</b></i>				
<p>Restructure the FPA process and adopt the use of Child Plus in order for tracking and monitoring to be done easily.</p> <p>Use the SNIPS (online needs assessment that can be completed with the family at enrollment) survey/ to collect strengths and needs at enrollment which will also allow for easy data aggregation and individualizing parent programing as well as referrals.</p>	Program Officers	August 2023		
<p>Provide a refresher training on in-person parent meetings and parent curriculum activities.</p> <p>Schedule in-person parent meetings and include engaging and fun activities that are aligned with classroom activities that are based on the curriculum and the PFCE Framework.</p>	Program Officers Education Coordinator	April 2023		
Continue efforts to fill vacant positions and retain staff.	Human Resource Department	On-going		
Plan to advertise Parent Café differently to attract parents to participate. Rather than targeting the entire agency to participate, narrow down to one or two sites at a time.	Parent Café trainers	May 2023	Trainers have met and are working to identify sites for parent café roll-out	
Re-evaluate FSW duties, establish priorities and revisit a return to a heightened focus on Family Engagement.	Program Officers	June 2023		
Bring back the Parent Aide/School Readiness Aide Programs that will provide help in the classrooms.	Program Support Manager Program Officers	August 2023		

**Sacramento Employment and Training Agency**  
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**2022-2023**

<i><b>SAFE ENVIRONMENTS, HEALTH AND NUTRITION – SYSTEMS, SERVICES AND STAFF DEVELOPMENT</b></i>				
<p>Work toward providing higher/more competitive wages to attract talent with degrees, certified and specialized skills, and to help with understaffing and selection of staff.</p> <p>With higher wages the agency can afford help with the demand of services that are needed to provide to enrolled families. Competitive and market wages will help with staff retention and recruitment.</p>	<p>Management</p>	<p>Ongoing</p>	<p>Currently in development</p>	
<p>Train staff consistently when hired. Standardized training with shadowing opportunities to support new staff succeed in new roles. This will also help with staff retention.</p>	<p>Safe Environments/ Facilities- Program Officer/Facilities Program Coordinator</p> <p>Food Services Unit- Manager and Program Coordinator</p> <p>Health/Nutrition Services (HNS) Unit- Manager and Health Coordinator</p>	<p>Ongoing</p>	<p>Currently in development for all units.</p> <p>Facilities team is currently working on a training manual.</p> <p>HNS has created a training schedule for new HNS, FSW, and Home-based (HB) staff. There is already a training manual for FSWs and HB staff. Training manual is in development for HNS and Coordinator.</p> <p>Kitchen revamped their staff handbook that has information about operations. They already have a current training schedule to use with new employees.</p>	

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**2022-2023**

			All units have ongoing training throughout the program year for various topics related to the work they do.	
Continue to build staff proficiency on how to use new technology to optimize its full capacity.	Management  HNS Team-Manager, Coordinators and ERSEA Program Officer	Ongoing	Management will continue to provide staff the necessary technology tools.  HNS team will work with ERSEA Program Officer as needed to update items in ChildPlus (CP) to implement a paperless system. HNS Coordinators will train all HN Specialists, FSWs and HB staff on how to use mobile CP and any new process in CP.	
Create opportunities for refresher mid-year to include new staff.	Safe Environments/ Facilities- Program Officer/Facilities Program Coordinator	Ongoing	Staff will create training opportunities when identified by staff or when it is evident that staff are not following the standard procedure.	
More training is needed for staff and parents on specialized services including trauma-informed care, physiological safety, dealing with stress and managing job functions.	Management and Supervisors in different SOP units.	Ongoing	Management has rolled out winter and summer training series that include trauma-informed care, physiological safety, dealing with stress and managing your job, or other related topics.	

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			<p>Unit supervisors are also in the process of developing additional training opportunities in self-care and wellness, and activities to build a sense of community among employees such as potluck events. Human Resource department/various units are providing mental health resources and information on community events.</p>	
<p>Provide additional time for work hours, if needed, to dedicate time for staff on catchup on outstanding work and updating policies and procedures.</p>	<p>Management and Supervisor</p>	<p>Ongoing</p>	<p>Management has created three optional opportunities for Child and Family Services (CFS) staff to work overtime to catch up on work.</p>	

**Sacramento Employment and Training Agency**  
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**Self-Assessment Program Improvement Plan (PIP)**  
**2022-2023**

<i>ERSEA – SYSTEMS, SERVICES AND STAFF DEVELOPMENT</i>				
<p>Create a Family Engagement/ERSEA /Health/Home Base Workgroup that includes different program content area staff to analyze current family engagement and ERSEA current practices, evaluate and determine needed changes</p> <ul style="list-style-type: none"> <li>• Families needing support and assistance to enroll into the program are not provided the appropriate help in understanding the application process and completing the required forms.</li> <li>• Waitlist Training scheduled for March 2023, to review waitlist process, sample of step by step family engagement, and request of eligibility documents.</li> <li>• Schedule guest services training for Enrollment staff to support family engagement with interview sensitivity to cultures.</li> </ul>	<p>Program Officers Education Coordinator</p>	<p>March 2023 and on-going</p>		
<p>Update and revise Policies and Procedures related to:</p> <ul style="list-style-type: none"> <li>• ERSEA Policy for Filing Vacancies in 14 days to align with Performance Standard 1302.15(a).</li> <li>• Agency actions taken against staff who intentionally violate federal and program eligibility determination regulations 1302.12(1-m) per Head Start Program Performance Standards</li> </ul>	<p>Program Officer Manager</p>	<p>Spring 2023</p>		
<p>Develop and implement a plan to support FWS with specific training needs and regular internal monitoring.</p>	<p>Program Officers Manager</p>	<p>Spring/Summer 2023</p>		

**Sacramento Employment and Training Agency**  
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<p>Support must also include providing reliable internet access at all centers.</p> <ul style="list-style-type: none"> <li>• Defined flow chart of what supports FSW's receive from CFS PO and follow up plans.</li> <li>• Continued refinement of the current monitoring system to align with the implementation of ChildPlus database.</li> <li>• Quarterly ChildPlus trainings sessions for FSW to support program-wide monitoring procedure as well as timelines, data entry requirements.</li> </ul>				
<p>Continue to improve on current recruitment, marketing plan and community outreach.</p> <ul style="list-style-type: none"> <li>• Increased community awareness of our prenatal to age 5 services. Hold Community Luncheon 2x/year for partners and the community with renewed emphasis on rebuilding partner relationships due to COVID.</li> <li>• Develop a systematic and individualized process to foster relationships with identified partners. Create an individualized service plan for targeted partners particularly immigration center and homeless agencies, special education, migrant populations, and health district for recruitment and enrollment of families and have a single point of contact for partner/community follow-up.</li> </ul>	<p>Program Officers  Manager  Education  Coordinator</p>	<p>Ongoing</p>		

**Sacramento Employment and Training Agency**  
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**2022-2023**

<b><i>GOVERNANCE – SYSTEMS, SERVICES AND STAFF DEVELOPMENT</i></b>				
Continue to evaluate and improve the recruitment plan for PAC/PC and incorporate different strategies to reach out to parents: <ul style="list-style-type: none"> <li>○ Hold brainstorming sessions with parents and staff</li> <li>○ Use family events at centers to recruit for PAC/PC</li> <li>○ Provide opportunities to attend a meeting and/or shadow a PAC Representative</li> </ul>	Governance/Family Engagement Coordinator	March 2023		
Provide more leadership training opportunities and activities to PAC/PC parents, including ways to participate in local boards and to volunteer in other community agencies	Governance/Family Engagement Coordinator	March 2023		
Continue to provide support and training to new Delegate Agency Governance staff	Governance/Family Engagement Coordinator	Ongoing		
<b><i>HUMAN RESOURCES– SYSTEMS, SERVICES AND STAFF DEVELOPMENT</i></b>				
Continued efforts to increase SETA agency visibility which also promotes staff recruitment efforts <ul style="list-style-type: none"> <li>○ New website and logo designs in the works</li> <li>○ Looking into increasing digital presence in social media (Facebook, Instagram, etc.)</li> </ul>	Human Resources Department & Uptown Media	March 2023	New marketing firm in process of developing updated logo and media presence	
With the return to in-person board meetings, actively communicate and engage with PAC and PC parents to increase interest in joining the pool of parent volunteers for SETA hiring process	Human Resources Department	March 2023		



**Sacramento Employment and Training Agency**  
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Develop and roll out ADP recruitment module to streamline the agency’s recruitment and application process, integrating it with payroll and benefits processes.	Human Resource Managers	April 2023	Payroll, Benefits and ACA modules complete. Beginning Recruitment	June 2023
Develop and roll out large-scale supervisory training to address the following topics: <ul style="list-style-type: none"> <li>○ Sick leave administration (excessive use, unplanned absence, patterns etc.) including changes in COVID 19 sick leave policies</li> <li>○ Safety initiatives and incident reporting</li> <li>○ Performance evaluation adherence/Use of Bullseye Performance Evaluation</li> <li>○ Disciplinary and performance documentation and corrective action documentation</li> <li>○ Harassment and discrimination</li> <li>○ Leave of Absence policy and procedure including FMLA, CFRA</li> </ul>	Human Resource Manager	April 2023	Training development in progress	May 2023
With the reinstated Safety Committee, continue to discuss and promote safety topics for office and early learning classroom and center environments through monthly safety education communication via email, onsite posters, webinars on wellness topics and catastrophe protocols.	Human Resource Manager	November 2022	Ongoing committee. Starting to recruit new members in March 2023 as well as developing subcommittees	Ongoing
With the addition of EAP vendor, Concern Health that is contracted with the City of Sacramento, actively promote to employees the resources to support mental health and wellness including financial, legal and crisis advice.	Human Resource Manager	February 2023	City of Sacramento is currently in contract negotiations with the provider.	Anticipated April 2023
Update Human Resource policies and procedures to reflect new federal and state laws and regulations that	Human Resource Managers		Policies and Procedures in process of being updated	May 2023

**Sacramento Employment and Training Agency**  
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**Self-Assessment Program Improvement Plan (PIP)**  
**2022-2023**

took effect January 2023 and inform employees on the updates.				
Update Job Descriptions as needed	Human Resource Manager	Ongoing	Job descriptions being updated as needed when posting updated positions.	Ongoing
Create a Toastmasters club charter to promote Professional Development	Human Resource Manager	April 2023	Set to begin charter in April. Meetings to be held bi-monthly.	Ongoing
<b><i>FISCAL– SYSTEMS, SERVICES AND STAFF DEVELOPMENT</i></b>				
Provide more trainings to staff when ADP system issues arise	Fiscal/Payroll Department	Ongoing		Ongoing
Coordinate Fiscal staff attendance in WIPFLI Conference and GASB trainings as well participation in GFOA, CSMFO organizations where SETA is a provider of fiscal trainings	Fiscal Department	Ongoing		Ongoing

## ITEM III-B - ACTION

### APPROVAL OF PROGRAM YEAR 2023-2024 HEAD START AND EARLY HEAD START REFUNDING APPLICATIONS

#### BACKGROUND:

This agenda item provides an opportunity for the Policy Council to approve the Program Year 2023-2024 Head Start/Early Head Start Refunding Application. The refunding application is for Year 4 of a 4-year funding cycle. Normally, Head Start grants are a 5-year funding cycle. However, due to a consolidation of the Head Start, Early Head Start and Child Care Partnership grants in 2021-2022, the funding cycle was shortened by one fiscal year, utilizing the funding cycle that would expire first. Should SETA require additional time to complete unfinished projects after the funding cycle ends on July 31, 2024, it may request a no-cost extension for up to 12 months to complete those projects.

A detailed Program Narrative is attached under separate cover. A few highlights for 2023-24 include:

Relinquished Enrollment Slots: Relinquishment of 156 Head Start enrollment slots by San Juan Unified USD Head Start and 20 Head Start enrollment slots by Women's Civic Improvement Center (WCIC) to the grantee. The slots will be redistributed to SETA-Operated Program and Sacramento City USD with a Head Start to Early Head Start Conversion request pending ACF approval. This relinquishment and conversions will be effective August 1, 2023.

Head Start–Early Head Start Enrollment Conversion: The SETA Operated Program will be requesting a Head Start-Early Head Start conversion, converting 328 Head Start (preschool) enrollment slots to 55 Early Head Start (infant/toddler) slots.

Extended Services: The conversion will also help expand part-day services to full-day services in five (5) Early Learning Centers (Freedom Park, Mather, Norma Johnson, North Avenue and Northview) and offer additional infant/toddler enrollment slots in high need, under-served communities. This expansion increases the number of Head Start full day classes from 77% in 2022-23 to 85% in 2023-24.

With the conversion:

- Five AM Head Start classes will extend operational hours from 4 hours/day to 6.5 hours/ day, displacing 100 PM enrollment slots.
  - With the high demand for longer hours and the low enrollment in afternoon (PM) sessions, increased operational hours will better meet family's needs and better align with elementary school schedules.
  -

**ITEM III-B - ACTION** (continued)

Page 2

- No current families will be displaced as a result of this change. Current children not transitioning to kindergarten will remain at the center with longer hours. Enrollment will be reduced through attrition.
- For families who chose to remain in part-day classes, a transfer to an alternate center in close proximity with part-day hours will be offered.
- The 100 displaced enrollment slots will be included in the conversion to 55 new infant/toddler slots at Illa Collins, Florin Grammar, North Avenue, Walnut Grove at SETA and Elder Creek, American Legion at Sacramento City USD.
- Changes will be effective in August 1, 2023.
- Some of the Head Start cost savings will be used to add additional intervention and monitoring support. Budget details can be found in the Budget and Budget Justification narrative.

New Head Start Locations – There are five (5) new Head Start locations proposed for the 2022-23 program year, including:

<b>Site Name Zip Code</b>	<b>Program/ Option</b>	<b>Agency</b>	<b>Funded Enrollment</b>	<b>Service Options</b>	<b>Unmet Need # of eligible children % unserved</b>
<b>American Legion</b> (95817)	EHS Center- based	Sacramento City USD	8	8 hours/day 5 days/week Year-round	275 94%
<b>Elder Creek</b> (95824)	EHS Center- based	Sacramento City USD	8	8 hours/day 5 days/week Year-round	602 92%
<b>Isador Cohen</b> (95820)	HS-TK- State	Sacramento City USD	5	6.5 hours/day 5 days/week Traditional school year	677 71%
<b>Mark Twain</b> (95826)	HS-TK- State	Sacramento City USD	5	6.5 hours/day 5 days/week Traditional school year	337 66%
<b>Markofer Elementary</b> (95624)	Part- Day Full Inclusion	Elk Grove USD	20	3.5 hours/day 5 days/week Traditional school year	323 62%
<b>Sierra Enterprise</b> (95826)	HS-State Full Day	Elk Grove USD	24	6.5 hours/day 5 days/week Traditional school year	337 66%

Total Funded Enrollment for 2023-24

Agency	Funded Enrollment 2023-2024	
	Head Start	Early Head Start
SETA Operated Program	1,544	699
Elk Grove USD	480	
Sacramento City USD	676	
San Juan USD	888	164
Twin Rivers USD	160	56
WCIC	100	
<b>Total</b>	<b>3848</b>	<b>935</b>

<sup>1</sup> Includes a pending HS-EHS conversion of 328 Head Start enrollment slots to 55 EHS enrollment slots

Services for the 2023-2024 program year will commence on August 1, 2023.

A detailed Program Narrative will be sent under separate cover.

RECOMMENDATION:

Approve the Program Year 2023-2024 Head Start and Early Head Start Refunding Applications.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

ITEM III-C - ACTION

APPROVAL OF THE SETA HEAD START AND EARLY HEAD START BUDGETS FOR PROGRAM YEAR 2023-2024

BACKGROUND:

This agenda item provides an opportunity for the Policy Council to approve the 2023-2024 Head Start and Early Head Start budgets. The budgets include Basic and Training and Technical Assistance (TTA) funding for the SETA Operated Program, its five delegate agencies, and two partners. The proposed budgets for 2023-2024, including a conversion from Head Start to Early Head Start, are as follows:

Head Start Basic (3848 children/families w/conversion)	\$51,023,498
Head Start Training and Technical Assistance	<u>\$ 527,209</u>
Sub-Total	\$51,550,707
Early Head Start Basic (935 children/families w/conversion)	\$13,835,234
Early Head Start Training and Technical Assistance	<u>\$ 280,063</u>
Sub-Total	\$14,115,297
 TOTAL	 <u>\$65,666,004</u>

A copy of the 2023-2024 Head Start and Early Head Start budgets for Basic and Training/Technical Assistance will be sent under separate cover.

Staff will be available to answer questions.

RECOMMENDATION:

Approve the Program Year 2023-2024 Head Start and Early Head Start Budgets for Basic and Training/Technical Assistance (TTA) in the amount of \$65,666,004.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

ITEM III-D - ACTION

APPROVAL OF THE 2023-2024 HEAD START/EARLY HEAD START  
PROGRAM OPTIONS AND CENTER LOCATIONS FOR  
SACRAMENTO COUNTY

BACKGROUND:

This agenda item provides an opportunity for the Policy Council to approve the program options and center locations for the SETA Operated Program and its delegate agencies for the 2023-2024 Program Year.

A detailed list of the program options and center locations is attached.

RECOMMENDATION:

Approve the Head Start/Early Head Start countywide program options and center locations for the 2023-2024 program year.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

## Program Options – Countywide 2023-2024

### Head Start

(Children age 3-5)

Agency	Programs with 5 Days/Week						Programs with 4 Days/Week				Home-base	TOTAL	
	Year Round					Traditional School Year		Year Round		Traditional School Year			
	4 hrs/day	6.5 hrs/day	7 hrs/day	8 hrs/day	9 hrs/day	6 hrs/day	6.5 hrs/day	6.5 hrs/day	3.5 hrs/day	6.5 hrs/day			7.5 hrs/day
<b>SETA</b>	280	180		260	220		64	140	40	240		120	<b>1,544</b>
<b>Elk Grove USD</b>						240			240				<b>480</b>
<b>Sac. City USD</b>		48	48				580						<b>676</b>
<b>San Juan USD</b>							888						<b>888</b>
<b>Twin Rivers USD</b>										160			<b>160</b>
<b>WCIC</b>											100		<b>100</b>
<b>TOTAL</b>	<b>280</b>	<b>228</b>	<b>48</b>	<b>260</b>	<b>220</b>	<b>240</b>	<b>1,532</b>	<b>140</b>	<b>280</b>	<b>280</b>	<b>100</b>	<b>120</b>	<b>3,848<sup>1</sup></b>

<sup>1</sup> Includes HS-EHS enrollment slot conversion (pending ACF approval)

### Early Head Start

(Children age birth - 3 and pregnant women)

Agency	Programs with 5 Days/Week						Home-base	TOTAL
	Traditional School Year			Year Round				
	6.5 hrs/day	7 hrs/day	8 hrs/day	7 hrs/day	8 hrs/day	9 hrs/day		
<b>SETA</b>			18		223	109	349	<b>699</b>
<b>San Juan USD</b>		32		48			84	<b>164</b>
<b>Twin Rivers USD</b>	56							<b>56</b>
<b>Sac City USD</b>			16					
<b>TOTAL</b>	<b>56</b>	<b>32</b>	<b>34</b>	<b>48</b>	<b>223</b>	<b>109</b>	<b>433</b>	<b>935<sup>1</sup></b>

<sup>1</sup> Includes pending HS-EHS conversion (pending ACF approval)



**SACRAMENTO COUNTY HEAD START AND EARLY HEAD START SITE LOCATIONS 2023-2024**

**SETA OPERATED  
HEAD START PROGRAM  
Funded Enrollment:  
1544**

**Administrative Office:**  
925 Del Paso Blvd.,  
Suite 100  
Sacramento, CA 95815  
(916) 263-3804

**16<sup>th</sup> Avenue**  
4104 Martin Luther King Jr.  
Blvd.  
Sacramento, CA 95820

**Alder Grove ELC**  
816 Revere Street  
Sacramento, CA 95818

**Bannon Creek**  
2775 Millcreek Drive  
Sacramento, CA 95833

**Bret Harte**  
2761 9th Avenue  
Sacramento, CA 95818

**Bright Beginnings**  
10487 White Rock Road, P52  
Rancho Cordova, CA 95670

**Capital City**  
7220 24<sup>th</sup> Street  
Sacramento, CA 95822

**Collis P Huntington**  
5917 26th Street  
Sacramento, CA 95822

**Crossroad Gardens**  
7322 Florinwood Drive  
Sacramento, CA 95823

**Dudley**  
8000 Aztec Way  
Antelope, CA 95843

**Elkhorn**  
5249 Elkhorn Blvd.  
Sacramento, CA 95660

**Florin Grammar**  
8383 Florin Road  
Sacramento, CA 95828

**Franklin**  
6929 Franklin Blvd.  
Sacramento, CA 95823

**Freedom Park**  
6015 Watt Avenue, Suite 5  
North Highlands, CA 95660

**Freeport**  
2118 Meadowview Drive  
Sacramento, CA 95832

**Fruitridge**  
5746 40th Street  
Sacramento, CA 95824

**Galt**  
615 2<sup>nd</sup> Street  
Galt, CA 95632

SETA Policy Council

**Grizzly Hollow**  
805 Elk Hills Drive  
Galt, CA 95632

**Hillsdale**  
5665 Hillsdale Ave., Bldg. 4  
Sacramento, CA 95842

**Hopkins Park**  
2317 Matson Drive  
Sacramento, CA 95822

**Job Corps**  
3100 Meadowview Road  
Sacramento, CA 95832

**Kennedy Estates**  
6501 Elder Creek Road  
Sacramento, CA 95824

**LaVerne Stewart**  
5545 Sky Parkway  
Sacramento, CA 95823

**Marina Vista**  
263 Seavey Circle  
Sacramento, CA 95818

**Mather**  
10546 Peter A. McCuen Road  
Mather, CA 95655

**Nedra Court**  
60 Nedra Court  
Sacramento, CA 95822

**Norma Johnson**  
3265 Norwood Avenue  
Sacramento, CA 95838

**North Avenue**  
1281 North Avenue  
Sacramento, CA 95838

**Northview**  
2401 Northview Drive  
Sacramento, CA 95833

**Parker Avenue**  
4516 Parker Avenue  
Sacramento, CA 95820

**Phoenix Park**  
4400 Shining Star Drive  
Sacramento, CA 95823

**Sharon Neese**  
925 Del Paso Blvd., Suite 300  
Sacramento, CA 95815

**Solid Foundation**  
7505 Franklin Blvd.  
Sacramento, CA 95823

**Spinelli**  
3401 Scotland Drive  
Antelope, CA 95843

**Strizek Park**  
3829 Stephen Drive  
North Highlands, CA 95660

**Walnut Grove**  
14273 River Road  
Walnut Grove, CA 95690

**SETA Home Base Program**

**ELK GROVE USD  
HEAD START  
Funded Enrollment:  
480**

**Administrative Office:**  
9510 Elk Grove-Florin Rd.,  
Room 214  
Elk Grove, CA 95624  
(916) 686-7595

**Charles E. Mack Elementary**  
4701 Brookfield Drive  
Sacramento, CA 95823

**David Reese Elementary**  
7600 Lindale Drive  
Sacramento, CA 95828

**Fouls Ranch Elementary**  
6211 Laguna Park Drive  
Elk Grove, CA 95758

**Franklin Elementary**  
5401 Dorsey Drive  
Elk Grove, CA 95757

**Florence Markofer  
Elementary**  
9759 Tralee Way  
Elk Grove, CA 95624

**Florin Elementary**  
7300 Kara Drive  
Sacramento, CA 95828

**Herman Leimbach  
Elementary**  
8010 Grandstaff Drive  
Room B2  
Sacramento, CA 95823

**Irene B. West Elementary**  
8625 Serio Way  
Elk Grove, CA 95758

**Isabelle Jackson  
Elementary**  
8351 Cutler Way  
Sacramento, CA 95828

**James McKee Elementary**  
8701 Halverson Drive  
Elk Grove, CA 95624

**John Reith**  
8401 Valley Lark Drive  
Sacramento CA 95823

**Maeola Beitzel Elementary**  
8140 Caymus Drive  
Sacramento CA 95829

**Miwok Village Elementary**  
10070 Lousada Drive  
Elk Grove, CA 95757

**Pleasant Grove Elementary**  
10160 Pleasant Grove School  
Road  
Elk Grove, CA 95624

**Prairie Elementary**  
5251 Valley Hi Drive

Sacramento, CA 95823

**Samuel Kennedy  
Elementary**  
7037 Briggs Drive  
Sacramento, CA 95828

**Sierra Enterprise  
Elementary**  
9115 Fruitridge Road  
Sacramento, CA 95826

**Union House Elementary**  
7850 Deer Creek Dr.  
Sacramento, CA 95823

**SACRAMENTO CITY USD  
HEAD START  
Funded Enrollment:  
676**

**Administrative Office:**  
Serna Center  
5735 47<sup>th</sup> Avenue  
Sacramento, CA 95824  
(916) 395-5500

**Abraham Lincoln**  
3324 Glenmoor Drive  
Sacramento, CA 95827

**Bear Flag**  
6620 Gloria Drive  
Sacramento, CA 95831

**Bowling Green - Chacon**  
6807 Franklin Blvd.  
Sacramento, CA 95823

**Bowling Green - McCoy**  
4211 Turnbridge Drive  
Sacramento, CA 95823

**Camelia**  
6600 Cougar Drive  
Sacramento, CA 95828

**Earl Warren**  
5420 Lowell Street  
Sacramento, CA 95820

**Edward Kemble**  
7495 29th Street  
Sacramento, CA 95822

**Elder Creek**  
7800 Lemon Hill Avenue  
Sacramento, CA 95824

**Ethel I. Baker**  
5717 Laurine Way  
Sacramento, CA 95824

**Ethel Phillips**  
2930 21st Avenue  
Sacramento, CA 95820

**Fr. Keith B. Kenny**  
3525 Martin Luther King Jr.  
Blvd.  
Sacramento, CA 95817

**Golden Empire**  
9045 Canberra Drive  
Sacramento, CA 95826

**SACRAMENTO COUNTY HEAD START AND EARLY HEAD START SITE LOCATIONS 2023-2024**

**H. W. Harkness Elementary**  
2147 54th Avenue  
Sacramento, CA 95822

**Hiram Johnson**  
3535 65<sup>th</sup> Avenue  
Sacramento, CA 95820

**Isador Cohen Elementary**  
9025 Salmon Falls Drive  
Sacramento, CA 95826

**James W. Marshall**  
9525 Goethe Road  
Sacramento, CA 95827

**John Bidwell**  
1730 65th Avenue  
Sacramento, CA 95822

**John Cabrillo**  
1141 Seamas Avenue  
Sacramento, CA 95822

**John Sloat**  
7525 Candlewood Way  
Sacramento, CA 95822

**John Still**  
2200 John Still Drive  
Sacramento, CA 95832

**Leataata Floyd**  
401 McClatchy Way  
Sacramento, CA 95818

**Lisbon**  
7555 S. Land Park Drive  
Sacramento, CA 95831

**Mark Twain Elementary**  
4914 58<sup>th</sup> Street  
Sacramento, CA 95820

**Martin Luther King Jr.**  
480 Little River Way  
Sacramento, CA 95831

**Nicholas**  
6601 Steiner Drive  
Sacramento, CA 95823

**Oak Ridge Elementary**  
4501 Martin Luther King Jr. Blvd.  
Sacramento, CA 95820

**Pacific**  
6201 41<sup>st</sup> Street  
Sacramento, CA 95824

**Parkway**  
4720 Forest Parkway  
Sacramento, CA 95823

**Peter Burnett**  
6032 36th Avenue  
Sacramento, CA 95824

**Susan B. Anthony**  
7864 Detroit Blvd.  
Sacramento, CA 95832

**Washington**  
530 18<sup>th</sup> Street

Sacramento, CA 95814

**Woodbine**  
2500 52<sup>nd</sup> Ave.  
Sacramento, CA 95822

**SAN JUAN USD  
HEAD START  
Funded Enrollment:  
888**

**Administrative Office:**  
5309 Kenneth Avenue  
Carmichael, CA 95608  
(916) 971-7375

**Arlington Heights**  
6401 Trenton Way  
Citrus Heights, CA 95621

**Choices Charter School**  
4425 Laurelwood Way  
Sacramento, CA 95864

**Coleman Elementary**  
6504 Beech Avenue  
Orangevale, CA 95662

**Cottage Elementary**  
2221 Morse Avenue  
Sacramento, CA 95825

**Coyle**  
6330 Coyle Avenue  
Carmichael, CA 95608

**Dyer Kelly**  
2236 Edison Avenue  
Sacramento, CA 95821

**Encina**  
1400 Bell Street  
Sacramento, CA 95825

**Garfield**  
3700 Garfield Avenue  
Carmichael, CA 95608

**General Davie Jr. Center**  
1500 Dom Way  
Sacramento, CA 95864

**Grand Oaks**  
7901 Rosswood Dr.  
Citrus Heights, CA 95621

**Howe Elementary**  
2404 Howe Avenue  
Sacramento, CA 95825

**Kingswood Elementary**  
5700 Primrose Drive  
Citrus Heights, CA 95610

**Lichen Elementary**  
8319 Lichen Drive  
Citrus Heights, CA 95621

**Mariposa**  
7940 Mariposa Avenue  
Citrus Heights, CA 95610

**Marvin Marshall**  
5309 Kenneth Avenue  
Carmichael, CA 95608

**Pasadena Elementary**  
4330 Pasadena Avenue  
Sacramento, CA 95821

**Ralph Richardson Elementary**  
4848 Cottage Way  
Carmichael, CA 95608

**Skycrest Elementary**  
5641 Mariposa Ave.  
Citrus Heights, CA 95610

**Sunrise Elementary**  
7322 Sunrise Blvd.  
Citrus Heights, CA 95610

**TWIN RIVERS USD  
HEAD START  
Funded Enrollment:  
160**

**Administrative Office:**  
155 Morey Avenue  
Sacramento, CA 95838  
(916) 566-3485

**Morey Avenue School**  
155 Morey Avenue  
Sacramento, CA 95838

**Oakdale Preschool Center**  
3708 Myrtle Avenue  
North Highlands, CA 95660

**Rio Linda Preschool Center**  
631 L Street  
Rio Linda, CA 95673

**Village Preschool Center**  
6845 Larchmont Drive  
North Highlands, CA 95660

**WOMEN'S CIVIC  
IMPROVEMENT CLUB  
HEAD START  
Funded Enrollment:  
100**

**Administrative Office:**  
W.C.I.C./  
3555 3rd Avenue  
Sacramento, CA 95817  
(916) 457-8661

**Playmate #1**  
3930 8th Avenue  
Sacramento, CA 95817

**Playmate #2**  
3555 3<sup>rd</sup> Avenue  
Sacramento, CA 95817

**SACRAMENTO COUNTY HEAD START AND EARLY HEAD START SITE LOCATIONS 2023-2024**

**SETA OPERATED  
EARLY HEAD START  
Funded enrollment:  
699**

**SETA Early Head Start  
Administrative Office:**  
925 Del Paso Blvd.,  
Suite 100  
Sacramento, CA 95815  
(916) 263-3804

**16<sup>th</sup> Avenue**  
4104 Martin Luther King Jr  
Blvd.  
Sacramento, CA 95820

**Alder Grove I/T**  
2640 A/B Muir Way  
Sacramento, CA 95818

**Bret Harte**  
2761 9th Avenue  
Sacramento, CA 95818

**Capital City**  
7220 24th Street  
Sacramento, CA 95822

**Collis P Huntington**  
5917 26th Street  
Sacramento, CA 95822

**Crossroad Gardens**  
7322 Florinwood Drive  
Sacramento, CA 95823

**Elkhorn**  
5249 Elkhorn Blvd.  
Sacramento, CA 95660

**Florin Grammar**  
8383 Florin Road  
Sacramento, CA 95828

**Freedom Park**  
6015 Watt Avenue, Suite 5  
North Highlands, CA 95660

**Galt**  
615 2<sup>nd</sup> Street  
Galt, CA 95632

**Grizzly Hollow**  
805 Elk Hills Drive  
Galt, CA 95632

**Hillsdale**  
5665 Hillsdale Ave., Bldg. 4  
Sacramento, CA 95842

**Hiram Johnson**  
3535 65<sup>th</sup> Street  
Sacramento, CA 95820

**Hopkins Park**  
2317 Matson Drive  
Sacramento, CA 95822

**Illa Collins**  
3530 41<sup>st</sup> Avenue  
Sacramento, CA 95824

**Job Corps**  
3100 Meadowview Road  
Sacramento, CA 95832

**Marina Vista**  
263 Seavey Circle  
Sacramento, CA 95818

**Mather**  
10546 Peter A. McCuen Road  
Mather, CA 95655  
**Norma Johnson**  
3265 Norwood Avenue  
Sacramento, CA 95838

**North Avenue**  
1281 North Avenue  
Sacramento, CA 95838

**Northview**  
2401 Northview Drive  
Sacramento, CA 95833

**Phoenix Park**  
4400 Shining Star Drive  
Sacramento, CA 95823

**Sharon Neese**  
925 Del Paso Blvd., Suite 300  
Sacramento, CA 95815

**Walnut Grove**  
14273 River Road  
Walnut Grove, CA 95690

**SETA/SCOE/ROCC EHS  
Home Base**

**SAN JUAN USD  
EARLY HEAD START  
Funded Enrollment:  
164**

**San Juan USD  
Administrative Office:**  
5309 Kenneth Avenue  
Carmichael, CA 95608  
(916) 971-7375

**Encina Infant/Toddler  
Center**  
1400 Bell Street  
Sacramento, CA 95825

**Fair Oaks Infant/Toddler  
Center**  
10700 Fair Oaks Blvd.  
Fair Oaks, CA 95628

**General Davie Jr. Center**  
1500 Dom Way  
Sacramento, CA 95864

**Marvin Marshall Toddler  
Center**  
5309 Kenneth Avenue  
Carmichael, CA 95608

**San Juan Infant/Toddler  
Center**  
7551 Greenback Lane  
Citrus Heights, CA 95610

**SJUSD EHS Home Base**

**TWIN RIVERS USD  
EARLY HEAD START  
Funded Enrollment:  
56**

**Administrative Office:**  
155 Morey Avenue  
Sacramento, CA 95838  
(916) 566-3485

**Morey Avenue School**  
155 Morey Avenue  
Sacramento, CA 95838

**Oakdale Early Learning  
Center**  
3708 Myrtle Avenue  
North Highlands, CA 95660

**Rio Linda Early Learning  
Center**  
631 I Street  
Rio Linda, CA 95673

**Village Early Learning  
Center**  
6845 Larchmont Drive  
North Highlands, CA 95660

**SACRAMENTO CITY USD  
HEAD START  
Funded Enrollment:  
16**

**American Legion**  
3801 Broadway  
Sacramento, CA 95817

**Elder Creek**  
7800 Lemon Hill Avenue  
Sacramento, CA 95824

ITEM III-E - ACTION

APPROVAL OF 2023-2024 TRAINING/TECHNICAL ASSISTANCE PLAN FOR THE SETA HEAD START AND EARLY HEAD START PROGRAM, AS ALIGNED WITH ESTABLISHED FIVE-YEAR GOALS AND OBJECTIVES

BACKGROUND:

This agenda item provides an opportunity for the Policy Council to approve the Program Year 2023-2024 Head Start/Early Head Start Training/Technical Assistance Plan (TTA) in the amount of \$527,209 for Head Start and \$280,063 for Early Head Start.

The TTA Plan was developed to ensure continued quality and improvement and to support training activities for staff and parent development. The Budget/Planning Committee met several times, including Head Start parents, Deputy Director/Children and Family Services, Head Start Managers, and the Governance/ Family Engagement Coordinator to provide input on the plan and correlating budget.

The Training and Technical Assistance Plan is attached.

RECOMMENDATION:

Approve the Program Year 2023-2024 SETA Head Start/Early Head Start Training/Technical Plan as aligned with established five-year goals and objectives.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

# TRAINING AND TECHNICAL ASSISTANCE PLAN 2023-2024

## **PHILOSOPHY**

SETA Head Start's program philosophy is based on the premise that all families share certain basic needs and that the Head Start population, in particular, can reap even greater benefits from a comprehensive service delivery system that ensures their needs are met. Our program mission is to improve the lives of low-income children by providing comprehensive child development services that are family focused, including education, health, nutrition, mental health and social services. SETA Head Start's goals are accomplished by involving parents in the complete operation and administration of the program and by supporting the growth of families and staff through the development of advocacy skills, enhanced self-esteem and empowerment. The overall goal is to develop a greater degree of independence among families and the decisions which impact their lives. Finally, SETA Head Start has established as its vision, "Touching Families, Making A Difference."

SETA continually strives to recruit, train and retain the highest quality staff. Ongoing training and technical assistance ensures that all staff are knowledgeable about the Head Start philosophy, goals and objectives, mission, values and Performance Standards of the Head Start and Early Head Start programs.

## **PLANNING PROCESS**

SETA employs a planning process to identify and accomplish the training and professional development needs of Head Start staff, parents, and delegate agencies. This process results in a T/TA Plan which carefully incorporates needs identified through PIR, OHS Monitoring Protocol, Self Assessment, Community Assessment, on-going monitoring results, Desired Results and Child Outcomes, as well as analysis of embedded program and operational reporting systems such as ERSEA reports, ADA reports, etc., and established countywide goals. Ultimately, under the direction of SETA's strong parent organizations (PC/PAC), specific dollars are allocated to these prioritized needs (see attached budget) to ensure staff, parents and delegate agencies receive the necessary training and professional development to move SETA's organization forward.

Several T/TA planning sessions take place in late winter. Participants in the T/TA planning include the SETA Leadership team, Policy Council and Parent Advisory Committee members and delegate agency directors. Participants share information about their community assessment results, Program Self Assessment, most recent ERSEA and health and child outcomes reports, i.e., DRDP-r. Participants identify program strengths and service gaps. A number of areas are identified through these meetings as priorities for T/TA and countywide goal statements are formulated.

Sub-committees which include staff, parents and countywide content coordinators update written program area plans and modify or develop policies and procedures for key management systems.

The Training and Technical Assistance Plan was the direct result of an exhaustive and highly collaborative partnership between Head Start Grantee staff, parents, and delegate agencies.

# TRAINING AND TECHNICAL ASSISTANCE PLAN 2023-2024

## **APPROACH TO TRAINING, TECHNICAL ASSISTANCE AND PROGRAM IMPROVEMENT**

Adjustments to the Training and Technical Assistance Plan (T/TA) proposed for PY 2023-2024 reflect the combined needs identified and prioritized by 1) parents on the Refunding Grant Application Planning Committee, 2) parents on the Budget/Planning Review Committee, and 3) the resulting goals established in the 2023-2024 Self-Assessment Action Plan through careful analysis of results from: PIR, Community Assessment, countywide goals, on-going monitoring, DRDP-r, and ERSEA reports.

A systematic approach was taken to ensure that our 2023-202 Self-Assessment Action Plan, and associated budget, would reflect current needs identified through a) on-going monitoring, b) PIR results, c) committee reviews of the existing T/TA Plan, as well as the continuing Five-Year Goals and Objectives.

The T/TA Plan was adjusted to align with The Five-Year Goals and Objectives, and the Self-Assessment Action Plan. Items which were modified on the current T/TA to support specific PIP goals are denoted with an asterisk \*.

## **OUTCOMES AND TIMETABLES**

Outcomes and timetable attainment of the Program Improvement Plan will be tracked and measured on a monthly basis. Leadership Team and Management meetings are conducted weekly with specific agenda content. Agendas will include status reports and check-ins on a bi-weekly basis. This process will allow for careful tracking of progress as it relates to timetables and outcomes attainment in the defined priorities and sub-groups: Early Intervention and Prevention; Record Keeping and Reporting; Planning; Communication; Human Resources/Staff Development/Training; and Health and Nutrition Services.

**TRAINING AND TECHNICAL ASSISTANCE PLAN  
2023-2024**

[NOTES LEGEND: M=Mandated; GNO= Goals and Objectives; PIP= Program Improvement Plan BP=Best Practice,

\$	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/ T & TA Budget Source		Notes
					HS	EHS	
Consultants will be used as subject-area experts to ensure that HS/EHS services are aligned with Performance Standards.	HS/EHS Staff	Consultants	Depending on the consultants used, staff will utilize the services of consultants to ensure best practices and adherence to Performance Standards are met. Consultants may also be used as a training resource for staff, and provide coaching when necessary.	Consultants will be scheduled as needed in the program year 2023-2024	\$8,000	\$1,000	BP
Parents will be recruited to train for a variety of apprentice type jobs, including working with facilities, office work, working in the kitchen.	HS/EHS parents	Head Start staff	HS/EHS parents will be offered the opportunity to learn skills, including soft skills that potentially may lead to permanent employment opportunities in the community.	October 2023 July 2024	\$6,000		BP
Workforce/Head Start Parent Tuition Reimbursement	HS/EHS parents	Approved vendors from Sacramento County	This reimbursement will be used for parents who request to attend a job training program and the cost is not fully covered by other providers. The expected outcome includes providing opportunities to enrolled HS/EHS parents to become job ready and to provide opportunities for increased	2023-2024	\$4,000	\$2,000	

**TRAINING AND TECHNICAL ASSISTANCE PLAN  
2023-2024**

			economic mobility.				
<b>Family Literacy Project</b>	HS/EHS parents	SS/PI Specialist	Parents will be given a book monthly along with activity sheets to do monthly with their child. Activity sheets will focus on literacy and math skills that parents can easily do at home with their child. The expected outcome will be increased literacy scores in children's assessment data, and increased knowledge about the importance of parent participation in school readiness activities	August 2023- July 2024	\$22,000	\$4,000	BP
<b>Parent Training</b>	PC/PAC HS/EHS Parents	Content Area Experts from Community	Parents will be offered a variety of workshops on topics they have requested including: Accessing Services for Children with Exceptional Needs, Financial Literacy and rent law, Toastmasters, and Mental Health/Trauma workshops.	August 2023- July 2024	\$ 5,000	\$1,000	
<b>5 Keys to a Loving Family</b>	HS/EHS Parents	Brian and Avery Experience	Parents will be given the opportunity to enroll in a 65-minute course that outlines the 5 keys to a loving family. This would be offered individually or held in group settings with activities and table discussions after the training.	August 2023- July-2024	\$6,664	\$2,000	
<b>Parents will have access to bi-annual training on disaster preparedness</b>	HS/EHS parents	Content Area Experts from Community	Parents will be given an opportunity to attend a workshop with content area experts such as representatives from Fire Department, County Health, Disaster Preparedness Division to work with parents to develop safety plans for their families and prepare for potential emergencies	November 2023 & May 2024	\$1,000		
<b>Ready Rosie</b>	HS/EHS Parents	Education	Two parent events will be offered	October 2023	\$2,000	\$1,000	



**TRAINING AND TECHNICAL ASSISTANCE PLAN  
2023-2024**

<b>Family Literacy Nights</b>		Coordinator and HS staff	around the ReadyRosie parenting curriculum and opportunities to engage in projects that reinforce literacy development in children birth-5 years old	March 2024			
<b>On-going training and conference opportunities and other resources</b>	EHS and HS staff	Trainers, conferences, and resources to be determined.	Staff will be offered the opportunity to engage in a variety of staff development activities with the expected outcome to include increased knowledge in the areas of school readiness, curriculum implementation, and improved CLASS scores.	August 2023-July 2024	\$20,000	\$4,000	M
<b>Teaching Pyramid</b>	HS Staff	Sacramento County Office of Education	Teaching Pyramid training will continue for HS staff in order to ensure best practices continue in the area of social/emotional support for HS children.	September 2023	\$6,000	QRIS	BP
<b>CLASS Observer Training/Coaching and CLASS certificates</b>	Grantee and Delegate staff	TeachStone	Teach Stone will be contracted to provide refresher training for HS staff on the use of the CLASS tool. The expected outcome includes increased confidence and knowledge in the areas that CLASS assess. Expected outcomes also include increased scores on classroom assessment evaluations and CLASS scores.	October 2023-April-2024	\$10,000		BP
<b>Learning Genie</b>	Grantee/ and delegate	SETA Staff	SETA staff will provide T/TA services to Delegate teachers. Allocated money will be used to buy licenses for the program. The expected outcome is a better alignment with countywide practice and more effective implementation of the DRDP for children's assessment.	August 2023	\$1,000		SA
<b>ECERS/ITERS</b>	HS/EHS Staff	Consultants	Consultants will be used to	November 2023	\$6,000	\$2,000	SA

**TRAINING AND TECHNICAL ASSISTANCE PLAN  
2023-2024**

<b>Observers</b>			independently assess HS/EHS classrooms using the ECERS and ITERS tool. Consultants will also provide reports to staff for continuous improvement and feedback.	2023- and on-going			
<b>Trauma Responsive Care Training</b>	HS/EHS Staff	Trainers, resources and coaching	To improve knowledge about trauma and its impact on young children's learning and development Understand how to use strategies that are sensitive to children who may have experienced trauma and that support the health, healing, resilience, and well-being of these children	September 2023 and ongoing	\$5,000	QRIS	SA
<b>Curriculum Focus- STEM</b>	HS Staff	SETA Staff	Staff will be given an opportunity to participate in on-going training in the area of STEM practices. Money will be used to provide materials for make and take and to enhance curriculum activities in the classroom.	To be determined	\$2,000		BP
<b>Coaching Companion</b>	Grantee Coordinators and TOSA'S	SETA Coordinators and First 5 staff	SETA staff will coach teachers across multiple topics using the online coaching platform. Funds will be used for training materials and consultants	August 2023 and ongoing	\$1,000		PIP
<b>CCEI Online Professional Development</b>	HS/EHS Staff	CCEI	This is a subscription service that allows teaching staff to engage in on-line professional growth opportunities.	2023-2024	\$2,000	1,500	
<b>QI Network</b>	QI Team for SETA	Quality Improvement Network	Staff will deepen their understanding of the practice of continuous quality improvement. Will become familiar with CQI tools and processes, and use these	August 2023- July 2024	\$20,000		BP

**TRAINING AND TECHNICAL ASSISTANCE PLAN  
2023-2024**

			tools for program planning and decision making.				
<b>ReadyRosie Parenting Curriculum</b>	HS/EHS staff and parents	Education Coordinator	All enrolled families in in the Grantee operated programs and partner programs will be sent invitations to activate a ReadyRosie account.	August 2023- July 2024	\$25,000		
<b>HOVERS Training</b>	Countywide staff refresher training	HOVERS Consultant	Homebased staff will be trained on the Home Visit Rating Scale that measures parent-child interaction and parent engagement.			\$5,562	
<b>Early Childhood Education Class</b>	HS/EHS staff and parents	Los Rios Instructor	Countywide staff and parents will be offered an on-site early childhood education class focusing on infants and toddlers. The expected outcome is a better prepared workforce and continuing professional growth opportunities. Parents who are interested in the field of ECE are encouraged to enroll in order to obtain ECE units and an opportunity to apply for AT vacancies.	August 2023- May 2024	\$8,000		
<b>Career Incentive Plan Funds</b>	HS/EHS Staff	Community College and Universities and Teacher Credentialing	Staff will have the opportunity to be reimbursed a set amount of money annually to continue their education and to keep up required teaching credentials.	August 2023- July 2023	\$15, 000	\$5,000	BP
<b>Class Reliability Training</b>	HS/EHS Staff	TeachStone	Teach Stone will be contracted to provide refresher training for HS staff on the use of the CLASS tool. The expected outcome includes increased confidence and knowledge in the areas that CLASS assess. Expected outcomes also include increased scores on classroom assessment evaluations and CLASS scores	Fall 2023	\$2,000		

**TRAINING AND TECHNICAL ASSISTANCE PLAN  
2023-2024**

<b>Countywide Home Visiting Conference</b>	Countywide Home Visitors	Consultants, content area specialist, community trainers	The expected outcome is increased confidence in their ability to provide home visiting services, to have an opportunity to learn best practices in the field and collaborate with one another,	Spring 2024	\$3,000	\$2,000	
<b>Delegate and Partner Support</b>							
Delegate Kick-off-	Delegate Staff	Grantee Content Staff	The expected outcomes include continued support on polices and procedures and monitoring processes between the Grantee and delegate and partner agencies.	November 2023	\$4,000		BP
Delegate T/TA	Delegate and Partner Support	Workshops, guest speakers, on-site/virtual training	Delegate Directors have identified a variety of T/TA needs including-Trauma Informed Care, Reflective Supervision, Equity Training, and attendance to various Head Start annual conferences.	August 2023-July 2024	\$5,000		
Language World  Interpretation Services for PAC and PC	PAC and PC Representatives	Language World	Providing written translation services and on-site interpretation services will expand access to families who would like to participate on PC or PAC, but English is not their first language.	August 2023- July 2024	\$10,000	\$1,000	
<b>Subtotal</b>					<b>\$199,664</b>	<b>\$32,062</b>	
Personnel Fringe Benefits	Countywide Training and Technical Assistance Support	Content Coordinators and Specialists	Grantee staff provides ongoing training and technical assistance to SETA Operated and/or delegate agency/partner staff. Training/Technical Assistance is provided upon request, as a result of monitoring outcomes and/or corrective action/program improvement opportunities.	August 2023- July 2024	\$138,699 \$80,931	\$123,699 \$72,178	
<b>TOTAL for SETA Operated Program</b>					<b>\$419,294</b>	<b>\$227,939</b>	

# Sacramento County Head Start and Early Head Start 5-Year Goals 2020-2025

## **Goal #1 – School Readiness**

Increase child outcomes by developing and strengthening Social/Emotional competencies, family partnerships and staff development.

## **Goal #2 – Health and Wellness**

Increase the health and well-being of children birth to age 5 by improving the number of children who are up-to-date on a schedule of age-appropriate preventive and primary health care.

## **Goal #3 – Attendance**

Improve the rate of attendance for children in the Head Start and Early Head Start program.

## **Goal #4 – Family Engagement**

Increase and promote parent and family engagement that is culturally responsive, reflective, and goal oriented in order to support families.

ITEM III-F - ACTION

APPROVAL OF SELECTION CRITERIA FOR ENROLLMENT IN  
HEAD START OR EARLY HEAD START PROGRAMS

BACKGROUND:

In accordance with Head Start Program Performance Standards (HSPPS), the Policy Council is required, on an annual basis, to review and approve the Countywide Enrollment Selection Criteria for prioritizing enrollment into the Head Start and Early Head Start programs. In Spring 2023, a team of countywide Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) stakeholders met to review and update the Head Start (preschool) Selection Criteria and the Early Head Start (infants/toddlers/pregnant women) Selection Criteria. As a result of the meeting, there were no recommended changes to either Criteria for the upcoming year.

A copy of each Selection Criteria is attached for review.

Staff will be available to answer questions.

RECOMMENDATION:

Approve the Head Start Enrollment Selection Criteria and the Early Head Start Enrollment Selection Criteria for Sacramento County as attached.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

## EARLY HEAD START SELECTION CRITERIA: SACRAMENTO COUNTY

**Unless otherwise indicated, all applicants must meet Head Start Family Income Guidelines**

**INSTRUCTIONS: Place an "X" by the highest applicable category on the scale (#1 being the highest).**

**The following criteria is to be used when prioritizing Waiting Lists for enrollment:**

- For #1-8, within the same priority ranking, selection is based on age, with the youngest child receiving priority.
- For #9-12, within the same priority ranking, selection is based on the application received first.
- If applications are received on the same date, selection for enrollment will be based on individual family needs.
- Center based availability to be determined by individual child's age and family need.
- For State Collaboratives, families must meet Early Head Start income and age requirements (unless waived) and State admissions priorities.

The Early Head Start program can consider individual child and family needs

- \_\_\_\_\_ 1. Transfer Early Head Start child within Sacramento County with documentation.  
(copy of Application and Eligibility Verification Form must be attached to wait list)
- \_\_\_\_\_ 2. Transfer homeless child or child in foster care from outside of Sacramento County\*  
\*(Now living in Sacramento County)
- \_\_\_\_\_ 3. Family with a child birth to 36 months of age with a current IFSP.  
(up to 10% may exceed Federal Income Guidelines) (waiver necessary)
- \_\_\_\_\_ 4. A previously enrolled child (who dropped on good standing)  
who requests to return to original agency within 60 days.
- \_\_\_\_\_ 5. Pregnant woman/parent/guardian with a child birth to 12 months of age having  
one or more documented family situations within the past year such as:
  - Abuse (physical, substance, sexual & emotional)
  - High Risk Pregnancy (includes moms >35 or <18)
  - Death of a parent/guardian, sibling
  - Parent with developmental delay or other disabling condition
  - Teen Parent
  - Homelessness
  - Foster care
  - CPS
- \_\_\_\_\_ 6. Pregnant woman/parent/guardian with a child 13 to 36 months of age having  
one or more documented family situations within the past year such as:
  - Abuse (physical, substance, sexual & emotional)
  - High Risk Pregnancy (includes moms >35 or <18)
  - Death of a parent/guardian, sibling
  - Parent with developmental delay or other disabling condition
  - Teen Parent
  - Homelessness
  - Foster care
  - CPS
- \_\_\_\_\_ 7. Pregnant woman/parent/guardian with a child birth to 12 months of age.
- \_\_\_\_\_ 8. Pregnant woman/parent/guardian with a child 13 to 36 months of age.
- \_\_\_\_\_ 9. Pregnant woman/parent/guardian with a child birth to 12 months of age  
who exceeds Federal Income Guidelines 101 to 130% (waiver necessary).
- \_\_\_\_\_ 10. Pregnant woman/parent/guardian with a child 13 to 36 months of age  
who exceeds Federal Income Guidelines 101 to 130% (waiver  
necessary).
- \_\_\_\_\_ 11. Pregnant woman/parent/guardian with a child birth to 12 months of age  
who exceeds Federal Income Guidelines with no cap (waiver necessary).
- \_\_\_\_\_ 12. Pregnant woman/parent/guardian with a child 13 to 36 months of age who  
exceeds Federal Income Guidelines with no cap (waiver necessary).

## HEAD START SELECTION CRITERIA SACRAMENTO COUNTY

**Instructions:** Place an “X” by the category that is applicable to applicant. Selection is based on the “X” that is the highest on the scale.

**The following criteria is to be used when prioritizing Waiting Lists for enrollment:**

- Within the same priority ranking, selection is based on the application received first.
- If applications are received on the same date, the oldest child will be selected.
- Each delegate/grantee agency has the option to determine transfer criteria within its own program.
- All efforts will be made to enroll children with certified Special Education needs to meet the mandated minimum service level of 10% per program.
- For State Collaborative, families must meet Head Start income and age requirements (unless waived) and State admissions priorities.

- \_\_\_\_\_ 1. 2<sup>nd</sup> year enrollment within Sacramento County.
- \_\_\_\_\_ 2. Transition from Early Head Start whose family meets Federal Income Guidelines.
- \_\_\_\_\_ 3. Transfer Head Start child to the same or another Sacramento Head Start agency.
- \_\_\_\_\_ 4. Transfer Homeless child or child in foster care from outside of Sacramento County.\*  
\* (Now living in Sacramento County)
- \_\_\_\_\_ 5. Documented High Risk Families (with child 4-years-old) who meet Federal Income Guidelines having one or more of the following situations within the past year, and/or referred by a community/professional agency:
- abuse (physical, substance, sexual & emotional abuse)
  - homeless
  - foster child (age 5 or under)
  - death of a parent/guardian, sibling
  - other special circumstances (which shall include a child with diagnosed disability (s)).
  - Foster youth with a child (AB 12)
- \_\_\_\_\_ 6. A previously enrolled child (who dropped on good standing) who requests to return within 60 days whose family meets Federal Income Guidelines.
- \_\_\_\_\_ 7. 4-year-old child whose family meets Federal Income Guidelines.
- \_\_\_\_\_ 8. Documented High Risk families (with child 3-years-old) who meet Federal Income Guidelines having one or more of the following situations within the past year, and/or referred by a community/professional agency:
- abuse (physical, substance, sexual & emotional abuse)
  - homeless
  - foster child (age 5 or under)
  - death of a parent/guardian, sibling
  - other special circumstances (which shall include a child with diagnosed disability (s)).
  - Foster youth with a child (AB 12)
- \_\_\_\_\_ 9. 3-year-old child whose family meets Federal Income Guidelines.
- \_\_\_\_\_ 10. 4-year-old child whose family exceeds Federal Income Guidelines 101 to 130% (waiver necessary).
- \_\_\_\_\_ 11. 3-year-old child whose family exceeds Federal Income Guidelines 101 to 130% (waiver necessary).
- \_\_\_\_\_ 12. 4-year-old child whose family exceeds Federal Income Guidelines with no cap (waiver necessary).
- \_\_\_\_\_ 13. 3-year-old child whose family exceeds Federal Income Guidelines with no cap (waiver necessary).



ITEM III-G - ACTION

APPROVAL OF THE SUBMISSION OF THE HEAD START/EARLY HEAD START  
COST OF LIVING ADJUSTMENT (COLA) AND QUALITY IMPROVEMENT  
APPLICATION FOR PROGRAM YEAR 2023-2024

BACKGROUND:

This agenda item provides an opportunity for the Policy Council to approve the Head Start/Early Head Start Cost of Living Adjustment (COLA) and Quality Improvement (QI) application for Program Year 2023-2024 for \$5,185,044, as follows:

	<b>Head Start</b>	<b>Early Head Start</b>
Cost of Living Adjustment (COLA)	\$2,857,316	\$774,773
Quality Improvement (QI)	\$1,181,894	\$371,061
<b>TOTAL</b>	<b>\$4,039,210</b>	<b>\$1,145,834</b>

On February 21, 2023, the Office of Head Start/Administration for Children and Families (OHS/ACF) released Consolidated Appropriations Act 2023 funding for Federal Fiscal Year (FY) 2023, making additional funds available to existing Head Start and Early Head Start programs.

The COLA supports a 5.6 percent adjustment above FY 2022 funding levels to increase the pay scale of Head Start and Early Head Start staff, including vacant positions, fringe benefits, and to offset higher operating costs. Quality Improvement (QI) funds are allocated proportionately based on federal funded enrollment levels. These funds are permanent increases effective at the start of the FY 2023 budget period and are retroactive if this period has already commenced.

Programs that use COLA funds to increase staff salaries must increase the hourly rate of pay and permanently increase the Head Start pay scale rather than only increase the salaries of current employees. SETA management and the union met and negotiated the use of funds. Details can be found in the Budget Narrative.

Ms. Karen Griffith will be available to answer questions.

RECOMMENDATION:

That the Policy Council approve the submission of the Cost of Living Adjustment (COLA) and Quality Improvement (QI) application for the Head Start and Early Head Start base grant in the amount of \$5,185,044 for Program Year 2023-2024.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_



Sacramento Employment and Training Agency  
**Budget Narrative – Early Head Start**  
**Cost of Living Adjustment (COLA) – 09CH011763**  
FY 2022-2023

**COST OF LIVING ADJUSTMENT (COLA) \$774,773**

**Personnel (\$282,736)**

Cost-of-Living Adjustment (COLA) funds will be utilized to offset negotiated salary increases to all staff. The salary increases were negotiated by management and SETA’s labor union (AFSCME). The rates will increase either by 7% or \$1.50, whichever is greater. The higher increases assigned to specific job classifications at the lower end of the wage scale. These positions are more challenging to recruit and retain in a highly competitive hiring market. Wage increases will be permanent and apply to all pay scale rates for current and future employees.

**Fringe Benefits (\$204,258)**

A portion of the COLA will be used to pay the increased fringe benefits costs associated with the salary increases. All regular employees receive SETA’s full benefits package including medical/dental, retirement, life insurance and disability plans. In addition to the increased salaries as negotiated, COLA funds will also be used to increase the employer’s contribution to health benefits from \$645 to \$685 for single coverage and from \$1,225 to \$1,480 for family coverage, representing a \$40 and \$255 increase respectively.

**Contractual (\$287,779)**

The 5.6 percent (5.6%) COLA will be applied to each EHS delegate agency’s base grant, as follows:

River Oak Center for Children (ROCC)	\$36,160
Sacramento County Office of Education (SCOE)	\$41,296
Sacramento City Unified School District	\$16,038
San Juan Unified School District	\$136,474

Twin Rivers Unified School District  
Total Delegate Agency/Partner COLA

\$57,811  
\$287,779

Detailed budget and budget narratives for individual delegates are available on HSES.

**Non-Federal Share (\$193,695)**

Non-federal share (NFS) was calculated using the new funding amounts after the HS-EHS conversion, which is still pending ACF approval. SETA has identified two primary sources of non-federal share to meet the required match. Sources and estimated amounts include:

*Delegate Required Non-Federal Share* \$71,946

Delegate Agency NFS sources are outlined in individual budget and budget narratives on HSES. Non-Federal Share for Early Head Start COLA is \$71,946.

CDSS – CCTR Program \$ 12,005

*Only the state portion of the CCTR reimbursement is counted towards non-federal share. The amounts include CCTR Personnel (\$8,043) and Fringe Benefits (\$3,962).*

Family Literacy Involvement Program (FLIP) \$109,744

Children are provided an age-appropriate book and literacy activity once every other month for parents/guardians to read to their children and enhance the school readiness of their child. SETA anticipates an additional 3,042.52841 hours per year. Volunteer hours are valued at the current associate teacher wage rate with fringe benefits (\$36.07/hour).



Sacramento Employment and Training Agency  
**Budget Narrative – Head Start**  
**Cost of Living Adjustment (COLA) – 09CH011763**  
FY 2023-2024

**COST OF LIVING ADJUSTMENT (COLA) \$2,857,316**

**Personnel (\$932,899)**

Cost-of-Living Adjustment (COLA) funds will be utilized to offset negotiated salary increases to all staff. The salary increases were negotiated by management and SETA’s labor union (AFSCME). The rates will increase either by 7% or \$1.50, whichever is greater. The higher increases assigned to specific job classifications at the lower end of the wage scale. These positions are more challenging to recruit and retain in a highly competitive hiring market. Wage increases will be permanent and apply to all pay scale rates for current and future employees. Other 2023-2024 Head Start Basic funds were budgeted under Personnel to offset the difference between the COLA award and the negotiated increases.

**Fringe Benefits (\$654,856)**

A portion of the COLA will be used to pay the increased fringe benefits costs associated with the salary increases. All regular employees receive SETA’s full benefits package including medical/dental, retirement, life insurance and disability plans. In addition to the increased salaries as negotiated, COLA funds will also be used to increase the employer’s contribution to health benefits from \$645 to \$685 for single coverage and from \$1,225 to \$1,480 for family coverage, representing a \$40 and \$255 increase respectively.

**Contractual (\$1,199,561)**

The 5.6 percent (5.6%) COLA will be applied to each delegate agency’s base grant and is distributed as follows:

Elk Grove Unified School District \$226,007

Sacramento City Unified School District	\$329,656
San Juan Unified School District	\$439,287
Twin Rivers Unified School District	\$129,647
Women’s Civic Improvement Club	<u>\$ 74,964</u>
Total Delegate Agency COLA	\$1,199,561

Detailed budget and budget narratives for individual delegates are available on HSES.

**Other (\$70,000)**

SETA will also allocate a portion of the COLA funds to be used towards the annual lease increases for the applicable Head Start centers.

**Non-Federal Share (\$714,330)**

Non-federal share (NFS) was calculated using the new funding amounts after the HS-EHS conversion, which is still pending ACF approval. SETA has identified several categories of non-federal share to meet the required match. Categories and estimated amounts include:

*Delegate Required Non-Federal Share* \$299,891

Delegate Agency NFS sources are outlined in individual budget and budget narratives on HSES. Non-Federal Share for Head Start Basic COLA is \$299,891.

*Family Literacy Involvement Program (FLIP)* \$414,439

Children are provided an age-appropriate book and literacy activity once every other month for parents/guardians to read to their children and enhance the school readiness of their child. SETA anticipates an additional 11,489.85306 hours per year. Volunteer hours are valued at the current associate teacher wage rate with fringe benefits (\$36.07/hour).



Sacramento Employment and Training Agency  
**Budget Narrative – Early Head Start  
Quality Improvement (QI) (09CH011763)**  
FY 2023-2024

**QUALITY IMPROVEMENT FUNDS \$371,061**

In accordance with the AFC-PI-HS-23-02 Head Start Funding Increases, the SETA Operated Program (SOP) Head Start program will enhance program quality under the following allowable uses of Quality Improvement (QI) funds:

*Increase compensation, particularly for positions that are not receiving competitive wages and benefits (including consideration of elementary school compensation), experiencing higher rates of turnover, challenging to fill, or preventing programs from reaching full enrollment.*

**Personnel:** (\$146,205)

Quality Improvement (QI) funds will be utilized to offset negotiated salary increases to all staff. The salary increases were negotiated by management and SETA's labor union (AFSCME). The rates will increase either by 7% or \$1.50, whichever is greater. The higher increases assigned to specific job classifications at the lower end of the wage scale. These positions are more challenging to recruit and retain in a highly competitive hiring market. Wage increases will be permanent and apply to all pay scale rates for current and future employees.

**Fringe Benefits:** (\$72,011)

A portion of the COLA will be used to pay the increased fringe benefits costs associated with the salary increases. All regular employees receive SETA's full benefits package including medical/dental, retirement, life insurance and disability plans. In addition to the increased salaries as negotiated, COLA funds will also be used to increase the employer's contribution to health benefits from \$645 to \$685 for single coverage and from \$1,225 to \$1,480 for family coverage, representing a \$40 and \$255 increase respectively.

**Contractual:** (\$152,845)

The Quality Improvement funds will be applied to each delegate agency and partner’s base grant, based on the enrollment slots and is distributed as follows:

River Oak Center for Children	\$28,584
Sacramento County Office of Education	\$30,569
Sacramento City Unified School District	\$ 6,352
San Juan Unified School District	\$65,108
Twin Rivers Unified School District	<u>\$22,232</u>
Total Delegate/Partner QI	\$152,845

Individual delegate budgets and budget narratives are posted on HSES.

**Non-Federal Share** (\$92,766)

Non-federal share was calculated using the new funding amounts after the HS-EHS conversion, which is still pending ACF approval. SETA has identified several categories of non-federal share to meet the required match. Categories and estimated amounts include:

*Delegate/Partner Required Non-Federal Share* \$38,212

Delegate/Partner NFS sources are outlined in individual budget and budget narratives on HSES. Non-Federal Share for Early Head Start Basic Quality Improvement fund is \$38,212.

*Family Literacy Involvement Program (FLIP)* \$54,554

Children are provided an age-appropriate book and literacy activity once every other month for parents/guardians to read to their children and enhance the school readiness of their child. SETA anticipates an additional 1,512.448017 hours per year. Volunteer hours are valued at the current associate teacher wage rate with fringe benefits (\$36.07/hour).



Sacramento Employment and Training Agency  
**Budget Narrative – Head Start**  
**Quality Improvement (QI) (09CH011763)**  
FY 2023-2024

**QUALITY IMPROVEMENT FUNDS \$1,181,894**

In accordance with the AFC-PI-HS-23-02 Head Start Funding Increases, the SETA Operated Program (SOP) Head Start program will enhance program quality under the following allowable uses of Quality Improvement (QI) funds:

*Increase compensation, particularly for positions that are not receiving competitive wages and benefits (including consideration of elementary school compensation), experiencing higher rates of turnover, challenging to fill, or preventing programs from reaching full enrollment.*

**Personnel:** (\$317,959)

Quality Improvement (QI) funds will be utilized to offset negotiated salary increases to all staff. The salary increases were negotiated by management and SETA's labor union (AFSCME). The rates will increase either by 7% or \$1.50, whichever is greater. The higher increases are assigned to specific job classifications that are at the lower end of the wage scale. These positions are more challenging to recruit and retain in a highly competitive hiring market. Wage increases will be permanent and apply to all pay scale rates for current and future employees.

**Fringe Benefits:** (\$156,607)

A portion of the COLA will be used to pay the increased fringe benefits costs associated with the salary increases. All regular employees receive SETA's full benefits package including medical/dental, retirement, life insurance and disability plans. In addition to the increased salaries as negotiated, COLA funds will also be used to increase the employer's contribution to health benefits from \$645 to \$685 for single coverage and from \$1,225 to \$1,480 for family coverage, representing a \$40 and \$255 increase respectively.



**Contractual:** (\$707,328)

The Quality Improvement funds will be applied to each delegate agency’s base grant, based on the enrollment slots and is distributed as follows:

Elk Grove Unified School District	\$147,360
Sacramento City Unified School District	\$207,532
San Juan Unified School District	\$272,616
Twin Rivers Unified School District	\$ 49,120
Women’s Civic Improvement Center	<u>\$ 30,700</u>
Total Delegate QI	\$707,328

Individual delegate budgets and budget narratives are posted on HSES.

**Non-Federal Share (\$295,474)**

Non-federal share was calculated using the new funding amounts after the HS-EHS conversion, which is still pending ACF approval. SETA has identified several categories of non-federal share to meet the required match. Categories and estimated amounts include:

*Delegate Required Non-Federal Share* *\$176,832*

Delegate NFS sources are outlined in individual budget and budget narratives on HSES. Non-Federal Share for Head Start Basic Quality Improvement fund is \$176,832.

*Family Literacy Involvement Program (FLIP)* *\$118,642*

Children are provided an age-appropriate book and literacy activity once every other month for parents/guardians to read to their children and enhance the school readiness of their child. SETA anticipates an additional 3,289.21541 hours per year. Volunteer hours are valued at the current associate teacher wage rate with fringe benefits (\$36.07/hour).

## ITEM III-H - ACTION

### A RESOLUTION FOR THE 2022 – 2025 LABOR AGREEMENTS COVERING THE HEAD START UNIT, THE CLERICAL, TECHNICAL, AND ANALYTICAL UNIT AND THE SUPERVISORY UNIT

#### BACKGROUND

The American Federation of State, County, and Municipal Employees (AFSCME) and the Sacramento Employment and Training Agency (SETA) met on March 30, 2023 regarding the application of the Federal Cost Of Living Adjustment (COLA) and Quality Improvement (QI) for Head Start and the implementation of the same benefit to all represented employees. A tentative agreement was reached on March 30, 2023 with the three bargaining units represented by AFSCME, including the Head Start Unit, the Clerical, Technical and Analytical Unit and the Supervisory Unit.

The tentative agreement is pursuant to Section 6.1(b), Salary Adjustments, which reads that “The parties agree that the Union may request to reopen the Agreement to negotiate increases if the Agency receives increased or additional funding specifically to provide wage or benefit increases. The application of such funding shall include salary, health contribution and retirement contribution.”

Specifically, consistent with the Memoranda of Understanding the parties have agreed that effective Pay Period 14 (pay period dates of 6/11/2023 through 6/24/2023) with the pay date of July 7, 2023, the Agency shall increase salary and benefits as follows:

- A. The salary schedule for all represented classifications shall increase by seven percent (7%), or by one dollar and fifty cents (\$1.50) per hour, whichever is greater; and
- B. The Agency health insurance contribution for employee only will increase by forty dollars (\$40.00) per month from \$645.00 to \$685.00 and the family contribution will increase by two hundred fifty-five dollars (\$255.00) from \$1,225.00 to \$1,480.00.

The fiscal impact for represented staff is anticipated to be approximately \$3,147,000 for Children and Family Services and \$500,000 for Workforce Development for a total estimated annual agency cost of \$3,647,000. The increased costs will be paid for by utilizing funds received from ACF for COLA and QI, and identified cost savings from position vacancies across the agency.

This action is contingent on the ratification process which took place on April 20, 2023.

ITEM III-H - ACTION (continued)  
Page 2

RECOMMENDATION:

Approve the Resolution and the negotiated salary and health insurance contribution increases effective Pay Period 14, 2023.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

**RESOLUTION NO.: 2023-02**

Adopted by the Sacramento Employment and Training  
Agency Policy Council on the Date of

April 27, 2023

**A RESOLUTION ADOPTING THE TENTATIVE AGREEMENT FOR EMPLOYEES  
REPRESENTED BY THE AMERICAN FEDERATION OF STATE, COUNTY  
AND MUNICIPAL EMPLOYEES, LOCAL 146  
DATED APRIL 27, 2023**

WHEREAS, this Board pursuant to Government Code Section 3500, et seq., enacted by resolution an employer-employee relations policy; and,

WHEREAS, under the terms of that policy, the representatives of the Executive Director have met and conferred with the representatives of the United SETA Employees, American Federation of State, County, and Municipal Employees, Local 146, the recognized employee organization for the employees in the Head Start, Clerical, Technical and Analytical, and Supervisory Units as designated in said policy; and,

WHEREAS, these parties have reached agreement on salary increases of seven percent (7%) or one dollar and fifty cents (\$1.50) per hour whichever is greater, effective Pay Period 14, as reflected by the written letter of understanding entered into by them on April \_\_\_\_, 2023; and,

WHEREAS, these parties have also reached agreement on an increase of forty dollars (\$40.00) to the Agency health insurance contribution for employee only, and two hundred fifty-five dollars (\$255.00) for family coverage, to be effective Pay Period 14, and;

WHEREAS, this Board finds that the provisions and agreements contained in the letter of understanding are fair and proper and in the best interests of the Sacramento Employment and Training Agency; as reflected by the written letter of understanding entered into by them,

NOW, THEREFORE, BE IT RESOLVED BY THE POLICY COUNCIL OF THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY, that it adopt in full the terms and conditions contained in the said tentative agreement as presented herein.

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Fienishia Wash, Chair

ATTEST:

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Anzhelika Simonenkova  
Clerk of the Boards

ITEM III-I - ACTION

APPROVAL OF THE PERSONNEL RESOLUTION COVERING UNREPRESENTED  
CONFIDENTIAL AND MANAGEMENT

BACKGROUND

The Agency must intermittently update and amend the Personnel Resolution Covering Unrepresented Employees, which is typically done following the completion of negotiations for represented employees. Consistent with the Tentative Agreement (TA) for represented employees, the Executive Director is recommending the following provisions to the Unrepresented Resolution to be effective Pay Period 14 (pay dates 6/11/2023 through 6/24/2023):

- A. The salary schedule for all unrepresented classifications shall increase by seven percent (7%), or by one dollar and fifty cents (\$1.50) per hour, whichever is greater; and
- B. The Agency health insurance contribution for employee only will increase by forty dollars (\$40.00) per month from \$645.00 to \$685.00 and the family contribution will increase by two hundred fifty-five dollars (\$255.00) from \$1,225.00 to \$1,480.00; and
- C. Removal of Consultant Range I Step B from Salary Schedule. Step B was \$15 per hour which falls below the California minimum wage. No individuals are affected by this change.

A revised Salary Schedule is sent under separate cover.

The Broadbanding Pay for Performance Procedures will be utilized for exempt management in accordance with the Broadbanding Pay and Performance Management manual: Guidelines, Policies, and Procedures, as adopted by the SETA Governing Board in October 1998.

The fiscal impact for unrepresented staff is anticipated to be approximately \$330,000 for Children and Family Services and \$53,000 for Workforce Development for a total estimated annual agency cost of \$383,000. The increased costs will be paid for by utilizing funds received from ACF for Cost Of Living Adjustment (COLA) and Quality Improvement (QI), and identified cost savings from position vacancies across the agency.

RECOMMENDATION:

Approve the Personnel Resolution Covering Unrepresented Employees and salary schedule effective Pay Period 14, 2023.

**ACTION:** Moved: \_\_\_\_\_ Second: \_\_\_\_\_

**VOTE:** Aye: \_\_\_\_\_ Nay: \_\_\_\_\_ Abstentions: \_\_\_\_\_

**RESOLUTION NO.: 2023-03**

Adopted by the Sacramento Employment and Training  
Agency Policy Council on the Date of

April 27, 2023

**A RESOLUTION ADOPTING THE PERSONNEL RESOLUTION COVERING  
UNREPRESENTED EMPLOYEES  
DATED APRIL 27, 2023**

WHEREAS, this Board pursuant to Government Code Section 3500, et seq., enacted by resolution an employer-employee relations policy; and,

WHEREAS, unrepresented employees are identified within the Policy and the terms and conditions of employment of unrepresented employees are established by the Agency; and,

WHEREAS, the Executive Director has reviewed such terms and conditions and is making these recommendations to ensure equity and parity within the Agency; and,

WHEREAS, salary increases for unrepresented employees will increase seven percent (7%) or one dollar and fifty cents (\$1.50) per hour whichever is greater, effective Pay Period 14 (beginning June 11, 2023); and,

WHEREAS, Agency medical contributions shall increase forty dollars (\$40.00) for employee only coverage, and two hundred fifty-five dollars (\$255.00) for family coverage, to be effective Pay Period 14 (beginning June 11, 2023), and;

WHEREAS, this Board finds that the provisions and agreements contained in these Agreements are fair and proper and in the best interests of the Sacramento Employment and Training Agency;

NOW, THEREFORE, BE IT RESOLVED BY THE POLICY COUNCIL OF THE SACRAMENTO EMPLOYMENT AND TRAINING AGENCY, that it adopt in full the terms and conditions contained in the Personnel Resolution Covering Unrepresented Employees.

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Fienishia Wash, Chair

ATTEST:

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Anzhelika Simonenkova  
Clerk of the Boards

## ITEM IV-A - INFORMATION

### STANDING INFORMATION

#### BACKGROUND:

- A. Standing Information Items
  - Fiscal Monthly Report/Corporate Card Monthly Statement of Account:  
Mr. Victor Han
  - Community Resources – Parents/Staff
    - Disability Industry Career Expo
    - SMUD Paid Summer Internship for High School Students

#### **NOTES:**

# DISABILITY INDUSTRY CAREER EXPO



SCAN ME

In partnership with the Sacramento Employment and Training Agency & EDD

Brought to you by Direct Support Professionals Collaborative:

Joining forces to grow our diverse workforce supporting people with intellectual or developmental disabilities. We lead with inclusion and work with purpose.

Want to find **CARING**  
**AND QUALIFIED**  
individuals to work  
with people with  
**developmental and**  
**intellectual disabilities?**

Come to the disability industry's  
**PREMIER EMPLOYMENT EVENT**  
for job seekers.



**MAY 3**  
WEDNESDAY  
10 A.M. — 2 P.M.



**LOCATION**  
5451 Lemon Hill Ave.  
Sacramento, CA

**REGISTER NOW**



SETA Policy Council



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Tuesday, April 25, 2023





# Paid summer internship for high school students

## Get your first job or add to your resumé.

Here’s a unique, 6-week paid summer internship program for high school students. Interns will get an inside look into professions that could inspire career choices through an internship in 2023.

For a complete list of participating schools and to apply, visit [sacramentoworks.org/youth/SMUD2023](https://sacramentoworks.org/youth/SMUD2023).

 **Applications must be received by 11:59 p.m. on Friday, May 5, 2023.**

## Contact:

Jessica Medina  
Sacramento Employment & Training Agency  
916-263-3764  
[SacramentoWorksFor.Youth@seta.net](mailto:SacramentoWorksFor.Youth@seta.net)

## Minimum requirements:

- Be 16 years of age or older by June 2023
- Be a current Junior or Senior in high school
- Have a 2.5 or better GPA
- Attend mandatory (unpaid) program orientation Thursday, May 18 (5:30 – 6:30 p.m.)
- Attend mandatory (unpaid) work readiness workshops and video interviews June 7 and June 8 (4 – 8 p.m.)
- Attend mandatory (paid) 3-day internship preparation workshops June 20 - June 22 (8 a.m. – 4 p.m.)
- Be able to work 36 hours per week from Monday, June 26 – Friday, August 4
- Have no relatives working at SMUD

Internships may take place in person, remotely or a hybrid of both. Please be prepared for all options.

## Candidate selection process

- Step 1.** All applications received by 11:59 p.m., Friday, May 5, 2023 will be accepted and reviewed for minimum qualifications, and then entered into a computerized random drawing.
- Step 2.** Eligible applicants will be invited by email to attend an unpaid mandatory program orientation.
- Step 3.** Students that attend the mandatory program orientation will be entered into a second computerized random drawing. 55 students will be randomly selected to attend a 3-day unpaid work readiness workshop.
- Step 4.** Students attending the work readiness workshop will be invited to interview with SMUD for selection and placement within the organization.



Apply today at [sacramentoworks.org/youth/SMUD2023](https://sacramentoworks.org/youth/SMUD2023)

*Please note: An application does not automatically guarantee an interview or an internship position.*



SETA Policy Council

If you have any questions, please contact:  
Jessica Medina, Workforce Development Supervisor  
Sacramento Employment & Training Agency  
916-263-3764 | [SacramentoWorksFor.Youth@seta.net](mailto:SacramentoWorksFor.Youth@seta.net)

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ITEM IV-B - INFORMATION

SETA'S RECRUITMENT UPDATE

BACKGROUND:

SETA continues to actively recruit, screen, interview and on-board new staff to support the Children and Family Services Department. A summary report of activities will be sent under separate cover.

**NOTES:**

ITEM IV-C - INFORMATION

SETA GOVERNING BOARD MINUTES

BACKGROUND:

Attached for your information is a copy of the most recent minutes of the SETA Governing Board.

Staff will be available to answer questions.

**NOTES:**

**REGULAR MEETING OF THE SACRAMENTO EMPLOYMENT AND  
TRAINING AGENCY GOVERNING BOARD**

Minutes/Synopsis

(The minutes reflect the actual progression of the meeting.)

Meeting Held Electronically

Thursday, March 2, 2023  
10:00 a.m.

**I. Call to Order/Roll Call/Pledge of Allegiance**

Ms. Vang called the meeting to order at 10:00 a.m. The roll was called and a quorum was established.

Members Present:

Sophia Scherman, Member, Public Representative  
Eric Guerra; Vice Mayor, City of Sacramento  
Mai Vang, Vice Chair, Mayor Pro Tem, City of Sacramento  
Rich Desmond, Member, Board of Supervisors (*joined at 10:03 a.m.*)

Members Absent:

Patrick Kennedy, Chair, Board of Supervisors

**II. CLOSED SESSION: CONFERENCE WITH LABOR NEGOTIATOR**

*Pursuant to Government Code Section 54957.6*

*Agency Negotiator: Dee Contreras*

*Employee Organization: AFSCME Local 146*

Closed Session was entered at 10:02 a.m. Returned from Closed Session at 10:08 a.m. There was nothing to report out.

**III. Consent Items**

A. Approval of Minutes of the February 2, 2023 Regular Board Meeting

B. Approval of Claims and Warrants

Moved/Desmond, second/Guerra, to approve the following consent items:

- A. Approval of Minutes of the February 2, 2023 Regular Board Meeting
- B. Approval of Claims and Warrants for the period 1/26/2023 through 2/23/2023

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

#### **IV. Action Items**

##### **A. GENERAL ADMINISTRATION/SETA:**

1. Approval of Reappointments to the Sacramento Works Workforce Development Board

Mr. Kim reviewed the item. There are four Sacramento Works Board members whose term end on March 31, 2023. The recommendation is to reappoint the four members for another three-year term.

Ms. Scherman thanked the Board members for renewing their term.

Moved/Sherman, second/Desmond, to approve the reappointment of four members to the Sacramento Works Workforce Development Board for a three-year term beginning April 1, 2023.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

2. Review and Approval of the Agency's Independent Auditor's Report and Financial Statements for Fiscal Year Ended June 30, 2022

Ms. Saurbourne reviewed the new requirement for the government agencies to include long-term lease liabilities within the financial statements. SETA's lease liabilities are limited to the real estate leases and were included in the report. There are no findings this year.

Moved/Guerra, second/Desmond, to approve the Annual Auditor's Report and Financial Statements of the Agency for the fiscal year ended June 30, 2022.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

3. Approval of Amendment to Labor Agreements to Add Juneteenth as a Holiday and Extend to All Staff

Ms. Saurbourne reviewed the item. There is no financial effect on grants. SETA will start to observe the Juneteenth holiday this year, June 2023.

Moved/Guerra, second/Desmond, to approve the amendment to the current labor agreements effective June 19, 2023, and extend the Juneteenth holiday observation to all staff.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

4. Ratification of the Submission of an Application to the California Workforce Development Board for High Road Training Partnerships Funds and Authorize the Executive Director to Execute the Agreement, Subgrant Agreements, Modifications, and any Other Documents Required by the Funding Sources

Mr. Kim reviewed the item; this is a ratification item, as there was insufficient time to include this item in February 2023 SETA Governing Board Meeting Agenda prior to the grant submission deadline. The City of Sacramento, in partnership with SETA, has been working to access different grant funding sources. A recent application was submitted for \$5 million in funds from the State for a High Road Training Partnerships grant, specifically to support the Aggie Square talent pipeline. If funded, the focus will be to enroll and train three hundred individuals in the Public Sector, Information and Communications Technology, Biotechnology, and Healthcare occupations. Mr. Kim recognized the City of Sacramento team's leadership in developing this application. Ms. Vang and Mr. Guerra thanked SETA staff and the team at the City of Sacramento for their efforts.

Ms. Fritzsche from the City of Sacramento thanked SETA for leadership and collaboration on this grant opportunity.

Ms. Scherman expressed her gratitude for the partnership that led to the submission of this application.

Moved/Guerra, second/Desmond, to approve the ratification of the submission of the application to the California Workforce Development Board for High Road Training Partnerships funds, and authorize the Executive Director to execute the agreement, subgrant agreements, modifications, and any other documents required to implement a successful program.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

5. Approval to Accept Regional Equity and Recovery Partnerships Funds from the California Workforce Development Board via the Golden Sierra Job Training Agency, and Authorize the Executive Director to Execute the Agreement, Subgrant Agreements, Modifications and any Other Documents Required to Implement a Successful Program

Mr. Kim reviewed the item. In April 2022 the Golden Sierra Job Training Agency submitted a regional application on behalf of the Capitol Region, which includes Sacramento, for Regional Equity and Recovery Partnerships funds from the State. The Golden Sierra Job Training Agency was recently awarded the grant. Under the grant, they are going to subcontract with SETA for \$670,313 to serve ninety participants in the Sacramento area. SETA's focus is to connect our CBO Job Centers that serve the Aggie Square and surrounding areas to the Los Rios Community Colleges' programs. The focus will be on digital skills, IT-related, Business/Administrative, and professional skills, and the four community colleges will work with SETA to deliver cohort training in locations that are accessible to community residents. Each of the four Los Rios campuses have received a Strong Workforce allocation through the Chancellor's office, and those funds will be used to align with these regional equity funds that are coming from the State Workforce Board.

Moved/Desmond, second/Scherman, to approve the acceptance of \$670,313 in Regional Equity and Recovery Partnerships funds from the California Workforce Development Board via the Golden Sierra Job Training Agency, and authorize the Executive Director to execute the agreement, subgrant agreements, modifications, and any other documents required to implement a successful program.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

## **B. WORKFORCE DEVELOPMENT DEPARTMENT**

Community Services Block Grant: No Items

WIOA: No Items

Refugee Services: No Items

## **C. CHILDREN AND FAMILY SERVICES:**

1. Approval of Modifications to the Reimbursement Policies and Procedures of the SETA – Operated Head Start/Early Head Start Policy Council and Parent Advisory Committee



Ms. Griffith reviewed the item. The reimbursement protocols for COVID-19 are being removed for virtual meetings and the reimbursement amount for childcare will be increased from \$9.50 to \$15.00 per hour.

Moved/Desmond, second/Scherman, to approve the Modifications to the Reimbursement Policies and Procedures of the SETA-Operated Head Start/Early Head Start Policy Council and Parent Advisory Committee as proposed.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

Mr. Thatch reviewed the Findings for Off-Agenda Item IV-C-2-Action: Approval of Head Start ARPA and CRRSA Budget Modifications and Request for No-Cost Extension:

“The Board finds that there is need to take immediate action and that the need for such action came to the attention of the Agency after the posting of the Agenda. Such a determination is supported by the following facts: the Agenda for the March 2, 2023 Governing Board meeting was posted on Thursday, February 23, 2023; on Monday, February 27, 2023, after posting of the Agenda for the March 2, 2023 Governing Board meeting, staff was advised by staff at the Administration for Children and Families (ACF) that American Rescue Plan Act funding, set to expire on March 31, 2023, could be extended at no cost for one additional year, to March 31, 2024, provided that the request for any budget modification and extension was approved by the Governing Board and submitted prior to the March 31, 2023 expiration date. The Board’s next regular meeting will be on April 6, 2023, so the Governing Board needs to consider and take action on this matter at the March 2, regular meeting. Without such action, the right to request an extension will expire before the Board’s next scheduled regular meeting.”

Moved/Desmond, second/Guerra, to approve the Findings for Off-Agenda Item IV-C-2-Action: Approval of Head Start ARPA and CRRSA Budget Modifications and Request for No-Cost Extension as substantiate to accept this item to the agenda.

2. Approval of Head Start ARPA and CRRSA Budget Modifications and Request for No-Cost Extension

Ms. Griffith reviewed the item to extend the ARPA and CRRSA funds for one year. The plan is to spend the funds between Head Start/Early Head Start and Delegate Agencies. There have been delays due to supply chain issues and

vendor shortages. The one-year extension allows for the funds to be spent in meaningful ways.

Moved/Desmond, second/Vang, to approve the Budget Modifications in the amount of \$1,142,638 and approve the request for a no-cost extension for ARPA and CRRSA funds in the amount not to exceed \$4,769,715.

Roll call vote:

Aye: 4 (Scherman, Guerra, Vang, Desmond)

Nay: 0

Abstention: 0

Absent: 1 (Kennedy)

**V. Information Items**

A. Employer Success Stories and Activity Report:

Mr. Walker reviewed Solarjuice Technology Inc., a partner of SETA for five-six years, had a press release regarding other incentives they are receiving from the State.

B. Dislocated Worker Update:

Mr. Walker confirmed that Intel will be laying off 346 individuals. Markstein Beverage Co. is also planning to lay off 427 employees, mostly drivers and warehouse workers. The company will remain in business. The Tripod Security Agency is looking to hire 426 individuals as they received a federal contract to secure a federal building.

C. Head Start Reports: No questions or comments from the Board

**V. Reports to the Board**

A. Chair: No Report

B. Executive Director:

Ms. Hernandez advised on the Psychological Safety training that took place for the Management team and Diversity, Equity, and Inclusion team, as well as, including the training as part of the Winter Series. SETA is in the process of rolling out Psychological Safety training to the rest of the SETA team. Ms. Hernandez shared last week there was an initial brainstorming session with representatives from the adult education system, community colleges, Sacramento State economic development and City representatives to brainstorm on the workforce eco-system. One hundred five (105) partners were identified. She advised that SETA is also establishing a partnership with Cell-Ed (mobile learning platform) that will pilot an educational platform in Workforce Development and Head Start, and it will provide access to education for Head Start parents.

- C. Deputy Directors:  
Mr. Kim thanked the members of the Board who attended the opening of the Florin Job Center.
- D. Counsel:  
Mr. Thatch advised the Board members that this will be the last virtual meeting. April's meeting of the SETA Governing Board will be held in-person. Mr. Thatch reviewed the restrictions, rules, and limitations in regards to virtual meeting possibilities.
- E. Members of the Board:  
The members of the Board thanked the SETA staff for their great work.
- D. Public: None
- VI. **Adjournment:** The meeting adjourned at 10:43 a.m.

ITEM V  
COMMITTEE REPORTS

**V. Committee Reports**

- Executive Committee Meeting:

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- Budget/Planning Committee Meeting:

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- Social/Hospitality Committee Meeting:

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**NOTES:**

ITEM VI

OTHER REPORTS

BACKGROUND:

- A. EXECUTIVE DIRECTOR'S REPORT: This item is set aside to allow the SETA Executive Director (Ms. Jennifer Hernandez) an opportunity to report to the Policy Council on any items of important information or training opportunities available through the Workforce Development Department.

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- B. SETA HEAD START DEPUTY DIRECTOR'S MONTHLY REPORT: This item is set aside to allow the Head Start Deputy Director (Ms. Karen Griffith) to report to the Council on any items of important information or to deal with special requests which need to be addressed.

- Monthly Head Start Report

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- C. CHAIR'S REPORT: The Chair of the Head Start Policy Council, on a regular basis, receives numerous items of information concerning legislation, current programs and agency activities.

The important information from the material received and meetings attended will be shared with the entire Council, and the method proposed by the Chair is to give a verbal report at each regular meeting. It will also allow time for the Council to provide input on items that may require future action.

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# Seta Head Start Food Service Operations Monthly Report \*March, 2023

3/6/23 - Alder Grove ELC closed due to staffing issues.  
3/20/23 - Fruitridge closed due to broken water main.  
3/22/23 - Grizzly Gollow EHS closed due to staffing issues.  
3/24/23 - Grizzly Gollow EHS closed due to staffing issues.  
3/28/23 - Norma Johnson Class B closed due to staffing issues.  
3/30/23 - Homebase had a field trip to the Zoo, we made them 80 sack lunches.

	Lunch	PM Snack	Breakfast	Field Trips
	40,550	34,940	35,472	1
<b>Total Amount of Meals and Snacks Prepared</b>				<b>111,042</b>
<b>Purchases:</b>				
Food	\$138,583.21			
Non - Food	\$19,881.49			
<b>Building Maintenance and Repair:</b>			\$0.00	
<b>Janitorial &amp; Restroom Supplies:</b>			\$0.00	
<b>Kitchen Small Wares and Equipment:</b>			\$0.00	
<b>Vehicle Maintenance and Repair:</b>			\$94.95	
<b>Vehicle Gas / Fuel:</b>			\$2,369.89	
Normal Delivery Days			21	

# SPECIAL EDUCATION REPORT

## Sacramento County Head Start/Early Head Start

**March 2023**

The Special Education Report shows the percentage of enrolled preschool aged children with a diagnosed disability receiving services through an Individualized Education Plan (IEP). For Early Head Start, the Special Education Report shows the number of children ages 0-3 who are receiving early intervention services through an Individualized Family Services Plan (IFSP).

Head Start Program Performance Standards Reference: 1302.14 (b)(1) states *a program must ensure at least 10 percent of its total funded enrollment is filled by children eligible for services under IDEA, unless the responsible HHS official grants a waiver.*

Agency	AFE (HS)	Total IEPs	% of AFE	AFE (EHS)	Total IFSPs	% AFE
<b>SETA operated</b>	1696	197	<b>12%</b>	660	128	<b>19%</b>
<b>Twin Rivers USD</b>	160	45	<b>28%</b>	56	2	<b>4 %</b>
<b>Elk Grove USD</b>	480	107	<b>22%</b>			
<b>Sac City USD</b>	676	97	<b>14%</b>			
<b>San Juan USD</b>	1044	81	<b>8%</b>	164	9	<b>5%</b>
<b>WCIC</b>	120	6	<b>7%</b>			
<b>COUNTY TOTAL</b>	<b>4176</b>	<b>535</b>	<b>13%</b>	<b>880</b>	<b>139</b>	<b>16%</b>

*AFE: Annual Funded Enrollment*

**Sacramento County Head Start/Early Head Start  
Monthly Enrollment Report  
March 2023**

**Head Start**

<b>Agency</b>	<b>Funded Enrollment</b>	<b>(a) Last Day of Month Enrollment (3/31/23)</b>	<b>(b) % of capped/closed</b>	<b>(c) % Actual to Funded</b>
Elk Grove USD	480	442	0	92%
Sacramento City USD	676	670	0	99%
San Juan USD	1,044	776	240 (97%)	74%
SETA	1,696	1542	62 (94%)	91%
Twin Rivers USD	160	157	0	98%
WCIC/Playmate	120	80	40 (100%)	66%
<b>Total</b>	<b>4,176</b>	<b>3,667</b>	<b>332 (95%)</b>	<b>88%</b>

**Early Head Start**

<b>Agency</b>	<b>Funded Enrollment</b>	<b>(a) Last Day of Month Enrollment (03/31/23)</b>	<b>(b) % of capped/closed</b>	<b>(c) % Actual to Funded</b>
San Juan USD	164	159	0	96%
SETA	660	614	4 (94%)	93%
Twin Rivers USD	56	28	24 (88%)	50%
<b>Total</b>	<b>880</b>	<b>801</b>	<b>24 (94%)</b>	<b>91%</b>

- (a) Includes children who have dropped during the moth and whose slot will be filled within 30-day allowable period.
- (b) Demonstrates enrollment percentages if classes were not capped/closed due to staffing shortage and or other programmatic challenges.
- (c) If enrollment is less than 100%, agency includes corrective plan of action.



## **Reasons for Program Under Enrollment**

### ***Elk Grove USD***

- Under enrollment is affected by staffing shortage. EGUSD Head Start Program has 11 vacant positions, in 10 classes across 7 sites.
- Due to our staffing shortage, our Program Educators and Office Assistants are currently working through the waitlist to identify eligible families. Many of the eligible families who have been contacted to enroll often opt to remain on the waitlist if their preferred school site is not available.

### ***Sacramento City USD***

- Under enrolled by 12 students. Currently enrollments are being processed to meet goal of 100% at all sites by mid-April.

### ***San Juan USD***

- Classroom(s) continue to be capped at across 8 sites due to limited staffing: Coleman; Davie; Garfield; Howe; Mariposa; Ralph Richardson; Skycrest; Sunrise- totaling 240 enrollment slots.
- Experiencing a high volume of families on the waiting list that do not meet the Head Start income guidelines.
- Sites within the zip code of 95622 and 95610 are experiencing low enrollment inquiry.

### ***SETA***

- The following sites have classroom(s) capped due to limited staff: Alder ELC; Bright Beginnings; Florin Grammar; Hiram; Northview - totaling 62 enrollment slots.
- Vacancies in the following positions that support classroom ratio or enrollment: 3 Family Services Worker II & III; 1 Home Visitor; 27 HS Associate Teacher/Teacher; 1 Lead Teacher/Infant Toddler; 1 Site Supervisor; 2 Home Visitors combined for partners SCOE and River Oak.

### ***Twin Rivers USD***

- Classroom(s) capped at the following locations due to limited staffing in teacher and paraeducator positions: Morey; Oakdale; Rio Linda; Village- totaling 24 enrollment slots.

### ***WCIC/Playmate***

- Limited staffing in the following positions that support classroom ratio and enrollment: 2 Teachers, 2 Associated Teachers.
- The following classroom(s) remain closed due to limited staff: 1601W and 1601Y- totaling 40 enrollment slots.
- Reduction in eligible families within neighborhood surrounding Oak Park due to changes in community demographics over the past year.

## **Strategies/Action Step(s) for Under Enrollment**

### ***Elk Grove USD***

- Program Educators and Office Assistants are making daily phone calls to follow up with families with missing information from the inquiry list and preparing families for 23-24 school year.
- Program Educators are contacting families waitlisted via email and provided next steps in the enrollment process for preparation of the upcoming school year.

### ***Sacramento City USD***

- Attending community events and collaborating with the Recruitment Task Force and Enrollment Team, while going out into the community to connect with a variety of organizations.
- Organizing a variety of advertisement ideas: Communications Department and Matriculation and Orientation Center (MOC) to have preschool flyer's created in multiple languages. Upcoming community event on Saturday, April 15, 2023.
- On boarded dual language Child Development Specialist, we are now able to assist more Spanish speaking families.
- Following up with families on wait list to inform them of classroom openings that becomes available.

### ***San Juan USD***

- ECE ERSEA Admin and team is plotting priority zip code data to ensure we have centers in needy areas.
- Home-Based socializations are happening at various library and community spaces to showcase our program and information is being distributed to non-attending families.
- School Community workers, admin, and ERSEA content continue to target areas that are identified by enrollment data and recruitment flyers in 5 languages are distributed to schools, community agencies, and businesses in the surrounding areas.

### ***SETA***

- Human Resources listed job openings within employment search websites and partnered with the following agencies to fill vacancies: CA Head Start Assoc., Cal JOBS, ZipRecruiter, Indeed. Employment offers were accepted during March for the following positions: 1 Teacher; 2 Associate Teachers; 2 Family Services Worker.
- Recruitment and networking opportunities to increase awareness of Head Start services and community visibility: LGBTQ Center Job Fair and 3rd Annual Dana Maeshia Resource Fair, which 10 interest forms were completed by families to inquire of Head Start services. Recruitment flyers were delivered to Avala Pediatrics, Carmichael Pediatrics, Tetteh Pediatrics Health, and Sacramento Library Play & Learn.

### ***Twin Rivers USD***

- Scheduling appointments for re-enroll confirmation and new enrollments for 23-24 school year.
- Using marquee sign in the front of school site to increase awareness of Early Head Start openings.

### ***WCIC/Playmate***

- SETA provided list of families that completed on-line inquires within the 95817-zip code to support recruitment.
- Enrollment recruitment flyers provided to Oak Park Community Health Center.
- During parent conferences, teachers are informing families of openings and providing flyers to share with family and friends.

ITEM VI – OTHER REPORTS (continued)  
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- D. HEAD START MANAGERS' REPORTS: This item provides an opportunity for the Head Start Managers to provide reports. The Managers are:
- Lisa Carr - Family Engagement, Home Base, and ERSEA Services
  - Megan Lamb - School Readiness, Special Education, and Mental Health Services
  - Gricelda Ocegueda - Health, Oral Health, Nutrition, Food Services, Quality Assurance and On-going Monitoring

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- E. OPEN DISCUSSION AND COMMENTS: This item provides an opportunity for Head Start Policy Council members to bring up topics for discussion. Members are asked to address their requests to the Chair if they wish to speak. No action is to be taken on any item that is discussed during this meeting; the board may direct staff to place agenda items on upcoming agendas for action.

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- F. PUBLIC PARTICIPATION: Participation of the general public at Head Start Policy Council meetings is encouraged. Members of the audience are asked to address their requests to the Chair if they wish to speak.

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