

Thought of the Day:

*“Nobody can go back and start a new beginning, but
anyone can start today and make a new ending.”*

Author: Maria Robertson

AGENDA

Sacramento Employment and Training Agency HEAD START PARENT ADVISORY COMMITTEE Special Meeting

Monday April 21, 2025 11:00 a.m.

925 Del Paso Boulevard, Suite 100, Board Room,
Sacramento, CA 95815

PUBLIC COMMENT PROCEDURES

In response to AB 2449, the Sacramento Employment and Training Agency (SETA) Head Start Parent Advisory Committee is conducting this meeting utilizing a hybrid approach, permitting members of the public to participate in person or via Zoom. Public comments will be accepted until the adjournment of the meeting, distributed to the members of the Committee and included in the record.

In the event of disruption that prevents broadcasting of the meeting to members of the public using the call-in or internet-based service options, or in the event of a disruption which prevents members of the public from offering public comments, the Committee shall take no further action on items appearing on the meeting agenda until public access to the meeting is restored.

In-Person Public Comment

Members of the public are encouraged to participate in the meeting by completing a speaker card or submitting written comments by email to SETA's Clerk of the Boards, Anzhelika.Simonenkova@seta.net. Any member of the public who wishes to speak directly to the Committee regarding any item on the agenda may contact Anzhelika Simonenkova at (916) 263-3753, or Anzhelika.Simonenkova@seta.net. Please include in your request the item(s) on which you would like to participate.

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Accommodations

Request for Assisted Listening Devices or other considerations should be made through the Clerk's office at (916) 263-3753. Closed captioning will be available.

This meeting is digitally recorded and available to members of the public upon request.

This document and other Committee meeting information may be accessed through the Internet by visiting the SETA webpage: www.seta.net/board/board-agendas.

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Anita Maldonado, Ph. D.

EXECUTIVE DIRECTOR

CALL TO ORDER
PLEDGE OF ALLEGIANCE
ROLL CALL

- Parent Advisory Committee (PAC) Meeting Attendance Update
- Introduction of Newly Seated Representatives

I. CONSENT ITEMS:

- A.** Approval of Minutes of the March 18, 2025 Regular Board Meeting 6-11

II. ACTION ITEMS:

- A.** Approval of Annual Self-Assessment for 2024-2025 and Resulting Program Improvement Plan for the SETA-Operated Program (Karen Griffith) 12-44

- B.** Approval of Program Year 2025-2026 Head Start and Early Head Start Refunding Applications (Karen Griffith) 45-46

- C.** Approval of the SETA Head Start and Early Head Start Budgets for Program Year 2025-2026 (Karen Griffith) 47

- D.** Approval of the 2025-2026 Head Start and Early Head Start Program Options and Center Locations for Sacramento County (Karen Griffith) 48-52

- E.** Approval of 2025-2026 Training/Technical Assistance Plan for the SETA Head Start and Early Head Start Program, as Aligned with Established Five-Year Goals and Objectives (Karen Griffith) 53-67

- F.** Approval of the Budget Modification Request for Program Year 2024-2025 Head Start and Early Head Start Basic (09CH012795) (Karen Griffith) 68-70

- G.** Approval of Budget Modification Request for the Program 2023-2024 Head Start and Early Head Start Basic (09CH011763) (Karen Griffith) 71-73

- H.** Election of Parent Advisory Committee Treasurer for Program Year 2024-2025 74

- I.** Election of Parent Advisory Committee Community Representatives and Alternates for Program Year 2024-2025 75

- J.** Election of SETA-Operated Representatives and Alternates to the Policy Council for Program Year 2024-2025 76

III. INFORMATION ITEMS:

- A.** 1st Quarter Strategic Plan Report (Anita Maldonado) 77

- B.** Standing Information Items 78-88

- Fiscal Monthly Report/Corporate Card Monthly Statement of Account: Mr. Victor Han
- Health Service Advisory Committee (HSAC) Report:

	Ms. Le Andra Jones-Villalta	
	➤ Community Resources – Parents/Staff: Ms. Le Andra Jones-Villalta	
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	➤ Executive Committee: Ms. Aterious Cuffee	
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	➤ Parent Ambassador Committee: Ms. Aterious Cuffee	
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	A. Chair – Ms. Aterious Cuffee	
	✓ PAC Recruitment	
	B. Policy Council – Ms. Le Andra Jones-Villalta	
	C. Head Start Deputy Director – Ms. Karen Griffith	
	✓ Monthly Head Start Report	
	D. Head Start Managers	
	✓ Lisa Carr – Family Engagement, Home Base, and ERSEA Services	
	✓ Megan Lamb – School Readiness, Special Education, and Mental Health Services	
	✓ Veronica Jones – Health, Nutrition, Quality Assurance, and Data Systems	
	✓ Betsy Uda – Safe Environments, Facilities, Licensing, and Food Services	
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DISTRIBUTION DATE: Tuesday, April 15, 2025

Parent Advisory Committee meeting hosted by:
Aterious Cuffee (Chair), Lizeth Ortiz (Vice Chair),
Cynthia Reynoso (Secretary), Omar Smith (Parliamentarian)

ROLL CALL

The Parent Advisory Committee Secretary will call the roll for the following members:

- ☐ Vacant, 16th Avenue Head Start
- ☐ Vacant, Alder Grove Early Learning Center
- ☐ Vacant, Alder Grove I/T Head Start
- ☐ Vacant, Bannon Creek Head Start
- ☐ Vacant, Bret Harte Head Start
- ☐ Vacant, Bright Beginnings Head Start
- ☐ Vacant, Capital City Head Start
- ☐ **Lizeth Ortiz, Vice Chair, CP Huntington Head Start**
- ☐ Vacant, Crossroad Gardens Head Start
- ☐ Vacant, Dudley Head Start
- ☐ Vacant, Early Head Start (Home Base)
- ☐ Vacant, Elkhorn Head Start
- ☐ **Yaneika James, Florin Grammar Head Start**
- ☐ Vacant, Franklin Head Start
- ☐ Vacant, Freedom Park Head Start
- ☐ Vacant, Freeport Head Start
- ☐ Vacant, Fruitridge Head Start
- ☐ Vacant, Galt Head Start
- ☐ Vacant, Grizzly Hollow
- ☐ Vacant, Hillsdale Head Start
- ☐ Vacant, Hiram Johnson Head Start
- ☐ Vacant, Hopkins Park Head Start
- ☐ Vacant, Illa Collin Head Start
- ☐ Vacant, Job Corps Head Start
- ☐ Vacant, Kennedy Estates Head Start
- ☐ Vacant, LaVerne Stewart Head Start
- ☐ Vacant, Marina Vista Early Learning Center
- ☐ Vacant, Mather Head Start
- ☐ Vacant, Nedra Court Head Start
- ☐ **Brecia Garcia, Norma Johnson Early Learning Center**
- ☐ **Jasmine Nnachi, North Avenue Head Start**
- ☐ Vacant, Northview Head Start
- ☐ **Javana Abrussezze, Northview Early Head Start**
- ☐ Vacant, Parker Head Start
- ☐ Vacant, Phoenix Park Head Start
- ☐ **Rebekah Chester, Pre-School (Home Base)**
- ☐ Vacant, Pre-School (Home Base)
- ☐ Vacant, River Oak Center for Children
- ☐ Vacant, Sacramento County Office of Education
- ☐ **Masahi Jacobi, Sharon Neese Early Learning Center**
- ☐ Vacant, Solid Foundation Head Start
- ☐ Vacant, Spinelli Head Start
- ☐ Vacant, Strizek Park Head Start
- ☐ **Cynthia Reynoso, Secretary, Walnut Grove Head Start**
- ☐ **Le Andra Jones-Villalta, Past Parent Representative**
- ☐ **Aterious Cuffee, Chair, Past Parent Representative**
- ☐ **Wanda Thomas-Johnson, Grandparent Representative**
- ☐ **Dennesha Calhoun, Foster Parent Representative**
- ☐ **Omar Smith, Parliamentarian, Parent Ambassador Representative**
- ☐ **Debra Gipson, Parent Ambassador Representative**
- ☐ **Akenese (Agnes) Luluga, Community Agency Representative**

ROLL CALL
(Continued)

Program Year 2023-2024 - New Representatives to be seated

- ☐ Sherrel Williams, Freedom Park Head Start
- ☐ Tasia Lewis, Spinelli Head Start

Applications Received: None

Vacant, 16th Avenue Head Start

Vacant, Alder Grove I/T Head Start

Vacant, Bannon Creek Head Start

Vacant, Bret Harte Creek Head Start

Vacant, Bright Beginnings Head Start

Vacant, Capital City Head Start

Vacant, Crossroad Gardens Head Start

Vacant, Dudley Gardens Head Start

Vacant, Early Head Start (Home Base) (2)

Vacant, Elkhorn Head Start

Vacant, Franklin Head Start

Vacant, Freedom Park Head Start

Vacant, Freeport Head Start

Vacant, Fruitridge Head Start

Vacant, Galt Head Start

Vacant, Grizzly Hollow Head Start

Vacant, Hillsdale Head Start

Vacant, Hiram Johnson Head Start

Vacant, Hopkins Park Head Start

Vacant, Illa Collin Head Start

Vacant, Job Corps Head Start

Vacant, Kennedy Estates Head Start

Vacant, LaVerne Stewart Head Start

Vacant, Marina Vista Head Start

Vacant, Mather Head Start

Vacant, Nedra Court Head Start

Vacant, North Avenue Head Start

Vacant, Northview Head Start

Vacant, Parker Head Start

Vacant, Phoenix Park Head Start

Vacant, Pre-school (Home Base)

Vacant, River Oak Center for Children

Vacant, SCOE

Vacant, Solid Foundation Head Start

Vacant, Spinelli Head Start

Vacant, Strizek Park Head Start

Vacant, Outgoing Chair

PAC MEETING ATTENDANCE PROGRAM YEAR 2024-2025

The PAC was seated on November 19, 2024, January 21, February 18, and March 18, 2025.

COMMITTEE MEMBER	CENTER	11/19	12/17	1/21	2/18	3/18	4/21*	5/20	6/17	7/15	8/19	9/16	10/21
Vacant Seated	16A												
Naomi Watson R 3/25	AG ELC	X		X	U	R							
Vacant Seated	AG I/T												
Vacant Seated	BC												
Vacant Seated	BH												
Vacant Seated	BB												
Vacant Seated	CC												
Lizeth Ortiz Seated 11/19	CPH	X		X	X	X							
Vacant Seated	D												
Vacant Seated	EHS/HB												
Vacant Seated	EL												
Vacant Seated	EL												
Yaneika James Seated 11/19	FG	X		X	X	PACB							
Vacant Seated	FA												
Sherrel Williams S/B 4/21	FP												
Vacant Seated	FPT												
Vacant Seated	FT												
Vacant Seated	G												
Vacant Seated	GH												
Vacant Seated	H/EHS												
Vacant Seated	H/PS												
Vacant Seated	HJ												
Vacant Seated	HI												
Vacant Seated	HP												
Vacant Seated	JC												
Vacant Seated	K												
Vacant Seated	LVS												
Vacant Seated	MV												
Vacant Seated	M												
Vacant Seated	NC												

COMMITTEE MEMBER	CENTER	11/19	12/17	1/21	2/18	3/18	4/21*	5/20	6/17	7/15	8/19	9/16	10/21
Brecia Garcia Seated 3/18	NJ					X							
Jasmine Nnachi Seated 3/18	NA					X							
Javana Abrussezze Seated 11/19	NV/EHS	X		X	X	PACB							
Vacant Seated	NV/PS												
Vacant Seated	PA												
Vacant Seated	PP												
Rebekah Chester Seated 11/19	PS/HB	X		X	X	PACB							
Vacant Seated	PS/HB												
Vacant Seated	RO												
Vacant Seated	SCOE/EHS												
Masahi Jacobi Seated 2/18	SN				X	X							
Vacant Seated	SF												
Tasia Lewis S/B 4/21	S												
Vacant Seated	SP												
Cynthia Reynoso Seated 11/19	WG	X		X	X	X							
Akenese (Agnes) Luluqa Seated 1/21	CAR			X	E	X							
Debra Gipson Seated 1/21	CAR			X	X	X							
Omar Smith Seated 11/19	PAR	X		X	X	PACB							
Dennesha Calhoun Seated 1/21	FPR			X	E	X							
Le Andra Jones-Villalta Seated 11/19	PPR	X		X	X	PACB							
Aterious Cuffee Seated 11/19	PPR	X		X	X	X							
Wanda Thomas-Johnson Seated 11/19	GPR	X		X	E	X							
Vacant Seated	OGC												

Members: If you cannot attend a meeting and are going to be absent, you must:

- 1. First, call your Alternate(s) to see if they can attend in your place;**
- 2. Second, call Head Start Governance and Parent Engagement Coordinator, Ms. Gaylon Ndiaye, at (916) 591-2298; and**
- 3. Third, please call the PAC Chair, Ms. Aterious Cuffee, at (916) 893-9185, or the Clerk of the Boards, Ms. Anzhelika Simonenkova, at (916) 263-3753.**

PARENT ADVISORY COMMITTEE - MEETING
ATTENDANCE UPDATE PROGRAM YEAR 2023-2024
(Continued)

Head Start Center Abbreviations

16A - 16th Avenue
AG ELC - Alder Grove Early Learning Center
AG I/T - Alder Grove Infant/Toddler Center
BC - Bannan Creek
BB - Bright Beginnings
BH - Bret Harte
CC - Capital City
CPH - CP Huntington
CR - Crossroad Gardens
D - Dudley
EHS/HB - Early Head Start/Home Base
EL - Elkhorn
FG - Florin Grammar
FA - Franklin
FP - Freedom Park
FPT - Freeport
FT - Fruitridge
G - Galt
GH - Grizzly Hollow
H - Hillsdale
HI - Hiram Johnson

HP - Hopkins Park
JC - Job Corps
K - Kennedy Estates
LVS - LaVerne Stewart
MV - Marina Vista Early Learning Center
M - Mather
NC - Nedra Court
NJ - Norma Johnson
NA - North Avenue
NV - Northview
PA - Parker Avenue
PP - Phoenix Park
PS/HB - Pre-school/Home Base
RO - River Oak
SCOE - Sacramento County Office of Education
SN - Sharon Neese
SF - Solid Foundation
S - Spinelli
SP - Strizek Park
WG - Walnut Grove

Representative Abbreviations:

CAR - Community Agency Representative
FPR - Foster Parent Representative
GPR - Grandparent Representative

OGC - Out Going Chair
PAR - Parent Ambassador Representative
PPR - Past Parent Representative

Attendance Record and Meetings Abbreviations:

***** - Special Meeting
****** - Ethics Training with Policy Council
AE - Alternate Excused
AP - Alternate Present
CD - Child Dropped
E - Excused
NM - No Meeting
PAC - Parent Advisory Committee

PACB - PAC Board Business
R - Resigned
RS - Reseat
S/B - Should be, or should have been (seated)
U - Unexcused
X - Present

CONSENT ITEM I-A

Approval of the Minutes of the March 18, 2025 Regular Meeting

RECOMMENDATION:

Approve the minutes of the March 18, 2025 meeting.

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee to review and approve the minutes of the March 18, 2025 meeting.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

MINUTES/SYNOPSIS

Sacramento Employment and Training Agency HEAD START PARENT ADVISORY COMMITTEE Regular Meeting

Tuesday March 18, 2025 10:00 a.m.
925 Del Paso Boulevard, Suite 100, Board Room,
Sacramento, CA 95815

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

Ms. Cuffee called the meeting to order at 10:03 a.m., read the thought of the day, and called the roll; a quorum was met.

Members Present:

Lizeth Ortiz, CP Huntington Head Start
Cynthia Reynoso, Walnut Grove Head Start
Aterious Cuffee, Past Parent Representative
Debra Gipson, Parent Ambassador Representative
Akenese (Agnes) Luluga, Community Agency Representative
Dennesha Calhoun, Foster Parent Representative
Wanda Thomas-Johnson, Grandparent Representative
Masahi Jacobi, Sharon Neese Early Learning Center (*arrived and seated at 10:25 a.m.*)

New Members to be Seated Present:

Brecia Garcia, Norma Johnson Head Start
Jasmine Nnachi, North Avenue Head Start

New Members to be Seated but Absent: None

Members Absent:

Omar Smith, Parent Ambassador Representative (*Parent Advisory Committee (PAC) Business*)
Le Andra Jones-Villalta, Past Parent Representative (*PAC Business*)
Yaneika James, Florin Grammar Head Start (*PAC Business*)
Javana Abrussezze, Northview Early Head Start (*PAC Business*)
Rebekah Chester, Pre-school/Home Base (*PAC Business*)
Naomi Watson, Alder/Grove Early Learning Center (*unexcused*)

I. CONSENT ITEM:

A. Approval of the Minutes of February 18, 2025, Regular Board Meeting

The minutes were reviewed, no questions or corrections.

Moved/Gipson, second/Luluga, to approve the February 18, 2025, minutes as distributed.

Roll call vote:

Aye: 7 (Nnachi, Luluga, Calhoun, Thomas-Johnson, Ortiz, Reynoso, Gipson)

Nay: 0

Abstention: 2 (Cuffee, Garcia)

Absent: 7 (Chester, Smith, Abrussezze, James, Jones-Villalta, Watson, Jacobi)

II. ACTION ITEMS:

A. Election of Parent Advisory Committee Secretary for Program Year 2024-2025

Ms. Cuffee nominated Ms. Reynoso. There were no other nominations at this time.

Moved/Gipson, second/Ortiz, to elect Ms. Reynoso as Parent Advisory Committee Secretary for program year 2024-2025

Roll call vote:

Aye: 8 (Nnachi, Garcia, Luluga, Calhoun, Thomas-Johnson, Ortiz, Reynoso, Gipson)

Nay: 0

Abstention: 1 (Cuffee)

Absent: 7 (Chester, Smith, Abrussezze, James, Jones-Villalta, Watson, Jacobi)

B. Election of Parent Advisory Committee Community Representatives and Alternates for Program Year 2024-2025

There were no nominations at this time.

Moved/Luluga, second/Gipson, to table the election of three (3) Community Agency Representatives and alternates to the next meeting.

Roll call vote:

Aye: 8 (Nnachi, Garcia, Luluga, Calhoun, Thomas-Johnson, Ortiz, Reynoso, Gipson)

Nay: 0

Abstention: 1 (Cuffee)

Absent: 7 (Chester, Smith, Abrussezze, James, Jones-Villalta, Watson, Jacobi)

C. Election of SETA-Operated Representatives and Alternates to the Policy Council for program year 2024-2025

Ms. Cuffee reviewed the item. Ms. Nnachi nominated herself as Representative to the Policy Council. There were no other nominations at this time.

Moved/Gipson, second/Ortiz, to approve election of Ms. Nnachi as Representative to the Policy Council for program year 2024-2025 and table the election of one (1) Representative and four (4) alternates to the next meeting.

Roll call vote:

Aye: 8 (Nnachi, Garcia, Luluga, Calhoun, Thomas-Johnson, Ortiz, Reynoso, Gipson)

Nay: 0

Abstention: 1 (Cuffee)

Absent: 7 (Chester, Smith, Abrussezze, James, Jones-Villalta, Watson, Jacobi)

D. Approval of Revised Supervision Policy and Procedures

Ms. Griffith reviewed the item. She advised that SETA's Supervision Policy and Procedures were reviewed as part of the Training and Technical Assistance offered by the Office of Head Start and deemed too cumbersome and lengthy. As a result, the Supervision Policy and Procedures were condensed into one document with clear and concise language, and a revised version of the Procedures was provided in the packet.

Ms. Griffith clarified the process for children transitioning from inside to outside in relation to classroom zoning and provided classroom zoning example scenarios.

Moved/Luluga, second/Ortiz, to approve the revised Supervision Procedures in alignment with the Risk Assessment Notification (RAN) Corrective Action Plan.

Roll call vote:

Aye: 8 (Nnachi, Garcia, Luluga, Calhoun, Thomas-Johnson, Ortiz, Reynoso, Gipson)

Nay: 0

Abstention: 1 (Cuffee)

Absent: 7 (Chester, Smith, Abrussezze, James, Jones-Villalta, Watson, Jacobi)

Ms. Jacobi arrived and was seated at 10:25 a.m.

E. Approval of Incident Reporting Procedures

Ms. Griffith reviewed the item. She advised that SETA's communication systems were reviewed as part of the Training and Technical Assistance offered by the Office of Head Start (OHS), and it was deemed necessary to ensure SETA-Operated sites and Delegates sites report any OHS required incidents within required timelines. The guidelines in the packet provide information on timelines, responsibilities, and the roles of staff involved.

Moved/Luluga, second/Ortiz, to approve the Internal and External Reporting Procedures in alignment with RAN Corrective Action Plan.

Roll call vote:

Aye: 10 (Garcia, Nnachi, Luluga, Calhoun, Watson, Thomas-Johnson, Ortiz, Reynoso, Gipson, Jacobi)

Nay: 0

Abstention: 1 (Cuffee)

Absent: 5 (Chester, Smith, Abrussezze, James, Jones-Villalta)

III. INFORMATION ITEMS:

A. Standing Information Items

➤ Fiscal Monthly Report/Corporate Card Monthly Statement of Account

Mr. Han introduced himself and reviewed the fiscal report for the seventh month, which ended February 28, in the 2024-2025 program year. He advised that total Head Start Year-to-Date expenditures are at 54.7%. The Non-Federal Share Year-to-Date expenditures are at 27.9%, above the required 25%. SETA is at 11.8% for Administrative expenditure, below 15% maximum. The SETA Operated Programs Expenditures Head Start and Early Head Start reports were reviewed. SETA is in the process of assessing expenditures lines and is planning to bring forward budget modifications to the scheduled special meeting at the end of April. The American Express and CitiBank credit card statements didn't reveal anything not ordinary.

Mr. Han reviewed the state funding report and advised that for both the California State Preschool Program (CSPP) and General Child Care and Development (CCTR), SETA is still in a hold harmless year and should expect to earn the Maximum Reimbursement Amount (MRA).

➤ Health Service Advisory Committee (HSAC) Report:

Ms. Cuffee delivered a report on behalf of Ms. Jones-Villalta. She mentioned that HSAC recently held a very productive meeting during which they reviewed surveys.

These surveys are intended for families to emphasize the importance of lead blood tests for their children, as well as for teaching staff to assess their stress levels related to working in the classroom.

- Community Resources – Parents/Staff
Ms. Cuffee reviewed the community resources provided in the packet.

B. Head Start Policy Council Minutes for January 28, 2025: No questions

IV. COMMITTEE REPORTS:

- Executive Committee
The next meeting date and time will be determined.
- Budget/Planning Committee
The next meeting will be held on Tuesday, April 8, 2025, at 1:00 p.m., at the SETA Administrative building.
- Parent Ambassador Committee
The next meeting will be held on Tuesday, March 20, 2025, at 10:00 a.m., at the SETA Administrative building.

V. OTHER REPORTS:

A. Chair: No report

B. Policy Council:

Ms. Cuffee delivered a report on behalf of Ms. Jones-Villalta. She mentioned that the next meeting of the Policy Council (PC) will be held on March 25, 2025, at 10:00 a.m. Ms. Jones-Villalta will not be present at that meeting, and Ms. James will be Chairing the meeting in her absence.

C. Head Start Deputy Director:

Ms. Griffith informed the Committee that SETA is currently preparing the Head Start grant application, which will be presented for approval at the joint PC/PAC meeting in April 2025. With the recent government shutdown averted, SETA's funding will remain at the same level until the end of September 2025. Factors such as food costs, personnel expenses, and community needs are being considered in the grant planning process, which may lead to reduced class sizes.

D. Head Start Managers

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

Ms. Carr introduced herself and welcomed the new members. She informed the Committee that SETA received confirmation from the Office of Head Start (OHS) stating that SETA has successfully met the criteria outlined in the full enrollment initiative. OHS will continue to monitor progress for the next six months to ensure that the 97% enrollment threshold is maintained. At the end of this period, SETA will receive a completion letter acknowledging their successful implementation of the under-enrollment plan.

Ms. Carr also reviewed the enrollment report included in the packet, noting that enrollment reached 101% for Head Start and 99% for Early Head Start.

Furthermore, Ms. Luluga expressed her heartfelt appreciation for the tireless efforts and unwavering dedication of the SETA kitchen staff.

- ✓ Megan Lamb - School Readiness, Special Education, and Mental Health Services: Ms. Lamb stated that the Risk Assessment Notification (RAN) team will visit SETA this week. This will be their third visit. The staff has been consistently working on improvements and updates and is looking forward to this visit.

In response to Ms. Calhoun's questions, it was clarified that non-SETA employees are not permitted to remove children from licensed employee supervision while in SETA's care. This includes visits from providers who are partnered with SETA.

- ✓ Vacant – Health, Oral Health, Nutrition, Food Services, Quality Assurance, and On-going Monitoring: No report
- ✓ Betsy Uda – Safe Environments, Facilities, and Licensing:
Ms. Uda introduced herself and provided updates on several improvement projects:
 - Flooring will be installed in the bathrooms at the Crossroads site.
 - The fire door at the Mather site will be replaced.
 - The outdoor renovation at Northview is currently underway.

Pictures showing the before and after of the Northview outdoor renovation will be shared once the project is completed.

VI. CENTER UPDATES:

Ms. Luluga provided some additional community resources and offered flyers to interested individuals.

VII. DISCUSSION: None

VIII. PUBLIC PARTICIPATION: None

IX. ADJOURNMENT: The meeting adjourned at 11:15 a.m.

Note: The minutes reflect the actual progression of the meeting.

ACTION ITEM II-A

Approval of Annual Self-Assessment for 2024-2025 and Resulting Program Improvement Plan for the SETA-Operated Program

Presenter: Karen Griffith

RECOMMENDATION:

Approve Program Year 2024-2025 Self-Assessment and resulting Program Improvement Plan for the Head Start/Early Head Start/EHS programs.

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee 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 December 2024-February 2025, 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 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 varied 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.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

Head Start and Early Head Start Self-Assessment: Summary of Results 2024-2025

Background

In December 2024, SETA formed 7 committees to comprise the self-assessment team for 2024-25 program year. Each team was led by a manager or senior supervisor and members included teaching staff and support staff from different SETA departments. Parents from PAC and PC were interviewed, and parent surveys were conducted at the center-level. The time period was January 4-February 21, 2025.

Data Collection and Analysis

The committees gathered and analyzed data collected routinely by the program as part of the agency's ongoing monitoring system:

- *ChildPlus* (for Enrollment, Attendance, Health data, Unannounced safety and supervision visits, Risk Assessment Notification RAN Visits)
- *CLASS*, classroom observations
- *DRDP* assessment (Learning Genie)
- *ASQ* Online (Developmental screening ASQ, ASQ: SE)
- Personnel files, Child files
- *ADP* (Payroll system)
- Written policies and procedures
- Creative Curriculum Fidelity Tools
- Parent surveys (Transition to Preschool, Preschool Transition to Kindergarten; Parent Satisfaction survey)
- PAC/PC parent group interviews
- Staff surveys and interviews (November 2024-Januray 2025)
- *ReadyRosie*

Each committee met and used SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis as an approach to discussing and understanding the relationships between the various data sets and identified trends.

Summary of Program Strengths

The SETA Children and Family Services HS/EHS programs have many notable strengths as described in the following sections:

Education

Curriculum Fidelity and Child Assessment and Quality Teacher-Child Interaction

Head Start and Early Head Start Center-Based Program

- A research-based curriculum, Creative Curriculum (CC), 6th Edition, is now used program-wide in Head Start preschool. Teachers received annual training on its implementation. Curriculum checklists and observation tools are used by the program throughout the year to ensure the curriculum is being implemented to fidelity. In 2023-24, a pilot group participated in the 6th edition rollout. When the pilot group and non-pilot group teacher participants were compared using the CC fidelity tool, there was a notable difference in scores. Teachers who participated in the Pilot Program scored 84% compared to non-Pilot participants who scored an average of 70%. Strengths identified through the fidelity tool are in Scheduling and Planning and Facilitating Large and Small Group Activities.
- In nearly 100% of the Head Start classrooms observed, there is a detailed and interactive schedule posted at children's eye level, and studies are reflected in the weekly lesson plan.
- All Early Head Start classrooms utilize the Creative Curriculum. EHS classrooms have not transitioned to using the new edition of the Creative Curriculum. The program added four classes requiring additional training for staff. The CC fidelity tool identified the following strengths in the toddler classrooms: Transitions and Planning Large and Small Group Activities.
- In 100% of the EHS classrooms observed, Teachers have developed and implemented routines and experiences for children at an unhurried, child-directed pace.
- The Desired Results Developmental Profile (DRDP) assessment instrument is used to assess all children in the program, and teachers use the Learning Genie computer program to collect observations, photos, and work samples. DRDP data from Preschool shows strengths in the domains of Physical Development and Health, Approaches to Learning, and Social Emotional Development. In Physical Development and Health, 70% of children scored at or above age level; in Approaches to Learning, 50% at or above age level, and 52% at or above age level in Social Emotional Development.
- DRDP data from EHS shows strengths in the domains of Physical Development and Health, Cognition, and Social Emotional Development. In Physical Development and Health, 74% of children scored at or above age level; in Cognition, 66% of children scored at or above age level; in Social Emotional development, 66% of children scored at or above age level.

- 95% of classrooms' physical environments include 7 clearly defined Interest Areas: Blocks, Art, Dramatic Play, Toys and Games, Discovery, Library, and Music, with an overall increase in Music environments compared to the previous year.

Transitions

- Parent surveys indicate that Teachers and Family Service Workers (FSW) prepare most children and families for transition into kindergarten or other Pre-K programs; 98% of parents surveyed stated the Teacher completed the Kindergarten transition form.
- All classrooms have a Kindergarten Transition Library for parents to use at home or school. The Parent Guide to School Readiness was developed with input from many of the receiving school districts and included home activities available to all parents in the program.
- Each child leaving for kindergarten received a transition backpack filled with essential school supplies and resources to support the child and the family. To date, 551 transition backpacks have been delivered.

Head Start and Early Head Start Home-Based Program

- SETA implements an evidence-based curriculum, Parents as Teachers and Partners for Healthy Babies, to support pregnant parents, and it continues to be positively received by families. Coordinators (supervisors) have redesigned program forms to make them less time-consuming to complete for Home Visitors and easier for families to read and understand. All home visit plans are now in an electronic format that can be filled in and shared with the parent as an email attachment, thereby making it more accessible to them while reducing the use of paper.
- Home Visitors are supported by Coordinators who conduct quarterly case management sessions along with file reviews to guide in areas needing support. In addition to quarterly case management, ongoing one-on-one case management is initiated by either the home visitor or supervisors as needed. These meetings are proving to be effective and help home visitors to overcome any challenges they encounter.
- All Coordinators completed the Home Visit Rating Scales (HOVRS) training, and SETA has started a coaching program for Home Visitors. New staff will be assigned a mentor as part of their onboarding training, and other staff may request mentoring at any time. This will further support program quality in the home base unit.
- Socializations are meticulously planned with the input of parents. The topics are varied, and staff schedule them at various times and places to best accommodate families.

Mental Health and Disabilities Services

- SETA fulfills the federal mandate to complete CLASS in all classes. CLASS observation data is collected annually and utilized to plan relevant training and on-

site coaching to build teaching skills, improving teacher-child interaction as measured by CLASS scores.

- A CLASS for Coaches workshop series was piloted this year, and more intensive coaching of a subsequent cohort of Site Supervisors has yielded a greater understanding of what to look for to provide appropriate feedback to Teachers.
- A Coordinator has been hired to lead and support the Intervention Specialist team. As a result, the implementation of policies and procedures has been more consistent across all regions, particularly with the documentation and application of strategies and tools.
- The process of onboarding ABA (Applied Behavior Analysis) specialists to work one-on-one with children in Head Start and Early Head Start centers has become streamlined and timely, and more frequent communication with ABA agencies through the Intervention Specialist Coordinator has yielded an increase in ABA specialists adhering to SETA policies.
- Intervention Specialists attended multiple training opportunities focused on trauma-informed care, social-emotional competencies, and new research in mental health practices in early childhood practices.
- Centers across all regions have an “Intervention Corner” with information about the Intervention Specialist, services available, and resources for families.

Parent, Family, and Community Engagement

Center-based Program

- Between November 2024 and January 2025, SETA enrolled 2,241 families, and 64% started their Family Partnership Agreements (FPA) process at enrollment, including the Immediate Needs section that allowed staff to offer timely assistance.
- Family Services staff identified the following strategies helpful in getting parents engaged in FPA
 - The monthly First Friday case management with teachers effectively involved them early in the FPA process with the families.
 - Communicating clearly with parents about the FPA process and benefits was a helpful strategy, according to the Family Services staff.
 - Updating goals around the time of parent conferences and Individual Development Plans (IDP) with the teachers was also an effective strategy that aided goal setting with families.
 - Breaking down goals for parents who may be overwhelmed and keeping them simple and achievable
 - Ensuring that parents feel comfortable and not rushed so that it is a conversation with the parent.
 - Some FSWs have identified that sending the goal sheet home with the parent also seemed to work better for some parents.
 - Used various methods to engage parents for updates, including appointments, telephone, or text messages.
 - Aligning parent goals with goals on the IDP for children

- 48% of families with FPA had one goal identified. At the time of the self-assessment survey, 15% of families with an FPA completed one goal.

Home-based Program

- Family Needs Assessments were completed during the first home visit, and resources were given as needed. Family goals are integrated into weekly home visits on the home visit plan.
- 52 parents were engaged in the empathy interviews conducted to assess families' interests, their overall rating of the home-based services received, the strengths and weaknesses of their home visitor, and their participation in socialization events. The results showed that they were highly satisfied with the program and their assigned home visitor. Parents reported that they felt that the program was helping them with their child's school readiness and that they felt supported and comfortable during the home visits.

Parent Meetings

- 36 of 41 or 86% of sites held at least one parent meeting, ranging from 2-10 parent meetings per site. Altogether, 187 parent meetings have been held since the school year started, with 115 in-person meetings and 72 "*parent meetings in a bag*".
- The flexibility to offer in-person meetings and meetings in a bag and provision of food or snacks for parents during in-person meetings were appreciated by parents, and it showed in their attendance and engagement.

Parent Engagement Activities

- *ReadyRosie Parenting Curriculum.* Families' engagement with the ReadyRosie parenting curriculum is at a 72% utilization rate. Families actively engaged with the platform as measured by the number of views; a total of 3,130 education videos were viewed by family members at the time of this report. In addition, SETA hosted four ReadyRosie Family Nights, which were attended by 51 participants. These events offered in-person support to families on how they can use the platform while promoting networking among parents. The series focused on math, science, and family involvement.
- *Male Involvement Program.* SETA hosted three male involvement events that were attended by 27 families and 57 participants. The events provided opportunities for fathers and other male family figures to bond and connect with their children through interactive and developmentally appropriate educational activities. The events included staff discussions on the important role of male adults and practical strategies to encourage and support male family members' participation in their children's learning.
- *Let's Talk* series. Three interactive workshops titled "Let's Talk" were held, and the series focused on supporting the social-emotional development of boys. The workshops provided a space for families to share their experiences, insights, and challenges in raising emotionally healthy boys and allowed SETA to gather information on ways to provide additional support to enrolled families.
- *Strengths, Needs, and Interests Parent (SNIPS) Survey-* At the beginning of the program year in Fall 2024, the SNIPS survey was sent out. This survey, conducted

by SETA through Child Care Resources (CCR) Analytics, was designed to assess family stability, identify specific needs, and understand their interests. 801 families responded, a 56% participation rate. These results were aggregated, and a plan of action was developed to address the areas that parents identified as a high need or an interest.

The following are some highlights from the SNIPS results, a snapshot of SETA Head Start families.

- Family Sufficiency:
 - 69% of families reported being stable
 - 12% felt safe
 - 07% considered themselves vulnerable
 - 0.04% were in crisis
- Family Literacy Engagement:
 - 0.06% of families did not engage
 - 22% engaged 1-2 times a week
 - 22% engaged 3-4 times a week
 - 32% engaged 5 or more times a week
- Families' Needs and Interests:
 - 0.2% of families reported needing help right now
 - 0.3% of families expressed interest in receiving more information
- Family Needs and Interests by PFCE
 - 0.1% of families needed help right now
 - 0.1% of families would like more information

Parent Cafés

- To enhance the impact and accessibility of the Parent Cafés, SETA restructured its approach to delivering the sessions. Previously trained facilitators for online Parent Cafés received additional training to effectively lead in-person sessions. The agency also added six trained staff members to increase capacity and reach. As part of the preparation to deliver Parent Cafés and deepen their understanding of the process, a staff-focused Parent Café was held. This allowed the team members to experience the process firsthand. It empowered staff to confidently promote the Parent Cafés and communicate their value to families.
- Recognizing the importance of effective marketing outreach, the team revamped the informational flyers by incorporating a QR code that links to a testimonial video. In this video, staff and parents share their stories, highlighting the benefits of attending Parent Cafés and encouraging families to participate.

Health and Nutrition Services

- SETA successfully expanded its collaboration with community partners to deliver preventive health services to families and provide staff and parent education. SETA

has increased access to internship opportunities with the agency through formal agreements with local colleges, universities, and other community partners: UC Davis, CSU Sacramento, Sierra College, Center for Oral Health, and Elica Health Centers.

- With its commitment to continuing quality improvement, SETA Health Unit rolled out several projects to streamline processes:
 - *Health-at-a-Glance* materials have been developed to create clear and accessible information on health procedures using infographics and flow charts. Family Service Workers reported that the new format is helpful.
 - Health and Nutrition Services (HNS) has grown its library of vetted PowerPoint Training (PPT) training materials and workshop topics to be used by program staff in providing training and health education.
 - A new scheduling approach for CPR classes has increased efficiency and reduced cancellations.
 - SETA now has 7 certified CPR instructors to support capacity and provide backup.
- Near 70% of SETA's teaching staff currently hold CPR certifications.
- SETA has developed and implemented a Narcan Policy that includes staff training and an innovative supply distribution system to the centers, making the program responsive to this community issue.
- The SETA kitchen is working with vendors to increase and offer more vegan options.
- Internal CACFP review by SETA Quality Assurance Unit identified that food is prepared and ready for children at mealtimes, leading to optimal supervision by teachers and increased opportunity for individualized behavior support and management.
- A snapshot report of monthly Food Service Operations indicated that over 100,000 meals were served in January 2025 alone (33,726 breakfasts, 34,793 lunches, and 32,391 snacks).
- Health & Safety Checklist monitoring by Quality Assurance Unit identified that SETA-Operated centers have a 99% compliance in health checks being completed.
- Health & Safety Checklist monitoring by the Quality Assurance Unit identified that infectious disease policies and procedures are in place and consistently implemented.

Safe Environments

- SETA has a standard policy and procedure in place that is accessed by center staff in requesting supplies, basic repairs, and extensive emergency facility issues. Staff are familiar with the system and utilize it as intended.
- The Quality Assurance unit regularly provides data and feedback to the Compliance Manager, from which decisions are made in the Facilities department to provide timely support to the Head Start centers.
- Center staff consistently complete the Child Care Licensing (CCL)-required nap logs in EHS classrooms as well as post and follow the Special diet plans in all centers.

- The Facilities department employs a team of staff with varied and complementary skill sets, allowing it to perform timely maintenance jobs at HS centers. This has allowed for efficient and cost-effective maintenance services to be completed.
- With a system in place to provide feedback to the department, the team continues to update and revise its Preventive Maintenance schedule to keep the classrooms and play yard in safe conditions.
- Within the first quarter of the program year, the SETA Facilities team completed the installation of bells and chimes in all SETA and Delegate agency classrooms' exit doors and gates, including signage on all exterior gates to keep the gate always closed. This facility improvement project was undertaken to increase safety awareness and create a redundant system for safety.
- The Facilities department has a process in place for team members to conduct unannounced visits to centers and complete documentation for recordkeeping, follow-up, and completion of necessary repairs.
- The Facilities team has successfully met the demands of the Risk Assessment Notice (RAN) Protocol by expediting all facility work orders at SETA and the Delegate agencies to ensure that all centers are safe for children.
- The Compliance Manager works with the SETA TOSAs (Teachers on Special Assignments) and the Program Specialists unit to provide support, guidance, and resources to SETA centers as well as Delegate partners.

ERSEA

Eligibility

- A two-step verification process in reviewing enrollment applications was implemented to improve the accuracy of completed paperwork. The first review is completed by the Family Service Worker or Home Visitor supervisor, followed by a second review, assessed by the ERSEA Program Analyst.
- The recent internal monitoring of enrollment files by the agency's Quality Assurance unit showed improvement, with a notable reduction in findings and an overall increase in compliance with eligibility requirements. Of the 87 files reviewed in center-based applications, results showed nearly 100% compliance. For home-based applications, there was a 95% accuracy rating for completed applications.
- ERSEA Program Analysts have processed over 1,100 applications and approvals efficiently while reducing errors and ensuring compliance.
- The annual interactive, hands-on ERSEA training for staff to apply key eligibility concepts accurately has been completed.
- New staff were trained within 90 days of hire and received ongoing training throughout the year.
- For State-funded programs, the elimination of Means-Tested Eligibility became effective, removing the need for two separate standards of eligibility.
- SETA has completed countywide staff training and implemented the use of the Housing Cost Adjustment, which allows enrollment staff to adjust annual gross income for families spending over 30% on qualified housing expenses

- In the SETA program, the ERSEA team's attendance and participation at the regional Program Officer meetings to answer questions and provide additional guidance in a smaller setting helped improve communication and teamwork, facilitating the timely placement of children at the centers.
- SETA took on an ERSEA Parent Intern this year for additional support and has entered 800 certification events into the ChildPlus system, which allowed for California Department of Education (CDE)/California Department of Social Services (CDSS) recertification timelines to be met and sent automated notifications to Family Service Workers.

Recruitment

- Many of SETA's recruitment activities are embedded in the community, ensuring maximum outreach to eligible families and community partner engagement. Recruitment highlights include:
 - Increased recruitment events over the past 12 months, especially in small community events specific to neighborhoods served by the centers.
 - In the home-based program, staff continue to recruit at transitional housing and apartment complexes designated for low-income and mixed-income families. Staff also partner with health clinics and other community agencies that serve the eligible population.
- Many improvements in the use of social media and other marketing materials for recruitment purposes have been implemented:
 - The use of electronic flyers, which include an embedded QR code linked directly to the SETA Head Start website for enrollment inquiries.
 - Aligned with SETA's strategic plan, the rebranding of marketing materials to enhance SETA programs' visibility and presence in the community continues in its second year. The agency's program flyers and promotional assets, such as tablecloths, table stands, and canopies, convey a cohesive approach and professional representation of our program at all public-facing events.
- Ongoing ChildPlus training for Family Service Workers on data entry of families' qualifying eligibility category and guidance on ChildPlus report 2025 Enrollment Priority Listing to streamline recruitment efforts by prioritizing the highest need families for enrollment when spaces become available.
- SETA continues to partner with Code for America, a 501 (c) (3) organization that connects families receiving government assistance with early education programs. As a result of this collaboration, there has been a 4%-5% increase in families verified eligible for Head Start through SNAP, expanding access to families who might have been over income using the federal poverty thresholds.

Selection

- To align with the revised Performance Standards 1302.14(6), the countywide Selection Criteria have been updated and approved by the Policy Council (January 2025 Policy Council Meeting) and the Governing Board (February 2025 Board

Meeting). The updated Selection Criteria now reflect the addition of children of income-eligible Head Start staff members and prioritized accordingly.

- Ongoing training on the use of Selection Criteria when determining next eligible family based on points in the priority ranking.

Enrollment

- Since August 2024, SETA's monthly enrollment numbers incrementally increased until achieving 101% of its funded enrollment in Head Start and 98% for EHS as of January 2025. These numbers reflect the strong recruitment plan that was put in place, the streamlined application processing, and the effective use of data tracking systems to ensure that families are readily enrolled.
- In the home-based option, enrollment in EHS was at 101% and in HS Preschool at 86% as of January 2025. In EHS, 23 pregnant families have been served as of January 2025, and SETA continues to recruit and enroll more pregnant women into the program.
- Bi-monthly meetings with Regional T/TA Specialist to monitor and update the Full Enrollment Initiative to document ongoing enrollment strategies countywide
- Bi-monthly ERSEA content meetings focused on enrollment strategies, recruitment strategies, and continuing to focus the work on meeting the minimum 97% threshold for full enrollment
- Implemented the Head Start and State Application approval policy, enrollment checklist, and application corrections guide, which has greatly improved the accuracy and efficiency of application processing.
- Usage of a Pre-Family Application and uploading of eligibility documents directly into ChildPlus when accessing the SETA Head Start webpage. Since April 2024, more than 840 families have been assisted when contacting the Enrollment Line, receiving guidance on site preference, eligibility document submission, and referrals to delegate agencies. This direct engagement has helped transition families from pre-application to waitlists, ensuring a steady stream of applicants.

Attendance

- The agency has a Classroom Attendance Improvement Plan policy and procedure that provides a structured approach for site supervisors to document class attendance. Classrooms with attendance below 85% submit monthly documentation, which allows for early identification of chronic absences.
- SETA uses the ChildPlus Attendance Module for signing in/out of class. Site Supervisors utilize daily and monthly reports such as ChildPlus Report 2305 (Monthly Attendance) and Report 2371 (Meal Count Summary) at the end of each month. These reports provide real-time tracking of classroom attendance rates and meal counts, ensuring data accuracy and identifying children whose attendance falls below 85%.
- SETA has prioritized attendance awareness for families by incorporating information about the importance of regular attendance into multiple resources, including the Parent Handbook, Admissions Policies, enrollment interviews, and parent meetings.
- In the home-based program, staff emphasize the importance of not canceling home visits and following up with families who have canceled frequently with no make-up

visits scheduled. The program has a policy to ensure home visitors schedule a make-up home visit when the cancellation is initiated by a staff member.

- Attendance in home visits is a standing agenda item in weekly home-based case management with staff. This allows staff to discuss any concerns affecting families' participation and to brainstorm strategies to support individual families.

Human Resources

- Successful ratification of new employee Anniversary Recognition Program and Cost of Living Adjustment with AFSCME & SETA
- The agency has updated employee recruitment procedures to reflect Head Start Performance Standards, including requirements on 1302.91:
 - Increase flexibility within the ADP Recruitment Module for initial interviews and testing.
 - Updated old Job Specifications on a flow basis with program Deputy Directors. The goal is to complete at least 4 job specification updates per quarter.
 - Continue meetings between Human Resources and Program Management departments for hard-to-fill vacancies and other recruitment strategies, such as providing education plans.
 - Two successful Hub Sub programs for Substitute Teacher recruitment at CSUS
 - Fall recruitment yielded 23 hires, and Spring recruitment led to 30 hires
- Updated the New Hire Orientation Survey and distributed it to new hires within 30 days of attending orientation to assist with improving the new hire and onboarding experience.
- Recruiting staff have been excellent at catching application inconsistencies concerning background check and health screening procedures (1302.90(b))
- SETA's Human Resources department actively engages Head Start parents in the recruitment and hiring process:
 - The Parent Advisory Committee (PAC) and Policy Council (PC) members are involved in the agency's Head Start employee hiring process and understand their role.
 - Human Resource staff participate in the PAC/PC orientation training for newly seated members. This provides an opportunity to train new members about SETA's policy and procedures and review the PC role and expectations.
- Personal introduction to SETA by the Executive Director and the Workforce Development Deputy Director at new employee orientation or via video during new employee orientation Administrative Day.
- Continued updates regarding COVID-19 response including:
 - Dedicated COVID-19 reporting system (email, respondent, process)
 - Tracking systems to facilitate contact tracing
 - Updated Policies and Procedures for COVID-specific issues
- Open Enrollment (OE) online process- review challenges from OE process
- ADP Module on Performance Evaluation annual rollout for all staff commenced in January 2025 with a completion date of March 2025.

Governance

- PAC and PC parents who participated in the self-assessment survey cited that SETA has a functioning system of checks and balances. The program utilizes a shared governance model, with two parent-led boards (PAC and PC) and a Governing board comprised of community representatives and elected officials.
- The onboarding training for PAC and PC board members and orientation training have been effective in helping board members understand their roles and fulfill their responsibilities. The following were explicitly highlighted as working well for the Policy Council board:
 - Documentation of agenda, minutes, and training materials
 - Training opportunities for PC and PAC members.
 - Timely and useful monthly reports that contribute to and support PC's decision-making
 - Clear understanding of budget and budget planning and how they are used
 - Understanding of program operation
- Parents in PAC/PC are involved in the decision-making process through the agency's hiring procedures by participating in the interviews.

Fiscal

- Training opportunities are provided to the Delegate and Partner agencies throughout the year to orient them on SETA fiscal policies. Individual technical assistance is offered as necessary.
- Oversight over budget areas and budget preparations.
- Fiscal and Head Start program management teams work well together and participate in joint meetings
- The agency has strong internal controls. SETA continues to have no findings in Internal Controls during audits/reviews.
- The fiscal department has good and timely communication with agency staff regarding new changes in procedures.
- Quick to come up with new and helpful ideas to streamline processes.

Summary of Challenges and Program Growth Opportunities

Education

Head Start/Early Head Start Center-Based

- While the overall staffing situation has improved, there are still challenges in staff hiring and retention. The EHS program has been particularly affected since additional classrooms were opened this past year. The delay in hiring and onboarding EHS staff caused a delay in getting children started. SETA continues to collaborate with a local community college to provide ECE classes at SETA to facilitate staff getting the appropriate infant-toddler units to work in EHS.

- Limited time and opportunities for staff to attend professional development sessions and ways to ensure follow-up and follow-through in the classroom have been an ongoing challenge. The Education unit is developing tracking tools for multiple levels of support, which will help troubleshoot in this area and ensure gaps in accountability are closed.
- Ensuring all classrooms have adequate materials to support curriculum implementation is an ongoing challenge, with classrooms either having too many or too few materials. The School Readiness Unit is working with the Site Supervisors and Teachers on Special Assignment (TOSA) to conduct regular inventory checks and provide guidance on what is expected to be in a classroom at different points throughout the year.
- CLASS scores from 2024 indicate an overall need for further training in Concept Development. To help with this, SETA, as part of the Quality Improvement Network, is working on a CLASS project focusing on Concept Development.
- Working with families and children with multiple languages; while many of the staff speak multiple languages, there continues to be an increased need for support in languages that the program cannot provide ready translation in the classroom – such as French and ASL.

Recommendations for Program Improvement

- Increase opportunities for STEM training and peer learning
- Expand Dramatic Play areas and ensure the materials within reflect the background of students and families
- Continue with the Math program through WestEd
- Increase strategies and materials for children who are dual language learners
- Curriculum TLC groups to focus on specific topics using the Creative Curriculum 6th Edition volumes
- Special small group series on how to plan/work with children at different developmental levels
- Conduct more observations throughout the year with a focus on all center-based operations for a holistic view of the current state of the classrooms and develop center-specific training and support plans

Head Start/Early Head Start Home-Based Program

- Parent attendance at socialization events remains low despite efforts to solicit input from families on the day and time to hold these events. EHS families who attend also tend to stay close to their home visitors and not interact with other parents. Some families also arrive near the end of the socialization event and want to leave much later, which presents a challenge for staff and their time.
- Home Visitors work with families with a wide range of needs and who are experiencing trauma, making it difficult to meet the expectations put on them by supervisors.
- Ensuring consistent communication and scheduling home visits with families is tough and challenging. One Home Visitor stated, "Text them the day before, and depending on the family, I will text them also on the day of the visit".

- Families get distracted during the visit and leave the child with the Home Visitor to do the activity, or they expect the Home Visitor to be working with the child instead of the parent doing the activity with the child, and the Home Visitor's role is the facilitation and support the parent and child interaction.

Mental Health and Disabilities Services

- Teachers work with children at a variety of developmental levels and behaviors. Classrooms continue to see children exhibiting increased behaviors, and individual classes have upwards of 5 children with IEP plans. In the coming year, the agency plans on utilizing more individualized training from Intervention Specialists for teaching staff to help provide specific strategies that are both responsive and proactive. Additionally, SEL (Social-Emotional Learning) workshops will be provided.
- Staff wellness is a continuous area of focus. While 100% of teachers surveyed stated they have heard of the "*I need a coffee break*" strategy for support while in a challenging situation in the classroom. Only 46% had heard of *Concern*, one of SETA's employee assistance programs, and only 9% of education staff have used it. This is an opportunity to partner more intentionally with the agency's Human Resource department and *Concern* and develop drop-in Zoom workshops for staff to connect with a specialist from *Concern* to learn about the resource and all it offers.
- Intervention strategies used in previous years to help de-escalate behavior and provide a more gradual introduction to the program were no longer viable due to a change in the California rules and regulations on suspension and expulsion in early childhood programs. This has resulted in situations where, previously, a child experiencing overstimulation by a long program day would be put on a temporarily reduced schedule to help acclimate. However, that is no longer a possible option, and the progress in providing resources and support for the child and staff is more challenging and not as effective.
- External resources and agencies are inconsistent in their responsiveness to requests or referrals related to mental health services for children and families. This results in delays of service for some, and the longer it takes, the more pronounced the need becomes.
- Staff shortage and turnover have resulted in classrooms where the teacher is not a consistent part of the student support team, and strategies are not implemented as consistently as needed.

Recommendations for Program Improvement

- Staff wellness workshops in collaboration with SETA's current employee assistance programs
- Invest in training more staff in-house on different trauma-based practices and SEL curriculum

Family and Community Engagement

Challenges (FPA)

- Less than half of enrolled families engaged in goal setting; many parents were not interested in setting goals, particularly during follow-up meetings. Families are always in a rush and have no time to engage in goal setting.
- Language barriers can hinder communication and goal-setting process
- There are competing priorities such as staying fully enrolled, keeping up to date on health and health follow-up, parent meetings, parent drop-ins for crisis resources, and helping in the classroom due to lack of parent aides to prepare meals. These priorities leave less time for completing FPA and goals.
- Families are already feeling overwhelmed with paperwork, and this is just one more thing for them to do.

Recommendations for Program Improvement /Strategies (FPA)

- Work on clearly articulating to parents the benefits of goal setting and link it back to child success
- Develop a program strategy to celebrate small successes, when a parent has made progress
- Develop a simple visual aid about the FPA process for parents so parents fully understand the process, and it's easier for staff to explain
- For working parents, utilize virtual meetings to help update them with FPA
- Use Language World to provide translation services to ensure that families who are not proficient in English feel comfortable and can fully participate in the process
- Connect with teachers and parents and follow up on the goals they are working on for their children
- During home visits/parent conferences attend with the teacher to update FPA's if needed
- Recommend achievable goals that can be completed by the end of the school year
- During routine conversations with parents, stay aware of what they are disclosing and potentially be able to use this information as a goal
- If parents are working with other agencies, tap into any goals that might have been set with that agency
- Make parents feel comfortable, get them coffee or tea or water, so they feel comfortable with talking about goals and use it as a time for conversations and relationship building
- Send home the form with parents (who ask for it) and follow up for return dates

- Use the ChildPlus system to enter the FPA and goals, this will allow staff to access a report and know who needs follow-up.

Challenges (Parent Meetings)

- Lack of participation from families due to time constraints
- Many parents prefer to receive information in a bag for convenience
- Not enough time to plan meetings due to all the other duties assigned
- Once enrolled in the program, staff don't see parents, but others (babysitters, family members) who pick up children, due to parent working.
- Lack of space to hold parent meetings at some sites
- Parents do not see the importance of parent meetings

Recommendations for Program Improvement /Strategies (Parent Meetings)

- Conduct parent training to talk about process and why these are important.
- Flexible scheduling, one in the AM one in the PM or provide materials in a bag along with an in-person meeting each month.
- Send out reminders on Learning Genie and ChildPlus Messenger emphasizing the importance of parent meetings.
- Streamline the parent meeting process, create a quick guide and a schedule for meetings.
- Set clear expectations for parent meetings, with a designated time each month that does not change.
- Promote and market parents meeting in exciting ways, For example, post pictures about the meeting and the activities at the meeting.
- Spend more time building community at the center and not just making announcements.
- Use the Parent Meeting Curriculum Alignment Guide to encourage active participation.
- If there is no space available, see if there is community space close by to use .

Challenges (Parent Engagement)

- Time constraints and follow through issues. Parents will sign up, will be reminded of the event or meeting and still do not show up, which leads to staff burning out.
- Parents are busy and have multiple obligations after work or during the day.

Recommendations for Program Improvement/Strategies (Family Engagement)

- Use the SNIPS survey to tailor workshops or events to areas that report a high interest in the topic.
- Ensure all staff are aware of the event and are generating excitement.
- Continuing to offer at various times during the day and early evening to capture as many families as possible

Health and Nutrition

Challenges

- Mid-Year (January 2025) PIR numbers for percentage of children who are up to date on their age-appropriate screenings is very low. (Preschool at 33% and EHS at 19.5%).
- Referrals not filled out completely or correctly by staff (not enough details, clearly marked when multi-disciplinary for HNS and Intervention).
- Outdated practices continue to be used instead of applying newer guidance as evidenced by old forms and process being submitted
- Health & Safety Checklist monitoring identified a 15% non-compliance rate for effective handwashing at SOP centers.
- Community partner visits for certain onsite health education events are cancelled due to low staffing, incomplete notification to families and low participation rates.
- Families report that the consent forms for partners are cumbersome and affect participation rates for screening visits
- Low percentage of participation of FSWs and Home Visitors at monthly workshops and refresher training
- Staffing shortages prohibit all scheduled staff from attending CPR certification classes and cancellations are not timely
- CACFP review identified 8 of 11 locations that needed follow up. Areas of concern were handwashing, table sanitation and not serving the recommended amount of milk at table
- Special Diets requests need improvement in having all pertinent information submitted so processing is not delayed
- Kitchen operations unit expressed experiencing increasing costs of ingredients and lower availability of food choices from vendors

Challenges (specific to Home-based Option)

- Home visitors are not able to collect blood work due to parents not wanting to take children to the laboratory
- Home visitors are not able to get some doctors' offices to return faxed documents on well child checks or blood work results.
- Parents are refusing to have immunizations due to different reasons
- Some home visitors are not completing Health and Nutrition Services (HNS) information form correctly into Child Plus, having a hard time uploading or submitting documents to HNS or their specialist.

Safe Environments

Challenges

- More training for facilities staff in recognizing and addressing immediately potential safety issues at the centers they are assigned to.

- Educate HS facility landlords to understand the importance of addressing requests for repairs at HS centers quickly to avoid delays in services to families.
- Work with HS facility landlords to develop a reporting system to expediate repairs when unexpected issues health and safety issues arise.
- Consistent monitoring both visually and auditorily by all facilities team members that required bells/chimes are always on and in good working order at all centers.
- Continued reinforcement to staff on the importance of understanding classroom hazards such as adult scissors, marbles, batteries and other adult items stored in areas easily accessible to children
- Daily Health and Safety checklists are not being completed by teaching staff.
- The Education Manager and Compliance Manager will facilitate quarterly group meetings with the Education Program Officers, Facilities Coordinator and the Quality Assurance team to develop better understanding of the monitoring tools used and ways that each team works together to ensure safer environments at the centers.
- Provide opportunities for the facilities team to be empowered to seek out projects that would benefit the safe environments at centers.
- More opportunities for the Facilities Coordinator to take the lead in training staff and building a stronger facilities team independent of the monthly manager lead meetings.
- The Compliance Manager will continue to seek outgrowth opportunities for facilities team members and leadership to increase their knowledge and skill sets.
- Facilities Specialist with support from the Compliance Manager will assume additional responsibilities in tracking all HS facilities project contract processes

ERSEA

Challenges (Eligibility and Recruitment and Attendance)

- Finding eligible families continues to be a barrier and a challenge.
 - In home-based option, enrollment in preschool continues to struggle. Many families express a desire for center-based care, due to families needing childcare to work.
 - Some families use the home-based option as a placeholder for center-based care which is not the objective of having this as a program option.
 - Number of cancellations both from families and from staff, which leaves weeks of families not receiving services.
- Challenges to community outreach efforts were maintaining up-to-date and accurate contact information for key community partners due to frequent staff turnover in other agencies.

Recommendations for Program Improvement/Strategies

- The usage of the housing allowance and the ability to use SNAP has also been a strategy in finding more eligible families.

- Targeted recruitment for families experiencing homelessness, foster, and who receive public assistance has been a strategy used to combat some the issues around eligibility.
- Using the ChildPlus pre-family application to upload eligibility documents has streamlined the process of determining eligibility and moving families to the wait list to ensure a steady stream of applications.
- For community outreach challenges, SETA implemented a structured plan to improve the accuracy and accessibility of our community resource contacts. SETA will continue to look for new partners in the community that target the population Head Start services.
- A plan to create an accessible and regularly updated community partner list within ChildPlus. This list will be maintained and updated by the Family Engagement Coordinator based on information gathered from the community resource logs.
- Develop a strategic recruitment plan that outlines monthly activities and responsible staff for guidance on securing recruitment and full enrollment for the upcoming program year.
- Establish clear communication pathways for families on the waitlist to ensure they remain engaged and prepared to enroll when a slot opens.
- Training FSW and Home Visitors on maintain an active waiting list in ChildPlus. Contacting families on New List and supporting them to upload/provide eligibility document to be placed on the waitlist in preparation for upcoming openings.
- Implement a targeted refresher training focused on the new eligibility measures (Means-Tested Eligibility, Housing Cost Adjustments).
- Provide more real-world case scenarios during training to help staff apply policy changes accurately in eligibility determination.
- Revamp Orientation training for FSWS by integrating a collaborative approach between the Health and the ERSEA Units to reduce information overload and allow for better retention by identifying overlapping content areas.
- Develop a structured follow-up protocol for families who submit a pre-application form but have not uploaded the required documents.
- Conduct refresher training for Site Supervisor and Teaching Staff on ChildPlus Online Attendance tracking to ensure real-time accuracy.

Human Resources

Challenges

- Limited consistent pool of PC parent volunteers to participate in the hiring process. The low parent participation in the hiring procedures is posing a challenge to meet the 51% participation requirement guideline.
- Full Implementation of ADP by staff remains a challenge.
 - Agency still needs to roll out On-Boarding Experience to hires prior to first day of work.
 - SETA is still having trouble with ADP's customer support regarding changes and system updates.

- Working with ADP to establish monthly meetings requires comprehensive services.
- Opportunities for improvement regarding disciplinary action procedures.
 - What steps to take when an employee has a less than favorable probationary report.
 - Need internal process and procedure in place for the discipline process to assist supervisor with next steps of discipline before formal disciplinary action from Human Resources.
 - Making a decision on when to release staff on probation vs. working with the employee during the probationary period.

Recommendations for Program Improvement

- Develop periodic comprehensive training to support supervisory functions
- Implementation of ADP On-Boarding and Performance Module
- Program and support with the required documents to implement the modules

Governance

- PAC and PC Board recruitment
- Keeping parents actively involved in the classrooms and increasing participation in parent meetings at the center level
- Meeting the needs of families that speak languages other than Spanish
- Developing a strong community presence
- Building a strong interdepartmental team that represents each person's contribution to fulfilling SETA's mission and values.

Fiscal

- Regularly review Policies and Procedures for continuing improvement that will benefit the entire agency
- Educate staff on Policies and Procedures to ensure the agency has an understanding on Fiscal policies and procedures.
- ADP – continuing to make the ADP payroll system easy to use for staff. Evaluate, assess and implement needed changes in the ADP payroll system.
- Inventory Count – Work on ensuring tighter controls over equipment inventory.
- Continue to seek out opportunities for staff training and provide training for all parties (different units and partner agencies).

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
<i>I. EDUCATION, MENTAL HEALTH, AND DISABILITIES</i>				
Professional Development: Apprentices and CCTAs <ul style="list-style-type: none"> ○ Continue to provide support to current Apprentices and CCTAs ○ Develop mentoring/coaching quarterly workshops for Teachers working with Apprentices and CCTAs ○ Create a formalized education plan tracking system with benchmarks and regular check-ins 	Education Coordinators Program Officers	July 2025		
CLASS Implementation Plan: Integrating the use of CLASS as part of the program quality improvement, evaluation, and monitoring systems. <ul style="list-style-type: none"> ○ CLASS for Coaches workshop series ○ CLASS workshops for Teachers and ATs, including Domain Series ○ PBC/ TLC coaching approach ○ Informal CLASS Observations & Feedback ○ CLASS Observer training 	Education Coordinators Program Officers	January 2025	The SETA Quality Improvement (QI) Team is working on a project to evaluate and improve the current training plan	

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
Creative Curriculum 6 th Edition <ul style="list-style-type: none"> ○ Conduct quarterly fidelity checks of Teachers entering 3rd year and 2nd year of implementing the 6th edition 	Program Officers Education Coordinators	February 2025	Results from self-assessment are being incorporated in coaching and supporting teaching staff	
Math and STEM Curriculum Enhancement <ul style="list-style-type: none"> ○ SETA education staff attend Region 9 STEM Institute. Follow up with a teachers' training event. ○ Develop special math areas. ○ Continuing the Math project with West Ed ○ Host SETA STEMfest during Summer Series 	Program Officers Education Coordinators	March 2025	In progress	
Continue to develop resources for teachers to combat stress and burnout: <ul style="list-style-type: none"> ○ Promote and improve upon "I need a coffee break" plan ○ Coordinate with the Intervention team to provide staff with more resources for adults 	Manager Program Officers Education Coordinators	January 2025	In progress	

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
<ul style="list-style-type: none"> Attendance at Conferences and virtual workshops as Professional Development Opportunities 				
Transitions <ul style="list-style-type: none"> Strengthen tracking system to ensure children are on the appropriate transition schedule from EHS to Head Start and Head Start to Kindergarten Incorporate home activities that help connect home/school support Joint Backpack Project with Family Engagement Monthly review by Program Officers to ensure completion 	Program Officers	July 2025		
Ages and Stages Questionnaire (ASQ) <ul style="list-style-type: none"> Bi-annual review of ASQ documents by Program Officers to ensure accurate completion Provide topic of the month training throughout the school year to be reviewed during the monthly site 	Program Officers	July 2025		

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
meetings. Topics will include ASQ refreshers on when to refer a child <ul style="list-style-type: none"> ○ Create an infographic to illustrate the purpose/timeline of the ASQ screening 				
Intervention Services <ul style="list-style-type: none"> ○ Increase parent awareness of services provided by Intervention Specialists through incorporation of them in parent meetings at the site, sharing their contact information at initial home visit, monthly “pop-ups” at the site for meet and greets ○ Quarterly training provided to site staff by Intervention Specialist on topic chosen by the Site staff ○ Redevelop the Intervention case management model to ensure manageable distribution of cases 	Education Intervention Coordinator Intervention Specialists	August 2025		
Teaching Pyramid <ul style="list-style-type: none"> ○ Continue to expand upon Toddler Teaching Pyramid with a second cohort 	Education Coordinators Program Officers	September 2025		

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
Grow in-house number of Teaching Pyramid coaches with Intervention Specialists	Intervention Specialists			
Social-Emotional Learning (SEL) Training <ul style="list-style-type: none"> ○ Grow team of in-house Second Step trainers ○ Offer quarterly Second Step training opportunities ○ Continue to provide Emotional Literacy Kits to classrooms 	Education Coordinators Education Intervention Specialist Coordinator	August 2025		
Center Operations <ul style="list-style-type: none"> ○ Transition site observations from paper to digital (ChildPlus) to allow for ease of access to determine trends and facilitate follow-up ○ Audit current systems in place and identify ways to improve (e.g. health and safety checklists, daily/weekly/monthly requirements) 	Manager Program Officers	May 2025		
II. PARENT AND FAMILY AND COMMUNITY ENGAGEMENT				

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
Continue to provide coaching and support to Family Service Workers in FPA goal setting with parents. Through the self-assessment process, many tips and best practices were identified that can be included in this plan: <ul style="list-style-type: none"> ○ Identifying ways to celebrate small, incremental successes ○ Developing visual aids, guides for parents to use ○ Using the option of virtual meetings to follow up with parents 	Family Engagement Program Officers Family Engagement Mentor/Coach	Ongoing		
Strengthening collaboration between the Family Engagement and Education teams to support high participation in parent meetings at the center level: <ul style="list-style-type: none"> ○ Promoting parent meetings, creating excitement in anticipation of meetings ○ Sending out reminders on learning Genie and ChildPlus Messenger ○ Building a sense of community at the centers, for families to feel 	Family Engagement Program Officers Education Program Officers	Ongoing		

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
connected with staff and other families Using the Parent Meeting Curriculum Alignment Guide to encourage active participation				
III. SAFE ENVIRONMENTS, HEALTH AND NUTRITION				
Continuing partnership with Home Visitors, Enrollment staff, and Family Services Workers in providing training and monitoring health data in <i>ChildPlus</i> and completion of required forms: <ul style="list-style-type: none"> ○ Filling out health and nutrition referrals completely with all required information to avoid delays ○ Working with unit supervisors to ensure outdated health forms are not distributed and used by staff Working with unit supervisors to ensure staff participation in refresher training and new procedure training	HS Health Manager Health Coordinators	Ongoing		
Enhance coordination with the center staff to optimize participation at screening events provided by community partners	HS Health Manager	Ongoing		

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
	Health Coordinators			
Increase opportunities for targeted training and technical assistance to facilities leadership and team members in identifying and addressing health and safety issues at HS centers	HS Manager Facilities Coordinator	March 2025		
Increased awareness of the crucial role that the facilities team members play while at their assigned centers in ensuring that required safety practices are in use	HS Manager Facilities Coordinator	February 2025	On-going	
Continue to explore and offer professional growth opportunities to both the facilities leadership and team members to expand their job-related knowledge and skill set	HS Manager	March 2025	Monthly	On-going
Develop flow charts of all centers related projects to identify all persons responsible for each stage of planned and unplanned projects, to provide clarity and eliminate redundancy of work by multiple people	HS Manager Program Specialist	February 2025	Daily/weekly as needed	On-going
Collaborate with the HS center landlord to develop a system for requesting immediate	Facilities Coordinator	February 2025	On-going	April 2025

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
response for Health and Safety repairs at HS centers	HS Manager-Compliance			
Revise the Daily Health and Safety checklist	Education Program Officers and Quality Assurance Coordinator	January 2025	On-going	March 2025
IV. ERSEA NOTE: This section must also address your agency's Enrollment Action Plan				
Monitor and track the usage of the housing adjustment allowance and SNAP in enrollment and improve on current strategies in using these to find eligible families.	ERSEA Manager ERSEA Program Officer ERSEA Team	Ongoing		
Develop a plan to create an accessible and regularly updated community partner list within <i>ChildPlus</i> . This list will be maintained and updated based on information gathered from the community resource logs.	Family Engagement Coordinator	Spring 2025		
Develop a strategic recruitment plan that outlines monthly activities and responsible staff for guidance on securing recruitment	ERSEA Team	Ongoing		

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
and full enrollment for the upcoming program year.				
Implement feedback on how to strengthen the training of Family Service Workers (FSWs) , Home Visitors, Health and Education staff that facilitate enrollment and support class attendance. <ul style="list-style-type: none"> ○ Maintaining an active waiting list in <i>ChildPlus</i> with supporting documents submitted to the agency ○ Targeted refresher training focused on the new eligibility measures (Means-Tested Eligibility, Housing Cost Adjustments) ○ Revamp Orientation training for FSWs by integrating a collaborative approach between the Health and the ERSEA Units to reduce information Refresher training for Site Supervisor and Teaching Staff on <i>ChildPlus</i> Online Attendance tracking to ensure real-time accuracy.	ERSEA Team	Spring 2025		
V. GOVERNANCE				

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
Review the agenda in various PC/PAC Sub-committees and incorporate topics that PAC/PC Parents are interested in: <ul style="list-style-type: none"> ○ Rationale for HS policies and procedures, and where parent input is important and helpful ○ Parent training on how to understand program data Provide training and pathways for parents who are transitioning off the board	Governance Coordinator and PAC/PC Boards	Spring 2025		
Continuing with PAC/PC recruitment	Governance Coordinator	Ongoing		
Support and improve strategies in keeping parents actively involved in the classrooms and increasing participation in parent meetings at the center level	Governance Coordinator and PAC/PC Boards	Ongoing		
<i>VI. FISCAL</i>				
Schedule periodic review of the agency's written Policies and Procedures (P&P)	Fiscal Manager Fiscal Team	Summer 2025 and quarterly	Continuing to identify P&P changes needed.	

SETA Head Start/Early Head Start
Self-Assessment Program Improvement Plan (PIP)
2024-2025

<i>Action Steps:</i>	<i>Responsible Person(s)/Unit</i>	<i>Start Date</i>	<i>Progress Update</i>	<i>Complete Date</i>
Incorporate staff feedback in improving the ADP payroll system and evaluating what is needed to address the agency's payroll needs.	Fiscal Team	Year-Round	Working with ADP to identify the needs of the agency.	
Review and improve the current fiscal procedure for county inventory counts to ensure accuracy	Fiscal Manager Fiscal Team	Summer 2025 and quarterly	Work in progress	
Schedule fiscal training for agency staff and delegates to ensure an understanding of fiscal operations and requirements.	Fiscal Team	Summer 2025 and quarterly/bi-monthly	Work in progress	
<i>VII. HUMAN RESOURCES</i>				
Develop periodic comprehensive training to support supervisory functions	Human Resource Team	Spring 2025		
Roll out the implementation of ADP On-Boarding and Performance Module	Human Resource Manager	Summer 2025		

ACTION ITEM II-B

Approval of Program Year 2025-2026 Head Start and Early Head Start Refunding Applications

Presenter: Karen Griffith

RECOMMENDATION:

Approve the Program Year 2025-2026 Head Start and Early Head Start Refunding Applications.

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee to approve the Program Year 2025-2026 Head Start/Early Head Start Refunding Application. The refunding application is for Year 2 of a 5-year funding cycle.

A detailed Program Narrative is attached under separate cover. A few highlights for 2025-2026 include:

Reduce the number of enrollment slots in Head Start and increase hours of service

- Delegate Agencies San Juan Unified USD Head Start (56), Elk Grove USD (2), Twin Rivers USD (8), Sacramento City USD (40) and the SETA Operated Program (104) will reduce a total of 210 Head Start enrollment slots. The reduction in enrollment slots in these three agencies will support program quality changes in the 2025-2026 program year.
- Expansion of 20 Head Start classes offering extended service hours per day or weeks per year. (6.5 to 8hrs., 9 to 9.5hrs., 4 days to 5 days per week, traditional to year round)

Increase in center-based Early Head Start services with an HS-EHS Conversion request

- Proposed conversion of 58 of the reduced Head Start enrollment slots, to 11 Early Head Start enrollment slots.
- Proposed transition of 19 slots of Home Base EHS to Center Based EHS
- Expansion of center-based care in Early Head Start classes with 4 new classes

Support program quality improvements with additional health, mental health, and safety support that benefit staff, children, and families

- Reduced class sizes to increase individual attention and instruction, build stronger relationships and decrease staff burnout
- Additional positions that support Mental Health and Intervention

ACTION ITEM II-B *(continued)*

Page 2

Total Funded Enrollment for 2024-2025

Agency	Funded Enrollment 2025-2026	
	Head Start	Early Head Start
SETA Operated Program	1260	746
Elk Grove USD	423	-
Sacramento USD	592	24
San Juan USD	640	166
Twin Rivers USD	148	52
WCIC	85	-
Total	3148	988

Services for the 2025-2026 program year will commence on August 1, 2025. A detailed program narrative will be sent under separate cover. Budget details can be found in the Budget and Budget Justification narrative

Staff will be available to answer questions.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

ACTION ITEM II-C

Approval of the SETA Head Start and Early Head Start Budgets for Program Year 2025-2026

Presenter: Karen Griffith

RECOMMENDATION:

Approve the Program Year 2025-2026 Head Start and Early Head Start Budgets for Basic and Training/Technical Assistance (TTA) in the amount of \$72,497,077.

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee to approve the 2025-2026 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 2025-2026, including a conversion from Head Start to Early Head Start, are as follows:

Head Start Basic (3,148 children/families w/conversion)	\$ 51,284,529
Head Start Training and Technical Assistance	<u>\$ 527,209</u>
Sub-Total	\$ 51,811,738
Early Head Start Basic (988 children/families w/conversion)	\$ 20,405,276
Early Head Start Training and Technical Assistance	<u>\$ 280,063</u>
Sub-Total	\$ 20,685,339
 TOTAL	 <u><u>\$ 72,497,077</u></u>

A copy of the 2025-2026 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.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

ACTION ITEM II-D

Approval of the 2025-2026 Head Start and Early Head Start Program Options and Center Locations for Sacramento County

Presenter: Karen Griffith

RECOMMENDATION:

Approve the Head Start/Early Head Start countywide program options and center locations for the 2025-2026 program year.

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee to approve the program options and center locations for the SETA Operated Program and its delegate agencies for the 2025- 2026 Program Year. A detailed list of the program options and center locations is attached.

Staff will be available to answer questions.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

Program Options – Countywide 2025-2026

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	9.5 hrs/day	6 hrs/day	6.5 hrs/day	8 hrs/day	6.5 hrs/day	3.5 hrs/day	6.5 hrs/day	7.5 hrs/day		
SETA	80	214		420	180	60		34	37	85	40			110	1260
Elk Grove USD								168			255				423
Sac. City USD			40					552							592
San Juan USD								640							640
Twin Rivers USD												148			148
WCIC													85		85
TOTAL	80	214	40	420	180	60		1394	37	85	295	148	85	110	3148

¹ 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	9.5 hrs/day		
SETA			16		256	118	26	200	616
San Juan USD		32		64				70	166
Twin Rivers USD	52								52
Sac City USD			8		16				24
SCOE								70	70
ROCC								60	60
TOTAL	52	32	24	64	272	118	26	400	988 ¹

¹ Includes pending HS-EHS conversion (pending ACF approval)

SACRAMENTO COUNTY HEAD START AND EARLY HEAD START SITE LOCATIONS 2025-2026

SETA OPERATED HEAD START PROGRAM Funded Enrollment: 1,260

Administrative Office:

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

16th 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 24th 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 2nd Street
Galt, CA 95632

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

Marina Vista

263 Seavey Circle
Sacramento, CA 95818

Marisol Village

475 Pipeline Street
Sacramento, CA 95811

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

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

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: 423

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

Florence Markofer Elementary

9759 Tralee Way
Elk Grove, CA 95624

Florin Elementary

7300 Kara Drive
Sacramento, CA 95828

Foulks Ranch Elementary

6211 Laguna Park Drive
Elk Grove, CA 95758

Herman Leimbach Elementary

8010 Grandstaff Drive
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

Stone Lake Elementary

9673 Lakepoint Dr.
Elk Grove, CA 95758

Union House Elementary

7850 Deer Creek Dr.
Sacramento, CA 95823

SACRAMENTO CITY USD HEAD START Funded Enrollment: 592

Administrative Office:

Serna Center
5735 47th Avenue
Sacramento, CA 95824
(916) 395-5500

Abraham Lincoln

3324 Glenmoor Drive
Sacramento, CA 95827

Bowling Green - Chacon

6807 Franklin Blvd.
Sacramento, CA 95823

Bowling Green - McCoy

4211 Turnbridge Drive
Sacramento, CA 95823

CAJ Skills Center

5451 Lemon Hill Avenue
Sacramento, CA 95824

Camelia

6600 Cougar Drive
Sacramento, CA 95828

Clayton B. Wire Elementary

100 El Paraiso Avenue
Sacramento, CA 95824

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

Hiram Johnson

3535 65th Avenue
Sacramento, CA 95820

H. W. Harkness

Elementary
2147 54th Avenue
Sacramento, CA 95822

James W. Marshall

6625, Capitol Road
Sacramento, CA 95827

SACRAMENTO COUNTY HEAD START AND EARLY HEAD START SITE LOCATIONS 2025-2026

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

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

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 18th Street
Sacramento, CA 95814

Woodbine
2500 52nd Ave.
Sacramento, CA 95822

**SAN JUAN USD
HEAD START
Funded Enrollment:
640**

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

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

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:
148**

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:
85**

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 3rd Avenue
Sacramento, CA 95817

SACRAMENTO COUNTY HEAD START AND EARLY HEAD START SITE LOCATIONS 2025-2026

SETA OPERATED EARLY HEAD START Funded enrollment: 746

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

16th 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

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

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

Fruitridge
5746 40th Street
Sacramento, CA 95824

Galt
615 2nd 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 65th Street
Sacramento, CA 95820

Hopkins Park
2317 Matsuda Drive
Sacramento, CA 95822

Job Corps
3100 Meadowview Road
Sacramento, CA 95832

Marina Vista
263 Seavey Circle
Sacramento, CA 95818

Marisol Village
475 Pipeline Street
Sacramento, CA 95811

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

Spinelli
3401 Scotland Drive
Antelope, CA 95843

Walnut Grove
14273 River Road
Walnut Grove, CA 95690

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

SAN JUAN USD EARLY HEAD START Funded Enrollment: 166

**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

SJUSD EHS Home Base

TWIN RIVERS USD EARLY HEAD START Funded Enrollment: 52

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 L Street
Rio Linda, CA 95673

SACRAMENTO CITY USD EARLY HEAD START Funded Enrollment: 24

American Legion
3801 Broadway
Sacramento, CA 95817

Elder Creek
7800 Lemon Hill Avenue
Sacramento, CA 95824

ACTION ITEM II-E

Approval of the 2025-2026 Training/Technical Assistance Plan for the SETA Head Start and Early Head Start Program, as Aligned with Established Five-Year Goals and Objectives

Presenter: Karen Griffith

RECOMMENDATION:

Approve the Program Year 2025-2026 SETA Head Start and Early Head Start Training/Technical Plan as aligned with established five-year goals and objectives.

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee to approve the Program Year 2025-2026 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, including Head Start parents, Deputy Director/Children and Family Services, Head Start Managers, Fiscal Department, and the Governance/Family Engagement Coordinator to provide input on the plan and correlating budget.

Staff will be available to answer questions.

The Training and Technical Assistance Plan is attached.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

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 that 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 ensure 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 that carefully incorporates needs identified through PIR, OHS Monitoring Protocol, Self Assessment, Community Assessment, ongoing 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. Several 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.



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

APPROACH TO TRAINING, TECHNICAL ASSISTANCE, AND PROGRAM IMPROVEMENT

Adjustments to the Training and Technical Assistance Plan (T/TA) proposed for PY 2025-2026 reflect the combined needs identified and prioritized by parents on the Refunding Grant Application Committee and parents on the Budget/Planning Review Committee. The resulting goals were established in the 2025-2026 Self-Assessment Action Plan through careful analysis of results from PIR, Community Assessment, countywide goals, ongoing monitoring, DRDP, and ERSEA reports.

A systematic approach was taken to ensure that our 2025-2026 Self-Assessment Action Plan, and associated budget, would reflect current needs identified through a) ongoing 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 that were modified on the current T/TA to support specific PIP goals, are denoted with an asterisk.

TRAINING DELIVERY

SETA Head Start offers a variety of formal and informal forums to ensure professional growth and staff development are current with all staff and program needs and requirements. Training is provided utilizing the following methods:

- Pre-service training at the beginning of the year provides a look at new initiatives and procedures, as well as a review of program focal areas..
- Individualized Coaching Model is provided by Content Specialists, TOSAs, and internal trained presenters.
- New Teacher Training—Additional training is provided to new teachers. Topics include assessments, planning, individualizing, curriculum, parent involvement, nutrition, health and safety, mental health, and children with disabilities.
 - New Staff Orientation-Training is provided to all new staff in a week-long training model focusing on the interconnectedness of how each of the Head Start service area affect and overlap each other.
- Training Events—Select training topics may be offered on evenings and weekends utilizing community partners and local agencies.
- ECE Staff will attend the California Head Start Association Conferences to remain up to date on best practices, as well as maintain connections to Regional and State/ Head Start Agencies.

OUTCOMES AND TIMETABLES

Outcomes and timetable attainment of the Program Improvement Plan will be tracked and measured every month. 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



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

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.



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

[NOTES LEGEND: M=Mandated; GNO= Goals and Objectives; SA= Self-Assessment Program Improvement Plan; BP=Best Practice

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source HS EHS		Notes
Child Services and Consultants							
A. Consultants							
The program will use consultants 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 the 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 25/26	\$8,000	\$2,500	BP
Parent Services							
A. Parent Opportunities							
Parents will be recruited to train for a variety of apprentice-type jobs, including working with the ERSEA Unit and the Health Unit.	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 2025-July 2026	\$6,000		BP
Parent Workshops and Training	HS/EHS parents	Content area experts	. Parents will be offered a variety of workshops on topics they have requested including Accessing Services	Quarterly-October 2025-ongoing	\$2,000	\$1,000	G/O



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
			for Children with Exceptional Needs, Financial Literacy and Rent Law, Toastmasters, and Mental Health/Trauma workshops				
Parent Workshops on healthy eating for children and families, accessing food services in the community, easy and healthy recipes to prepare at home.	HS/EHS Parents	Content Area Experts from the Community	SETA families will be offered opportunities to learn more about ways to promote children's and family's health, the importance of physical activity, and food budgeting. Parents will also be given information about how to access SNAP and WIC benefits if necessary, and other food access services in the community		\$4,000	\$1,000	PS
Ready Rosie Family Literacy Events	HS/EHS Parents	Education Coordinator and HS staff	4- parent events will be offered around the ReadyRosie parenting curriculum and opportunities to engage in projects that reinforce literacy development in children birth-5 years old	October February April July	\$4,000	\$500	G/O
PAC/PC Council	PAC and PC Members	Various Representatives from the Community	PAC/PC members will have the opportunity to enhance and broaden their leadership skills.	October 2025-July 2026	\$3,000	\$1,000	BP



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
Family Literacy Project	HS/EHS Staff	Book Companies and HS Staff	Parents will be given a quarterly book, along with activity sheets to do monthly with their children. Activity sheets will focus on literacy and math skills that parents can easily do at home with their children. The expected outcome will be increased literacy scores in children's assessment data, and increased knowledge about the importance of parent participation	August 2025-July 2026	\$18,000	\$4,000	BP
Improve Management Systems and compliance with Head Start Performance Standards							
Staff Support and Professional Development							
Mentor/Coach Training	Mentor Coaches	HS Program Officers Consultants	Mentors/Coaches will learn the Continuous Improvement Cycle of, Inquiry, Growth Mindset, and strength-based coaching to support all programs and staff.	August 2025-July 2026	\$2,000		SA- G/O
Coaching Companion	Education	SETA Staff	SETA staff will coach	August 2025-	\$3,000		BP



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
	Coordinators and Mentor Coaches		teachers across multiple topics using the online coaching platform. Funds will be used for training materials and consultants	July 2026			
CCEI Online Professional Development	HS/EHS Staff	CCEI	This is a subscription service that allows teaching staff to engage in online professional growth opportunities.	August 2025-July 2026	\$3,000	\$1,000	BP
Countywide Home Visiting Conference	HS/EHS Staff	Home Base Education Coordinators	Countywide training Opportunity for best Home Visiting Practices	October 2025	\$3000	\$1,000	BP
Coaching for Coaches	Delegate and Grantee Coaches	Grantee Education Coordinators, T/TA Coaching Network	Bi-monthly meetings for coaches to stay current on best practices of coaching and share resources.	August 2025-July 2026	\$1,000		SA and G/O
Improve Family and Community Partnership Relationships	Program Officers, FSWS	Program Officers and Coordinators	Staff will improve their documentation skills and obtain a clearer understanding of the FPS process and the alignment to the PFCE Framework.	August 2025-July 2026	\$1,000	\$500	G/O SA
Training and Staff Development							
On-going training and conference opportunities	EHS and HS staff	Trainers, conferences, and	Staff will be offered the opportunity to engage in a	August 2025-July 2026	\$85,044	\$2289	M



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
and other resources		resources are to be determined.	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.				
Teaching Pyramid	HS Staff	Sacramento County Office of Education	Teaching Pyramid training will continue for HS staff to ensure best practices continue in the area of social/emotional support for HS children.	To be determined	\$5,100		BP & G/O
CLASS Observer Training/Coaching and CLASS certificates	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 assesses. Expected outcomes also include increased scores on classroom assessment evaluations and CLASS scores.	To be determined	\$6,000	\$1,000	BP & SA
Trauma Responsive Training and Self-Care	HS Staff	Trainers, resources, and	To improve knowledge about trauma and its	August 2025-July 2026	\$1,000	\$1,000	SA



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
		coaching	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. Improve knowledge of how self-care strategies for staff will improve the incidents of challenging behavior in the classroom.				
Curriculum Focus on STEM and Nurtitions	HS Staff	SETA Staff	Staff will be allowed to participate in ongoing training in STEM practices and integrate Money will be used to provide materials for make-and-take and to enhance curriculum activities in the classroom.	August 2025-July 2026	\$4,000	\$1,000	SA
ECERS/ITERS Observers	HS/EHS Staff	Consultants	Consultants will be used to independently assess HS/EHS classrooms using the ECERS and ITERS tools. Consultants will also provide reports to staff for continuous	March 2026	\$6,000	\$1,000	SA



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
			improvement and feedback.				
Family Development Credential	FSW and Home Visitors	Consultants	Countywide staff will be allowed to participate in this monthly training. The expected outcomes include increased quality services to parents, looking at strength-based approaches to family engagement, and an opportunity to network and collaborate across agencies.	October 2025- July 2026	\$8,000		BP
Early Childhood Education Class	HS/EHS Staff	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 to obtain ECE units and an opportunity to apply for AT vacancies.	August 2025	\$6,000	\$2,000	BP & SA
Career Incentive Plan	HS/EHS Staff	Community College and Universities and	Staff will have the opportunity to be reimbursed a set amount of money	August 2025- July 2026	\$18,000	\$4,000	BP /SA



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN 2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
		Teacher Credentialing	annually to continue their education and to keep up the required teaching credentials.				
Nutrition Activities	HS/EHS Staff and children	Coordinator and Local Nutrition Agency	Staff will have opportunities to incorporate cooking activities and nutrition activities into monthly curriculum projects. Gives children the opportunity to prepare and eat healthy snacks and learn about the benefits of eating from the rainbow, Home activities will be incorporated monthly.	August 2025-July 2026	\$3,000	\$1,000	BP
Safety and Supervision Training	HS/EHS Staff	HS Program Officers Consultants	Consultants and HS staff will be used to implement enhanced safety and supervision training for SETA staff and Delegate agency staff. This will be used to also include classroom materials.	August 2024-July 2025	\$1,000	\$500	SA
Delegate Support Services							
Delegate/Partner Support Services	Delegate Staff	Delegate Support Staff	The expected outcomes include continued support of policies and procedures and monitoring processes	November 2025	\$7,000		BP



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN
2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
			between the grantee delegate and partner agencies. The grantee may also host its annual Delegate Kick-off meeting.				
Delegate Support for Conferences	Delegate Staff	Regional Workshops	Delegates and partners will be supported in sending staff to identified conferences including: PAT, NHSA Family Engagement, Region 9 Family Engagement	August 2025-July 2026	\$9,000		BP
Delegate T/TA and Enhanced Monitoring	Delegate Staff	HS Managers, Coordinators, and QA Staff	Identified SETA will work with delegate staff to ensure that systems are up-to-date, and policies and procedures are being monitored	August 2025-July 2026	No Cost		BP
Subtotal					\$217,144	\$26,289	
Personnel Fringe Benefits	Countywide Training and Technical Assistance Support	Content Coordinators and Specialists	Grantee staff provide 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	August 2025-July 2026	\$126,859 \$75,291	\$126,859 \$75,291	



HS/EHS TRAINING AND TECHNICAL ASSISTANCE PLAN
2025-2026

Training or Technical Assistance Strategy	Participants	T & TA Provider	Content/Expected Outcome	Timeline	Estimated Cost/TTA Budget Source		Notes
					HS	EHS	
			improvement opportunities.				
TOTAL for SETA Operated Program					\$419,294	\$228,439	



Sacramento County Head Start & Early Head Start 5 Year Goals and Objectives 2025-2029

Goal #1- School Readiness

Increase child outcomes by developing and strengthening social emotional competencies, family partnerships, and staff development.

Goal #2- Health and Safety

Increase the health, safety and wellbeing of children birth to age 5 by expanding communication systems and education that will include parent/guardian, staff and community partners.

Goal #3- Family and Community Engagement

Support relationship-based family engagement that is responsive, reflective and goal-oriented that helps build partnerships with families and provide increased opportunities for community building and participation within the program.

Goal #4- Enrollment

Increase and maintain enrollment at 100% throughout the program year by engaging stakeholders, designing responsive program models and utilizing effective recruitment strategies.

ACTION ITEM II-F

Approval of Budget Modification Request for the Program Year 2024-2025 Head Start and Early Head Start Basic (09CH012795)

Presenter: Karen Griffith

RECOMMENDATION:

Approve the budget modification request for the 2024-25 Head Start Basic and Early Head Start Basic Funds (09CH012795)

BACKGROUND:

This agenda item provides the opportunity for the Parent Advisory Committee to approve a budget modification request for the PY 24/25 Head Start Basic (\$553,650) and Early Head Start Basic (\$400,328) totaling **\$953,978**.

The funding is mainly to be utilized towards funding the CP Huntington HS/EHS Classrooms in PY 2025-2026. These funds will be carried forward at the end of the 2024-2025 program year. Additionally, funds will be added to the Travel (out-of-state) category to allow for staff to attend WIPFLI (7 Staff) and the National Head Start Annual Conference (4 Staff/PAC/PC members).

SETA staff are available for any questions.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____



**Budget Justification for Budget Modification Request
for Program Year 2024-2025
Head Start and Early Head Start Basic and Training and Technical Assistance
(T&TA)
09CH012795**

The Budget Justification addresses the following two requests:

- 1.) A Budget Modification for PY 2024-25 Head Start and Early Head Start Basic and T&TA funding.

Background

Budget Modification – The Sacramento Employment and Training Agency (SETA) is submitting a request for a budget modification of funds from the PY 24/25 Head Start Basic (\$553,650) and Early Head Start Basic (\$400,328) totaling **\$953,978**. The funds are being repurposed from underspent funds from Fringe Benefits, Equipment (projects no longer needed), Supplies and Other and being moved to Personnel and Travel (out-of-state).

Details of the Budget Modification are provided below.

Head Start Basic Budget Modification

Personnel – (\$543,650)

SETA is requesting a budget modification to move funds to its personnel cost category. The funds would be utilized and carried forward to help fund the additional staffing needed to support classrooms that are transitioning slots during the 25-26 program year. This plan is in alignment with strategies to maintain full enrollment.

Travel - (\$10,000)

SETA has two remaining out-of-state conferences that staff and PAC/PC members will be attending: The National Head Start Annual Conference (Columbus, Ohio – 4 Attendees) and the WIPFLI Annual Conference (Las Vegas, NV – 7 Attendees). SETA is requesting additional funds to send staff to the conferences to bring back knowledge, new ideas and resources that could be utilized throughout the program.

Cost Category	Budget	Budget Modification	Updated Budget
Personnel	\$14,922,086	\$543,650	\$15,465,736
Fringe Benefits	8,956,494	(320,000)	8,636,494
Travel	85,500	10,000	95,500
Equipment	-	-	-

Supplies	415,000	(50,000)	365,000
Contractual	22,399,293	-	22,399,293
Construction	-	-	-
Other	5,372,287	(183,650)	5,188,637
Total	52,150,660	-	52,150,660

Early Head Start Basic Budget Modification

Personnel – (\$389,328)

SETA is requesting a budget modification to move funds to its personnel cost category. The funds would be utilized and carried forward to help fund additional staffing needed to support classrooms that are transitioning slots during the 25-26 program year. This plan is in alignment with strategies to maintain full enrollment.

Equipment

SETA previously had a play structure approved in the original PY 24/25 budget. However, due to a change in the needs for the program, SETA is requesting to move these funds to other cost categories.

Travel – (\$11,000)

SETA has two remaining out-of-state conferences that staff and PAC/PC members will be attending: The National Head Start Annual Conference (Columbus, Ohio – 4 Attendees) and the WIPFLI Annual Conference (Las Vegas, NV – 7 Attendees). SETA is requesting additional funds to send staff to the conferences to bring back knowledge, new ideas and resources that could be utilized throughout the program.

Cost Category	Budget	Budget Modification	Updated Budget
Personnel	\$7,457,520	\$389,328	\$7,846,848
Fringe Benefits	4,312,549	(41,068)	4,271,481
Travel	24,500	11,000	35,500
Equipment	150,000	(150,000)	-
Supplies	310,000	(61,000)	249,000
Contractual	5,917,003	-	5,917,003
Construction	-	-	-
Other	1,367,573	(148,260)	1,219,313
Total	19,539,145	-	19,539,145

ACTION ITEM II-G

Approval of Budget Modification Request for the Program Year 2023-2024 Head Start and Early Head Start Basic (09CH011763)

Presenter: Karen Griffith

RECOMMENDATION:

Approve the budget modification request for the 2023-24 Head Start Basic and Early Head Start Basic Funds (09CH011763)

BACKGROUND:

This agenda item provides the opportunity for the Parent Advisory Committee to approve a budget modification request for the PY 23/24 Head Start Basic (\$518,871) and Early Head Start Basic (\$527,000) totaling **\$1,045,871**.

SETA previously had equipment projects approved for this funding; however, due to a change in the needs of the program, SETA is requesting to move the funds to other cost categories. Projects no longer being completed will be the Shade Structures at Walnut Grove and Galt (completed as a non-equipment project) and Play Structure at Elkhorn (HS), Marina Vista (HS), Cap City (HS), Hopkins Park (HS), Hillsdale (EHS) and Marina Vista (EHS). The Northview Office Pod will be consolidated with the Construction funding already approved for this program year. The HVAC projects were completed with Head Start American Rescue Plan Act Funds. This funding will be modified to the Supplies and Other (deferred maintenance projects) categories to ensure a safe, high-quality classroom environment.

Twin Rivers Unified School District (TRUSD) is requesting approval for the purchase and installation of a Play Structure unit (Equipment) at their Morey Avenue Elementary site. The current play structure at the site is over two decades old and is need of a replacement. The project cost is \$83,600.

SETA staff are available for any questions.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____



Budget Justification for Budget Modification Request for Program Year 2023-2024 Head Start and Early Head Start Basic and Training and Technical Assistance 09CH011763 (T&TA)

The Budget Justification addresses the following request:

- 1.) A Budget Modification for PY 2023-2024 Head Start and Early Head Start Basic and T&TA funding.

Background

Budget Modification – The Sacramento Employment and Training Agency (SETA) is submitting a request for a budget modification of funds from the PY 23/24 Head Start Basic (\$518,871) and Early Head Start Basic (\$527,000) totaling **\$1,045,871**. The funds are being repurposed from underspent funds from Travel (out-of-state) and Equipment (cost savings/projects no longer needed) and being moved to Supplies, Contractual and Other.

Details of the Budget Modification are provided below.

Head Start Basic Budget Modification

Equipment

SETA previously had play structures approved for other sites. However, due to a change in the needs for the program, SETA is requesting to move the funds to other cost categories. Projects no longer being completed will be the Shade Structure at Walnut Grove (completed as a non-equipment project) and Play Structure at Elkhorn, Marina Vista, Cap City and Hopkins Park. The Northview Office Pod will be consolidated with the Construction funding already approved for this program year. The HVAC projects were completed with Head Start American Rescue Plan Act Funds.

Supplies – (\$262,000)

SETA will also be using funds to continue to purchase various classroom supplies, furniture as needed to ensure a quality program, including safe and healthy environments. SETA has also noticed an increase in price for all supplies (classroom, office and technology) across the board.

Contractual – (\$83,600)

Twin Rivers USD (TRUSD) is requesting prior approvals to purchase and install a new play structure at their Morey Avenue Elementary site. The play structure is in need of replacement as the current structure at the site has been in use for over twenty years. The total cost of the project is \$83,600.

Other – (\$256,871)

SETA will repurpose funds to be used towards covering various deferred maintenance costs at various centers. The projects will be used to ensure the sites and classrooms maintain a safety and high-quality environment, indoors and outdoors, for the children.

Cost Category	Budget	Budget Modification	Updated Budget
Personnel	\$15,230,106	\$-	\$15,312,506
Fringe Benefits	8,585,332	-	8,689,832
Travel	114,000	(11,710)	102,290
Equipment	507,161	(507,161)	-
Supplies	540,000	262,000	720,000
Contractual	29,407,291	-*	29,407,291
Construction	325,734	-	325,734
Other	6,075,380	256,871	6,227,351
Total	60,785,004	-	60,785,004

***TRUSD is requesting for prior approvals for a play structure purchase and installation at Morey Avenue Elementary totaling \$83,600. There is no change to this cost category.**

Early Head Start Basic Budget Modification**Equipment**

SETA previously had play structures approved for other sites. However, due to a change in the needs for the program, SETA is requesting to move the funds to other cost categories. Projects no longer being completed will be the Shade Structure at Galt (completed as a non-equipment project) and Play Structures at Hillsdale and Marina Vista.

Other – (\$527,000)

SETA will repurpose funds to be used towards covering various deferred maintenance costs at various centers. The projects will be used to ensure the sites and classrooms maintain a safety and high-quality environment, indoors and outdoors, for the children.

Cost Category	Budget	Budget Modification	Updated Budget
Personnel	\$6,401,705		\$6,401,705
Fringe Benefits	3,530,395		3,530,395
Travel	-		-
Equipment	300,000	\$(300,000)	-
Supplies	614,753	(227,000)	387,753
Contractual	5,604,890		5,604,890
Construction	1,010,000		1,010,000
Other	1,673,395	527,000	2,200,395
Total	19,135,138	-	19,135,138

ACTION ITEM II-H

Election of Parent Advisory Committee Treasurer for Program Year 2024-2025

RECOMMENDATION:

That the Parent Advisory Committee elect a Treasurer.

Treasurer Nominations

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee (PAC) to elect an officer for the position of Treasurer for Program Year 2024-2025. The duties of PAC Treasurer shall be as prescribed in the Bylaws and shall also include such other duties as may be established by the PAC that are not in conflict with these Bylaws, Article V – Officers, Section 2B: All PAC members are eligible to run for an Office/Officer position except members holding a seat. The Executive Committee must have at least three members who are parents of child/children currently enrolled in the HS/EHS Center-Based or Home-Based Option.

SECTION 3: Duties of Officers

The duties of PAC officers shall be as prescribed in these Bylaws and shall include such other duties as may be established by the PAC that are not in conflict with these Bylaws.

- D. The Treasurer shall work with staff and the PAC Secretary and keep such records, files and accounts as may be necessary to expedite PAC's business. The Treasurer shall be a member of the Social/Hospitality Committee, and the Parent Ambassador Committee.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

ACTION ITEM II-I

Election of Parent Advisory Committee Community Representatives and Alternates for Program Year 2024-2025

RECOMMENDATION:

That the Parent Advisory Committee (PAC) elects three (3) Community Agency Representatives and Alternates.

BACKGROUND:

This agenda item provides an opportunity for PAC to elect Community Representatives for Program Year 2024-2025. The duties of PAC Community Representatives are prescribed in the Bylaws in Article III – Membership, Section 2C.

SECTION 2: Members

C. Community Representatives

Additional PAC members shall include:

1. Four (4) voting Community Agency Representatives shall be elected by the PAC.
There shall be four (4) Alternates for Community Agency Representatives.

Community members desiring to be reappointed must apply for membership on a yearly basis.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

ACTION ITEM II-J

Election of SETA-Operated Representatives and Alternates to the Policy Council for Program Year 2024-2025

RECOMMENDATION:

That the Parent Advisory Committee elects one (1) Representatives and four (4) Alternates.

Representatives Nominated	Alternates Nominated

BACKGROUND:

This agenda item provides an opportunity for the PAC to elect SETA-Operated Representatives and Alternates to the Sacramento County Head Start Policy Council (PC).

Policy Council meetings held at the SETA Board room on the fourth Tuesday of each month at 10:00 a.m.

ACTION Moved: _____ Second: _____

VOTE Aye: _____ Nay: _____ Abstain: _____

INFORMATION ITEM III-A

1st Quarter Strategic Plan Report

Presenter: Anita Maldonado

BACKGROUND:

This item allows the Executive Director to provide the 1st Quarter Strategic Plan Report to the Board.

NOTES:

INFORMATION ITEM III-B
Standing Information

BACKGROUND:

- Fiscal Monthly Report/Corporate Card Monthly Statement of Account: Mr. Victor Han
- Health Service Advisory Committee (HSAC) Report: Ms. Le Andra Jones-Villalta
- Community Resources – Parent/Staff: Ms. Sherrel Williams
 - Sistah to Sistah

NOTES:



SISTAH
To
Sistah

A black girl magic experience for African American women ages 18 and over, that encourages positivity, self care, and bonding in the community

In-Person, Every other Friday - 3:00-4:30pm
Submit an Interest Form to stay informed!

916-906-3489

North Sacramento Family Resource Center
1565 River Park Dr. 95815



SCAN ME

Scan to complete an interest form

Free playcare provided during this workshop

INFORMATION ITEM III-C
Head Start Policy Council Minutes

BACKGROUND:

This agenda item provides an opportunity for the Parent Advisory Committee to review the Policy Council Minutes of the February 25, 2025 meeting.

NOTES:

MINUTES/SYNOPSIS

Sacramento Employment and Training Agency HEAD START POLICY COUNCIL Regular Meeting

Tuesday **February 25, 2025** **10:00 a.m.**
925 Del Paso Boulevard, Suite 100, Board Room,
Sacramento, CA 95815

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

Ms. Jones-Villalta called the meeting to order at 10:00 a.m., read the thought of the day, and called the roll; a quorum was met.

Members Present:

Debra Gipson, Community Agency Representative
Graciela Garduno, Treasurer, EHS San Juan Unified School District
Le Andra Jones-Villalta, Chair, Past Parent Representative
Franschelle Brown, Foster Parent Representative
Rebekah Chester, SETA-Operated Program
Aterious Cuffee, Past Parent Representative
Jovita Galvan, Elk Grove Unified School District

New Members Seated Present:

Yaneika James, Florin Grammar Head Start
Timothy M. Poole, Community Agency Representative

New Members to be Seated/Reseated but Absent:

Mariah Medina, Elk Grove Unified School District (*unexcused*)
Ingrid Diana Bejarano Izaguirre, WCIC/Playmate Child Development Center (*unexcused*)
Damaris Bernal-Perez, WCIC/Playmate Child Development Center (*unexcused*)

Members Absent:

Javana Abrussezze, SETA-Operated Program (*excused*)
Naomi Watson, SETA-Operated Program (*unexcused*)
Brenda Sevilla, Northview Head Start (*resigned 2/25/25*)
Sherrel Williams, Vice Chair, SETA-Operated Program (*resigned 2/24/25*)

I. CONSENT ITEM:

A. Approval of the Minutes of the January 28, 2025, Regular Meeting

The minutes were reviewed; no questions or corrections.

Moved/Cuffee, second/Garduno, to approve the January 28, 2025, minutes as distributed.

Roll call vote:

Aye: 7 (Gipson, Cuffee, Garduno, Brown, James, Galvan, Chester)
Nay: 0

Abstention: 1 (Jones-Villalta)
Absent: 2 (Abrussezze, Watson)

II. ACTION ITEMS:

A. Timed Item 10:00 A.M. and Public Hearing:

Approval of Revisions to the Personnel Clerk Job Specification

Mr. Richardson reviewed the item and advised that the job specifications for the Personnel Clerk and Senior Personnel Analyst were updated to ensure accuracy in the duties assigned, responsibilities, and to provide additional departmental support and meet the needs of the Agency. In response to Ms. Jones-Villalta's questions, Mr. Richardson clarified that the fiscal department manages the tuition reimbursement process. Ms. Griffith further added that tuition reimbursement has also been included in the job specifications for the new Training Officer position.

Ms. Jones-Villalta opened the public hearing at 10:05 a.m.

There were no comments from the public.

Ms. Jones-Villalta closed the public hearing at 10:07 a.m.

Moved/Garduno, second/Gipson, to approve the revise job specification for the Personnel Clerk.

Roll call vote:

Aye: 7 (Gipson, Cuffee, Garduno, Brown, James, Galvan, Chester)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 2 (Abrussezze, Watson)

B. Timed Item 10:00 A.M. and Public Hearing:

Approval of Revisions to the Senior Personnel Analyst Job Specification

Ms. Jones-Villalta opened the public hearing at 10:08 a.m.

There were no comments from the public.

Ms. Jones-Villalta closed the public hearing at 10:09 a.m.

Moved/Garduno, second/Galvan, to approve the revised job specification for the Senior Personnel Analyst.

Roll call vote:

Aye: 7 (Gipson, Cuffee, Garduno, Brown, James, Galvan, Chester)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 2 (Abrussezze, Watson)

C. Timed Item 10:00 A.M. and Public Hearing:

Approval of Addition of Changes to the SETA Personnel Policies and Procedures Sections 9 and 11

Mr. Richardson reviewed the item and advised that most of updated to the SETA Personnel Policies and Procedures are to bring the Agency up into compliance for new labor laws or the 2025 year and also to clarify the Reasonable Accommodations Policy and Process.

At the request of Ms. Jones-Villalta, an update on a written statement as an acceptable certification upon returning to work for victims of acts of violence will be provided at the next meeting.

Mr. Richardson will consider Ms. Jones-Villalta's suggestion of including a more detailed explanation regarding distributing or displaying printed material under discriminative behavior relating to an individual's protected group/status.

Ms. Jones-Villalta opened the public hearing at 10:10 a.m.

There were no comments from the public.

Ms. Jones-Villalta closed the public hearing at 10:18 a.m.

Moved/Galvan, second/Garduno, to approve the updated Personnel Policies and Procedures Sections 9.10 (Domestic Violence, Sexual Assault, Stalking Leave), 9.17 (Sick Leave Accrual and Usage), 9.18 (Paid Sick Leave for Temporary Employees), Section 11.04 (Harassment, Discrimination, and Retaliation Policy and Complaint Procedure), and Section 11.17 (Reasonable Accommodation Policy and Process)

Roll call vote:

Aye: 6 (Gipson, Garduno, Brown, James, Galvan, Chester)

Nay: 0

Abstention: 2 (Jones-Villalta, Cuffee)

Absent: 2 (Abrussezze, Watson)

D. Election of Policy Council Community Representatives and Alternates for Program Year 2024-2025

Ms. Jones-Villalta reviewed the item.

Mr. Timothy Poole submitted his application to become a Community Agency Representative on the Policy Council. He introduced himself and explained his motivation for applying to become a member.

Moved/Garduno, second/Brown, to elect Mr. Poole as Community Agency Representative and table the election of two (2) Community Agency Representatives, one (1) Grandparent Representative and alternates to the next meeting.

Roll call vote:

Aye: 7 (Gipson, Cuffee, Garduno, Brown, James, Galvan, Chester)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 2 (Abrussezze, Watson)

E. Election of Policy Council Secretary and Parliamentarian for Program Year 2024-2025

Ms. Jones-Villalta reviewed the item.

Ms. Cuffee nominated Ms. James for Secretary.

There were no other nominations.

Moved/Chester, second/Gipson, to approve Ms. James as Secretary and table the election of Policy Council Parliamentarian to the next meeting.

Roll call vote:

Aye: 8 (Gipson, Cuffee, Garduno, Brown, James, Galvan, Chester, Poole)

Nay: 0

Abstention: 1 (Jones-Villalta)

Absent: 2 (Abrussezze, Watson)

III. INFORMATION ITEMS:

A. Standing Information Items

➤ Fiscal Monthly Report/Corporate Card Monthly Statement of Account

Mr. Han additionally reviewed the fiscal report for the sixth month, which ended January 31, in the 2024-2025 Fiscal Year. The total year-to-date countywide expenses are at 44.5%. The Non-Federal Share Year-to-Date expenditures are at 30.6% above the required 25%. The Administrative cost is at 10.7%, below the 15% maximum. The funds of the American Rescue Plan Act (ARP) and the Corona Virus Response and Relief Supplemental Appropriation Act (CRRSA) were reviewed. SETA received the approval on the No-Cost Extension and liquidation period extension, which allows until September 30, 2025, to complete planned projects and purchases. The SETA Operated Programs Expenditures report was reviewed. The publications/advertising/printing category is expected to have an uptake as the banners and signs are being updated to reflect the new SETA logo. The credit card statements for American Express and Citibank were reviewed, and no concerns were noted. The only exception was a charge for a tape measure categorized under office supplies on January 6, 2025, which will be reviewed further. An update will be provided at the next meeting.

Mr. Han reviewed the countywide Head Start and Early Head Start expenditures for the Program Year 23-24 grant extended through July 31, 2025. The reports included various projects planned to spend down the remaining funds. The Delegate Agencies feel confident about completing projects on time before the expiration date.

➤ Community Resources

Ms. Garduno reviewed the community resources provided in the packet.

B. Governing Board Minutes for December 5, 2024: No questions

IV. COMMITTEE REPORTS:

➤ Executive Committee

The next meeting date and time are to be determined.

➤ Budget/Planning Committee and Fiscal Training

The next meeting will be held on Tuesday, March 11, 2025, at 1:00 p.m. at the SETA Administrative building.

V. OTHER REPORTS:

A. Executive Director: No report

B. Head Start Deputy Director:

Ms. Griffith mentioned that SETA met with a Program Specialist from the Office of Head Start, who advised that there is still limited engagement with their office. Four Office of Head Start Training and Technical Assistance members visited SETA and Delegate Agencies on February 19, 2025, as part of the Risk Assessment Notification (RAN) Review. During this visit, they examined the Correction Action Plan and the implementations at the sites, providing feedback for further improvements.

Ms. Griffith reported that SETA and the Delegates are continuing grant planning, which involves multiple fiscal and programmatic meetings. The Delegates are expected to submit their sections of the grant by March 7, 2025.

On behalf of Ms. Carr, Ms. Griffith provided the enrollment statistics as of January 2025: The countywide Head Start enrollment was at 96%, while Early Head Start enrollment was at 97%. SETA and its Delegates and Partners continue to work towards meeting and sustaining the 97% enrollment goal for both the Head Start and Early Head Start programs countywide.

Ms. Griffith also noted that the Revised Supervision Policy and Procedures and the Incident Reporting Procedures are slated for approval at the Policy Council meeting in March 2025.

C. Chair:

Ms. Jones-Villalta stated that she continues her recruitment efforts by visiting sites and connecting with parents to share the benefits of being involved with the program, including joining the two parent-led boards at SETA.

Ms. Jones-Villalta provided additional community resources for parents to share among themselves.

D. Head Start Managers:

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

Mr. Griffith provided a report on Ms. Carr's behalf under the Head Start Deputy Director's report.

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

Ms. Lamb stated that SETA is in the midst of grant planning and contingency planning, with the goal of providing the same quality of service to children and families, regardless of any funding changes. SETA continues to offer support to Delegate Agencies, which includes, but is not limited to, classroom arrangements and zoning, curriculum assistance and training, lesson planning, teacher coaching, and more.

✓ Vacant – Health, Oral Health, Nutrition, Food Services, Quality Assurance, and On-going Monitoring:

Ms. Griffith advised that the interviews to fill this vacancy will be held on March 7, 2025.

- ✓ Betsy Uda – Safe Environments, Facilities, and Licensing:
Ms. Uda advised that the facilities team is also responsible for providing support and technical assistance to the Delegates. As part of the Corrective Action Plan, the team installed multiple buzzers/chimes on doors and bells on the gates.

Ms. Uda was excited to announce that she recently conducted a walk-through at the site being constructed to meet SETA's needs and preferences at the Marisol Village apartment complex, managed by the Sacramento Housing and Redevelopment Agency (SHRA). Once completed, SETA will lease the building to house two toddler and preschool classes. Ms. Uda will keep the Board informed about the project's progress.

E. Open Discussion and Comments: None

F. Public Participation: None

VI. ADJOURNMENT: The meeting was adjourned at 11:04 a.m.

Note: The minutes reflect the actual progression of the meeting.

COMMITTEE REPORTS ITEM IV

- Executive Committee: Ms. Aterious Cuffee

NOTES:

- Budget/Planning Committee: Ms. Aterious Cuffee

NOTES:

- Parent Ambassador Committee: Ms. Aterious Cuffee

NOTES:

OTHER REPORTS ITEM V

BACKGROUND:

This agenda item provides an opportunity for other reports to be shared with PAC.

- A.** Chair – Ms. Aterious Cuffee
 - ✓ PAC Recruitment
- B.** Policy Council – Ms. Le Andra Jones-Villalta
- C.** Head Start Deputy Director – Ms. Karen Griffith
 - ✓ Monthly Head Start Report
- D.** Head Start Managers
 - ✓ Lisa Carr – Family Engagement, Home Base, and ERSEA Services
 - ✓ Megan Lamb – School Readiness, Special Education, and Mental Health Services
 - ✓ Veronica Jones – Health, Nutrition, Quality Assurances, and Data Systems
 - ✓ Betsy Uda – Safe Environments, Facilities, Licensing, and Food Services

NOTES:



Seta Head Start

Food Service Operations Monthly Report

*March, 2025

3/5/25 - Marina Vista Classroom R closed due to no staffing.

- Galt had a field trip to Cal-Waste Recovery we prepared 16 sack lunches.

3/6/25 - Galt had a field trip to Cal-Waste Recovery we prepared 21 sack lunches.

3/11/25 - Parker was closed due to bug spraying.

3/12/25 - Grizzly Hollow AM class had a field trip to Cal-Waste Recovery on site menu.

3/12/25 - Grizzly Hollow PM class had a field trip to Cal-Waste Recovery we prepared 20 sack lunches.

3/18/25 - Franklin Head Start had a field trip to California State Railroad Museum we prepared 21 sack lunches.

3/21/25 - EHS Home Base had a field trip to Fairytale Town we prepared 150 sack lunches.

3/28/25 - Prescool Home Base had a field trip to Fairytale Town we prepared 40 sack lunches.

Lunch	PM Snack	Breakfast	Field Trips
34,734	33,255	33,636	6

Total Amount of Meals and Snacks Prepared 101,928

Purchases:

Food \$97,629.28

Non-Food \$10,808.92

Building Maintenance and Repair: \$0.00

Janitorial & Restroom Supplies: \$0.00

Kitchen Small Wares and Equipment: \$0.00

Vehicle Maintenance and Repair: \$1,291.85

Vehicle Gas / Fuel: \$2,052.19

Normal Delivery Days 21

SPECIAL EDUCATION REPORT

Sacramento County Head Start/Early Head Start

Breana.ware@seta.net

March 2025

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
SETA operated	1364	194	14%	739	169	25%
Twin Rivers USD	156	41	26%	56	7	13%
Elk Grove USD	440	89	20%	NA	NA	NA
Sac City USD	676	94	14%	16	1	6%
San Juan USD	712	94	13%	96	11	11%
WCIC	100	4	4%	NA	NA	NA
COUNTY TOTAL	3448	516	15%	907	188	21%

****NO REPORT RECEIVED**

AFE: Annual Funded Enrollment

SETA HEAD START/EARLY HEAD START
End of Month Enrollment Report
March 2025

HS Center Name (*) CCTR/CSPP Funded	Funded Enrollment	Actual Enrollment	Drop within last 30 days	Total Reported	(c) Closed/Capped %	(a) Actual to Funded Enrollment %
*16th Avenue	40	40	0	40		100%
*Bret Harte	20	21	0	21		105%
*Bright Beginnings	20	21	0	21		105%
*Capital City	20	21	0	21		105%
*CP Huntington	20	21	1	22		110%
*Crossroad Garden	60	62	0	62		103%
*Elkhorn	60	61	1	62		103%
*Florin	20	21	1	22		110%
*Freedom Park	60	62	1	63		105%
*Freeport	20	20	0	20		100%
*Galt	60	63	1	64		107%
*Hillsdale	80	79	4	83		104%
*Hopkins	40	41	0	41		103%
*Job Corps	20	21	0	21		105%
*Marina Vista	40	40	0	40		100%
*Mather	60	61	0	61		102%
*Norma Johnson	40	41	2	43		108%
*North Avenue	60	58	2	60		100%
*Northview	60	60	2	62		103%
*Phoenix Park	40	39	2	41		103%
*Sharon Neese	60	60	2	62		103%
Alder Grove ELC	20	18	0	18		90%
Bannon Creek	40	40	1	41		103%
Dudley	20	21	0	21		105%
Franklin	20	21	0	21		105%
Fruitridge	40	39	3	42		105%
Grizzly Hollow	40	41	2	43		108%
Home Base	120	113	3	116		97%
LaVerne Stewart	20	19	0	19		95%
Nedra Court	40	35	0	35		88%
Parker	20	18	1	19		95%
Solid Foundation	40	41	0	41		103%
Strizek Park	20	21	0	21		105%
Walnut Grove	24	23	2	25		104%
Total	1364	1363	31	1394	0%	102%

(a) Reason and action plan provided when enrollment is below 100%

(b) Site(s) with capped classrooms due to staffing

(c) Percentage when capped/closed amount deducted from funded amount

(d) Pending License

SETA HEAD START/EARLY HEAD START

End of Month Enrollment Report

March 2025

EHS Center Name (*) CCTR/CSPP Funded	Funded Enrollment	Actual Enrollment	Drop within last 30 days	Total Reported	(c) Closed/Capped %	(a) Actual to Funded Enrollment %
*16th Avenue	27	27	3	30		111%
*Alder Grove I/T	16	14	0	14		88%
*Bret Harte	9	9	0	9		100%
*Bright Beginnings	16	14	3	17		106%
*Captial City	16	13	1	14		88%
*CP Huntington	16	14	1	15		94%
*Crossroad Garden	15	13	2	15		100%
*Elkhorn	16	15	2	17		106%
*Florin	16	13	1	14		88%
*Freedom Park	16	16	0	16		100%
*Galt	16	14	3	17		106%
*Hillsdale	16	16	0	16		100%
*Hiram Johnson	32	30	4	34		106%
*Hopkins	6	6	0	6		100%
*Job Corps	25	23	3	26		104%
*Marina Vista	9	9	0	9		100%
*Mather	15	15	1	16		107%
*Norma Johnson	9	9	0	9		100%
*North Avenue	16	16	3	19		119%
*Northview	16	16	2	18		113%
*Phoenix Park	8	8	0	8		100%
*Sharon Neese Center	25	24	2	26		104%
*Spinelli	16	15	2	17		106%
EHS Home Base	200	183	11	194		97%
Grizzly Hollow	9	9	2	11		122%
River Oak - Home Base	72	49	4	53		74%
SCOE - Home Base	77	72	7	79		103%
Walnut Grove	9	9	1	10		111%
Total	739	671	58	729	0%	99%

Head Start/Early Head Start Reasons/Observations for under enrollment:

Vacancies in the following positions that support classroom ratio or enrollment: 28 Education positions (Site Supervisor, Associate Teacher, Associate Teacher/Infant Toddler, Lead Teacher/Infant Toddler) and 1 Family Services Worker. Barriers with public transportation for families attending Florin, Mather and Bright Beginnings, making it difficult to access Head Start services. Limited facility capacity for children aging out of Early Head Start (EHS) needing to transition into Head Start Preschool. At sites that have operation hours 8:00 AM to 2:30 PM, Monday through Thursday, are not aligning with the work schedules of many parents, further impacting enrollment.

Strategies/Action Plan:

Human Resources posted job openings within the following employment search websites: CA Head Start Assoc., CalJOBS, ZipRecruiter, Indeed and ADP WFN Recruitment Portal. The following positions were onboarded this month: 2 Associate Teacher's. Recruitment and networking opportunities to increase awareness of Head Start services and Community Partnerships: Gradfest, Health Resource Fair, Sweet Potato Festival, American River College Care Fest. Received 6 Interest Forms completed by families inquiring about Head Start services, from the recruitment events.

(a) Reason and action plan provided when enrollment is below 100%

(b) Site(s) with capped classrooms due to staffing

(c) Percentage when capped/closed amount deducted from funded amount

(d) Pending License

CENTER UPDATES ITEM VI

BACKGROUND:

This agenda item allows PAC the opportunity to discuss events going on at their center.

NOTES:

DISCUSSION ITEM VII

BACKGROUND:

This agenda item allows PAC the opportunity to discuss items not on the agenda.

NOTES:

PUBLIC PARTICIPATION ITEM VIII

BACKGROUND:

The general public is encouraged to participate in PAC meetings. If members of the audience wish to speak, they should address their requests to the Chair.

NOTES: