



ANNUAL REPORT

2023-24

Head Start California
www.headstartca.org
P.O. Box 268 Citrus Heights, CA 95610



Head Start
CALIFORNIA

CONNECTING | ENGAGING | ADVOCATING
for our highest needs children

MESSAGE FROM THE LEADERSHIP

The 2023 – 2024 year was momentous for Head Start California. With a new Executive Director at the helm, we were able to think and act strategically. In the face of daunting challenges like the NPRM and delayed Federal budget, our team seized new opportunities and collectively progressed towards the future we envision – one where Head Start is recognized as the gold standard and provider of choice in California.

A common thread weaves through the many accomplishments you'll read about in this annual report: association. Head Start California is your association. Everything we accomplish is because we have chosen to be in association with one another. Whether it was the 200 of us who attended Head Start to the Capitol Advocacy Day in March, or the three of us who faithfully attended ECE Teacher Permit workgroup meetings, we worked together and moved our goals forward. We truly are stronger together.

Our associated strength powered an incredible year. Signature events continued to grow, with record-breaking attendance at Advocacy Day and Managers and Directors' Institute. Our Annual Conference returned to in-person with full force, welcoming a record number of sponsors to support our attendees. Our staff attended a record number of cluster meetings, bringing information and updates to our members while simultaneously seeking to understand how we can best be of service.

We are especially proud of the advocacy work we undertook this year. We were well-represented on several key fronts - from submitting collective comments on the most significant changes to Head Start in over a decade, to representing Head Start on several state workgroups, to fighting against Federal budget cuts.

As we reflect on all that we've accomplished this year, we can't help but be optimistic about the future. We know that our voices are loud, our voices are strong, and together we will do great things. We look forward to moving forward, together.

Yours in Association,



Jodie Keller

Board President
Head Start California

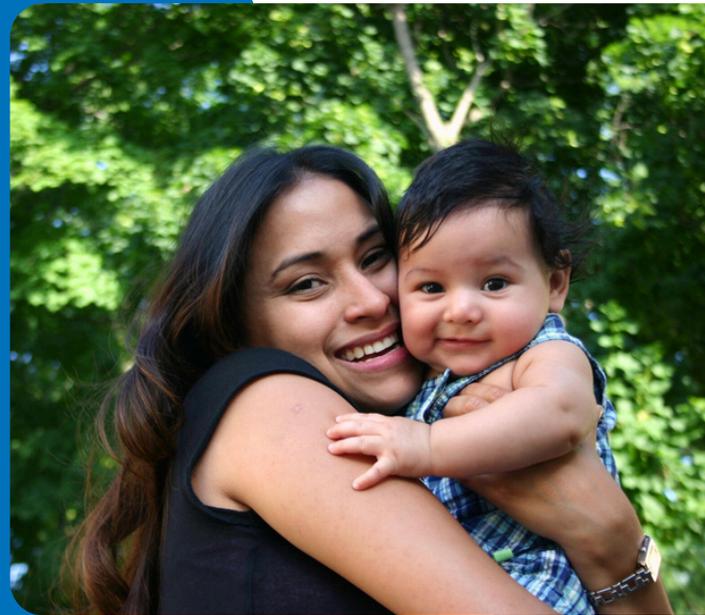


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Executive Director
Head Start California

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OUR MISSION, VISION & VALUES

Mission

We empower Head Start programs to reach their full potential through advocacy, professional development, networking, and collaboration.

Vision

We envision a future where Head Start is recognized as the gold standard in child development and the provider of choice for California’s most vulnerable children and families.

Values

- Inclusion “Everyone is welcome”
- Ethical Behavior “Do the right thing”
- Innovation “Creativity Reigns”
- Teamwork “Better Together”

BOARD OF DIRECTORS

2023-24

Executive Committee



President - **Jodie Keller**
E Center Head Start



Vice President - **Laurel Parker**
Norwalk-La Mirada Unified School District



Secretary - **Yolanda Gonzales**
Community Action Partnership of Kern



Treasurer - **Tony Jordan**
Stanislaus County Office of Education



Past President - **Stacey Scarborough**
Venice Family Clinic

BOARD OF DIRECTORS 2023-24

Cluster Representatives



Cluster VII

Miriam McNamara, North Coast Opportunities; **Juan Cisneros**, Child Start, Inc.

Cluster VIII

Heather Aulabaugh, Glenn County Office of Education; **Brenda Poteete**, Sierra Cascade Family Opportunities

Cluster IX

Jenny Pettit, El Dorado County Office of Education

Cluster V

Angel Barrios, Institute for Human and Social Development; **Sonia Jaramillo**, Monterey County Office of Education

Cluster IV

Suzanne Godinez, Child Development Resources - Ventura; **Adriana Ramirez-Barron**, Community Action Partnership of San Luis Obispo

Cluster VI

Yolanda Gonzales, Community Action Partnership of Kern; **Marissa Duran**, Stanislaus County Office of Education

Cluster III

Betty Zamorano-Pedregon, Child Care Resource Center; **Ricardo Rivera**, Baldwin Park USD

Cluster II

Luis Bautista, Los Angeles County Office of Education; **Laurel Parker**, Norwalk-La Mirada Unified School District

Cluster I - Vacant

Tribal Cluster - Vacant

Migrant Cluster

Michelle Dove, Kings Community Action; **Jodie Keller**, E Center Head Start

WHO WE ARE

HSC's most valuable asset is its members, and we are proud to be 120 strong! This year, we expanded our community by introducing a new membership category for Early Head Start Child Care Partnerships, reflecting our commitment to inclusivity and growth.

Our strength and success are also deeply rooted in the unwavering guidance and support from our dedicated board of directors and the many volunteers who give their time and expertise. Together, we are building a better and stronger association.



120

**HEAD START CALIFORNIA
MEMBER AGENCIES**

4

**EARLY HEAD START CHILD
CARE PARTNERSHIP
MEMBERS**

19

BOARD MEMBERS from

11

REGIONAL CLUSTERS with

6

STAFF and

18

VOLUNTEERS

WHO WE SERVE



140

HEAD START / EHS PROGRAMS IN CA

operating

1,885

HEAD START CENTERS

employing

23,349

HEAD START STAFF

serving

85,236

HEAD START CHILDREN

With 140 programs spanning the state, California's Head Start programs embody the rich diversity that defines our communities. From community action programs to school districts and services in both rural areas and inner-city neighborhoods, Head Start reaches families from a wide array of cultural, economic, and social backgrounds.

These programs are committed to providing comprehensive early childhood education, health services, and family support, ensuring that every child has the opportunity to build a strong foundation for future success regardless of their circumstances.



COMMITTEES

Committees are the driving force behind our success. Whether planning events, reviewing financials, or tackling everything in between, our committees collaborate closely with our staff to advance our mission. We rely on our committee members to bring their unique perspectives, Head Start expertise, and diverse backgrounds to ensure the work we do serves our members well.

Executive Committee

The Executive Committee is our core leadership group and meets between board meetings to handle timely association business. This year it focused on hiring our new Executive Director, supporting staff throughout the Executive Director transition and ensuring our staff are supported with competitive compensation and benefit packages. The staff would like to extend a special thanks to our President, Jodie Keller, for her dedicated leadership during the Executive transition.

Members: Jodie Keller (chair), Laurel Parker, Stacey Scarborough, Tony Jordan, Yolanda Gonzalez, Melanee Cottrill (staff)

Public Policy Committee

This year was a busy one for the Public Policy Committee. Our efforts focused on gathering and submitting comments on the Notice of Proposed Rulemaking, introducing and supporting AB 1930 to eliminate the ten-year limit on associate teacher permits, supporting several state and federal bills, and ensuring Head Start funding was preserved.

Laurel Parker (chair), Stacey Scarborough (Vice Chair), Luis Bautista, Betty Zamorano-Pedregon, Ricardo Rivera, Sonia Jaramillo, Suzanne Godinez, Yolanda Gonzales, Charlotte Ochiqui, Adriana Ramirez-Barron, Juan Cisneros, Melanee Cottrill (staff)

Membership Committee

The Membership Committee focused on moving forward several strategic activities this year. A new membership type was created for Early Head Start Childcare Partnerships. A professional development survey was distributed, in partnership with the Region 9 Head Start Association, to better meet our members' needs.

Marissa Duran (chair), Heather Aulabaugh, Jenny Pettit, Suzanne Godinez, Ricardo Rivera, Miriam McNamara, Michelle Dove, Adriana Ramirez-Barron, Karen Burke (staff), Threasa Hernandez (staff)

Governance Committee

The Governance Committee successfully focused on managing the board election process and filling board vacancies this year. It also began the process of reviewing and updating our Bylaws, to ensure HSC's documentation and governance are up to date.

Heather Aulabaugh (chair), Angel Barrios, Betty Zamorano-Pedregon, Brenda Poteete, Jenny Pettit, Marissa Duran, Melanee Cottrill (staff)



COMMITTEES

Audit Committee

The Audit Committee was pleased to once again receive a clean (unqualified) audit report. We appreciate the staff and Treasurer's diligent efforts to ensure our records accurately reflect our financial position.

Sonia Jaramillo (chair), Laurel Parker, Tony Jordan, Juan Cisneros, Joe Franklin (staff), Melanee Cottrill (staff)

Finance Committee

The Finance Committee is charged with monitoring our financial situation and overseeing the implementation of financial policies. This year the committee focused on ensuring smooth transitions in staffing, managing our investments, and investing in strategic activities while keeping HSC fiscally sound.

Tony Jordan (chair), Angel Barrios, Brenda Poteete, Luis Bautista, Miriam McNamara, Joe Franklin (staff), Edwin Abarca (staff)

Conference Committees



Annual Conference Committee

Billiejo LaBriola, Maria Harris, Karen Fukushima, Debra Hall, Sandra Gonzales-Pabón, Threasa Hernandez (chair), Kindell Graham (staff)



Health Institute Committee

Cristine Cochran, Nina Paddock, Maureen Kemp, Debra Hall, Lisa Pardue, Rubie Martinez, Renee Kapsner, Lisa Schifano, Threasa Hernandez (chair), Kindell Graham (staff)



Managers and Directors Institute Committee

Jenny Pettit, Suzanne Godinez, Heather Aulabaugh, Miriam McNamara, Ricardo Rivera, Threasa Hernandez (chair), Kindell Graham (staff)

Many thanks to our committee members for your time and service!



OUR TEAM

Supported by a small but mighty team of six full-time staff, Head Start California empowers Head Start programs to reach their full potential through advocacy, professional development, networking, and collaboration.



Melanee Cottrill
Executive Director



Karen Burke
Director,
Membership &
Communications



Kindell Graham
Events Director



Tiffany Rosso
Development
Manager



Edwin Abarca
Administrative &
Finance
Coordinator



Gricelda Ocegueda
Engagement
Coordinator

Staff who departed during the 2023-24 year:

- Joe Franklin, Manager of Finance & Operations
- Threasa Hernandez, Director of Member Learning & Events

STRATEGIC PLAN

Head Start California's [strategic plan](#) was adopted in late 2022. Based on five strategic goals, the plan addresses the needs of our member programs as well as HSC's needs as an association.

The Strategic Goals

- 1** Head Start is funded to support a justly compensated workforce.
- 2** Head Start has wider recognition in California among families with young children and the emerging workforce.
- 3** All Head Start staff have access to training they need to succeed.
- 4** Head Start California generates income from a balance of revenue sources.
- 5** Head Start California attracts and retains a professional staff and board leadership that will advance our mission and secure our future.

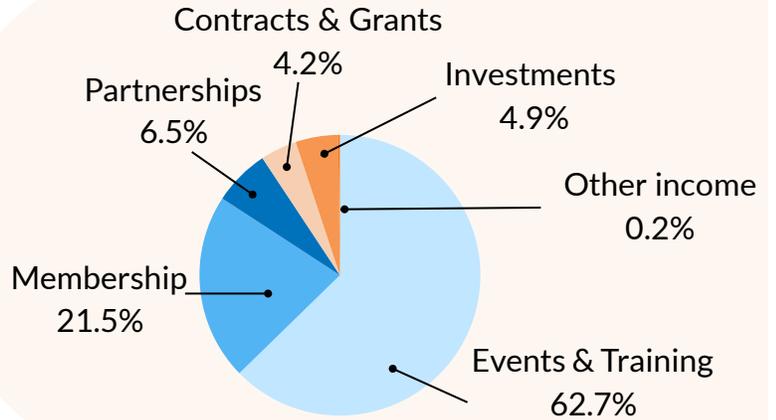
Accomplishments

- ✓ **A focus on HSC staff presence at Cluster meetings**, forging stronger connections between our staff and members.
- ✓ **The launch of a new, fully online Trauma-Equipped Training program** in partnership with the Hanna Institute.
- ✓ **The creation of a new membership category** for Early Head Start Child Care Partnerships.
- ✓ **Hiring of a new development manager**, who will (1) diversify and grow our revenue and (2) obtain funding to launch additional programs and services which benefit our members.
- ✓ **Securing appointment of HSC staff and board members to key workgroups**, including the Commission on Teacher Credentialing's Child Development Permit Workgroup and the California Department of Education's UPK Mixed Delivery Quality and Access Workgroup.

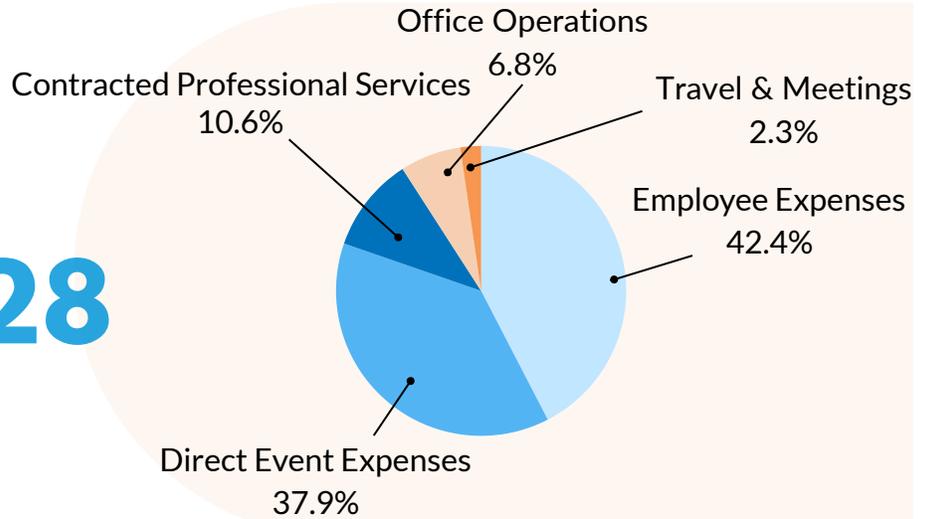
FINANCIALS

HSC ended the 2023-24 fiscal year with a positive net income and continued to focus on long-term leadership. Early in the year, we hired a new Executive Director, further strengthening our organization. HSC received a clean audit for the previous FY and the financials presented in this annual report will also be audited. Net income is being invested into strategic priorities to launch new services for our programs. With a strong cash reserve and solid assets, HSC remains financially healthy and well-prepared for the future.

TOTAL REVENUE
\$1,431,333



TOTAL EXPENSES
\$1,287,428



ASSETS AND LIABILITIES
INCREASED TO \$212,199 FROM
FISCAL YEAR 2022 TO 2023.

Total Equity: \$1,637,743

I am an authorized officer of Head Start California and hereby certify that the financial statements herein were prepared without audit from the books and records of the corporation.

TONY JORDAN, HEAD START CALIFORNIA TREASURER

ADVOCACY

Our Guiding Principles

Funding: Increase Head Start wages to be commensurate with the education and training required.

Alignment: Align poverty eligibility guidelines, staffing requirements, wages, and funding to strengthen the ability of Head Start programs to serve families and children.

Simplicity: Reduce and simplify regulations to remove unnecessary administrative burdens and free agencies to focus on serving children.

Flexibility: Give service providers the flexibility to adapt services and leverage funding to fit local needs and to innovate in designing new services.

Security: Advance policies that promote the economic security of vulnerable families and children.

Our Priorities

Federal Priorities

- Dramatically increase wages for Head Start staff to close the wage gap between Head Start and TK-12 teachers.
- Adjust income-eligibility guidelines to account for state, regional, or local costs of living.
- Expand categorical eligibility.

State Priorities

- Increase funding to the state reimbursement rate system to close the wage gap between Head Start and TK-12 teachers.
- Ease or offer flexibility in workforce requirements to improve workforce recruitment and retention.
- Simplify CCTR regulations to align with Early Head Start.
- Improve integration of Head Start in the state ECE system.

ADVOCACY

Accomplishments

- ✓ Introduced AB 1930, a bill that would remove the 10-year limitation on Associate Teacher permits.
- ✓ Held a record-breaking advocacy day at the state capitol, with more than 200 Head Start staff and parents in attendance.
- ✓ Held a series of listening sessions with members to gather and submit statewide feedback on the Notice of Proposed Rulemaking.
- ✓ Served as the voice of Head Start on the Commission on Teacher Credentialing's Child Development Permit Workgroup, involving members to oppose potentially harmful changes to the child development teacher permit matrix.
- ✓ Successfully opposed proposed reductions in funding for CalWorks home visiting, reducing the proposed cut from a permanent \$47 million reduction to a temporary \$30 million reduction.



Left to right: Melanee Cottrill, CA Assemblymember Al Muratsuchi, Adriana Ramirez-Barron, Bobbie Sesena, and Debbie Look.



Head Start to the Capitol Advocacy Day (March 12, 2024)

Advocacy by the Numbers

43



STATE LEGISLATIVE
VISITS

51



FEDERAL LEGISLATIVE
VISITS

PROFESSIONAL DEVELOPMENT

At HSC, we are dedicated to addressing the challenges our members face. Our trainings are thoughtfully curated to provide tailored solutions and practical strategies in delivery modes that are convenient for all Head Start staff. We rely on field experts from the Office of Head Start, Region IX, and various ECE partner organizations and consultants to bring our members the most relevant information.

Conferences by the Numbers

1,236 PEOPLE
attended

5 CONFERENCES

99% OF ATTENDEES RATED
OUR CONFERENCES
GOOD OR EXCELLENT

Conferences

All five of HSC's signature conferences returned to in-person in 2023-24: Education Conference, Parent and Family Engagement Conference, Managers & Directors Institute, Health Institute and Leadership & Wellness Symposium.

“The title of the entire conference, ‘The Stories That Connect Us’ and the opening message, the powerful and uplifting projection was phenomenal. -2024 Annual Conference Attendee

“Very well organized and great speakers. Thank you for putting together this wonderful conference. I learned so much. -2023 Health Institute Attendee



PROFESSIONAL DEVELOPMENT

2023 PD Survey

In July 2023, HSC partnered with the Region 9 Head Start Association to conduct a survey to identify the most significant professional development needs of Head Start programs. Based on those responses, HSC has been able to tailor its trainings and meet your needs.

You wanted

When asked about training delivery modes, **in-person conferences** ranked #1

When asked about training most needed for teachers, **behavior management** ranked #1

When asked about training most needed for health staff, **staff wellness** ranked #1

When asked about training most needed in governance and leadership, **Leadership Development & Succession Planning** ranked #1

We delivered

HSC has brought back **all 5** signature conferences to in-person.

HSC hosted 12 sessions at our conferences and a webinar on de-escalation techniques. In total, **787 Head Start staff** were trained in behavior management.

HSC hosted 24 sessions focused on staff wellness at our conferences, TET training, and webinars. As a result, **907 Head Start staff** received training on staff wellness.

HSC hosted 26 sessions focused on Leadership Development and Succession Planning at our conferences, providing valuable training to **720 Head Start staff**.

Webinars

HSC hosted 12 informative webinars this year, featuring a range of topics designed to support our members. Eight of these were led by our Proud Partners, three were collaboratively presented with our State Collaboration Office and state agencies, and one in partnership with the Region IX Office of Head Start. All webinars are free for members, covering crucial subjects such as creating inclusive learning environments and effective de-escalation techniques for classroom staff.

Webinars

BY THE NUMBERS

1,424
PARTICIPANTS

12
WEBINARS

PARTNERSHIPS

Head Start California believes in the power of the not-for-profit relationship. We embrace the synergy that comes from finding win-win solutions to help Head Start programs to operate more efficiently.



Proud Partners BY THE NUMBERS

10

EXECUTIVE PARTNERS

11

ASSOCIATE PARTNERS



Learning Partnerships

Data Camp

HSC's Proud Partner, Acorn Evaluation, provided its signature two-day, virtual data training focusing on Head Start Continuous Quality Improvement in December and April.

44

PARTICIPANTS



Trauma-Equipped Training

HSC partnered with the Hanna Institute to create a comprehensive 9-hour certificate course designed to equip staff with essential trauma-responsive and de-escalation techniques. Tailored specifically for Head Start programs, the [Trauma-Equipped Training](#) was launched in April 2024. In just three months, over 15 programs invested in preparing their staff to be trauma-equipped.

81

COURSES PURCHASED



“Thank you for teaching me self-care and how to connect with my roots.” - 2024 Participant

MEMBER ENGAGEMENT

One of HSC's foundational goals is to foster connections. We aim to link our members with resources that enhance operational efficiency and keep them well-informed. We strive to engage with programs directly in the field. Throughout the year, HSC consistently facilitates communication to strengthen these vital connections.

Jobs Board

As Head Start programs across the state continued to face staffing challenges, HSC met this challenge by providing an easy-to-use job site, allowing job seekers to find open opportunities at Head Start centers and employers to broaden their reach and find the most qualified candidates.

JOBS @ HEAD START
Powered by Head Start California

Jobs

BY THE NUMBERS

50,298

JOBS VIEWED

26,676

JOB SEARCHES

1,055

JOBS POSTED



Cluster Meetings

To better tailor our offerings to our programs' needs, the HSC team is committed to engaging directly by attending regional cluster meetings. We value the opportunity to hear firsthand from Head Start staff about the challenges they face. Our participation spans both in-person and virtual meetings, ensuring we stay connected and responsive.

Cluster Meetings

BY THE NUMBERS

47 CLUSTER MEETINGS
ATTENDED BY HSC STAFF

MEMBER ENGAGEMENT

Information is power, and in today's fast-paced world, it's more crucial than ever for members to have access to the most relevant and timely insights. HSC is dedicated to cutting through the noise and delivering the most pertinent and urgent information directly to its members. HSC is committed to being a trusted source, providing clarity and guidance amidst the constant influx of data, so members can make informed decisions with confidence.

Social Media BY THE NUMBERS

917 POSTS

738 NEW FOLLOWERS ACROSS
PLATFORMS

29.9% INCREASE IN
OVERALL REACH



Emails BY THE NUMBERS

261

EMAILS

10,686

RECIPIENTS

12%

INCREASE IN OPEN RATE
THIS YEAR

Learn more and connect with us by visiting www.headstartca.org



Head Start

CALIFORNIA

CONNECTING | ENGAGING | ADVOCATING
for our highest needs children