

2022-23 Annual Report

A Year of Accomplishments.



Head Start
CALIFORNIA

CONNECTING | ENGAGING | ADVOCATING
for our highest needs children

916-444-7760 | www.headstartca.org | P.O. Box 268 Citrus Heights, CA 95610

MESSAGE FROM THE PRESIDENT



The July 2022 – June 2023 fiscal year was a time of great change for our association, but we didn't let that slow us down. We began this eventful year by considering our purpose and developing a strategic plan. After much thought, our Board of Directors adopted an updated vision statement:

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.

Based on our vision, mission, and current challenges, the Board began working on a [Strategic Plan](#) in May 2022 and approved the final version in October 2022. The plan recognizes the momentous times in which we are living and provides a road map for the next three years as we work toward our goals.

With the Strategic Plan as our foundation, the board also restructured our committees this year. We now have five board committees, each of which is charged with implementing portions of the strategic plan: Executive, Finance, Public Policy, Membership, and Governance. Each of our signature events also has a dedicated planning committee. I am thankful to everyone who dedicated their time to making our association so successful!

In January, our long-time Executive Director, Christopher Maricle, departed. An interim Executive Director, Lorcan Barnes, joined the team with the goal of keeping the wheels in motion while we searched for a new Executive Director. Lorcan led the team through the end of the fiscal year. Alongside Lorcan and the Board was the HSC staff, diligently working hard to plan upcoming events and keeping the association on schedule; they truly did not miss a beat.

Events continued to be popular and successful. Attendance at our second annual Advocacy Day was double that of last year. The Managers and Directors Institute reached new attendance records as we joined forces with the Region IX Office of Head Start to incorporate a fiscal track. The Leadership and Wellness Institute was so popular that it sold out and our team added a single-day option to accommodate additional attendees.

As we look ahead to a new year with new leadership on board (welcome Melanee Cottrill, our new Executive Director) I am filled with gratitude and inspiration. I am grateful for those who have worked diligently to advance our strategic goals and keep our association moving forward through this time of change. I am inspired by everyone who collectively contributes to the well-being of our most vulnerable children and families. I look forward to continued success in the year ahead.

A handwritten signature in black ink that reads "Jodie Keller". The signature is written in a cursive, flowing style.

Board President, Head Start California

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VISION, MISSION AND VALUES

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.

Mission

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

Values

Inclusion “Everyone is welcome”

We value diversity and engage people of all backgrounds and abilities as we strive for a more equitable society.

Ethical Behavior “Do the right thing”

We create and sustain relationships built on trust, moral courage, respect, and accountability.

Innovation “Creativity Reigns”

We embrace the change around us and inspire one another to innovate our way forward.

Teamwork “Better Together”

We value the spirit of individual thinking and believe in the power of collaboration to accelerate our success.



2022-23

BOARD OF DIRECTORS 2022-23

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



CLUSTER REPRESENTATIVES

Cluster VII
Miriam McNamara,
 North Coast
 Opportunities

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 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

Migrant Cluster
Tony Jordan, Stanislaus County Office of Education;
Jodie Keller, E-Center Head Start

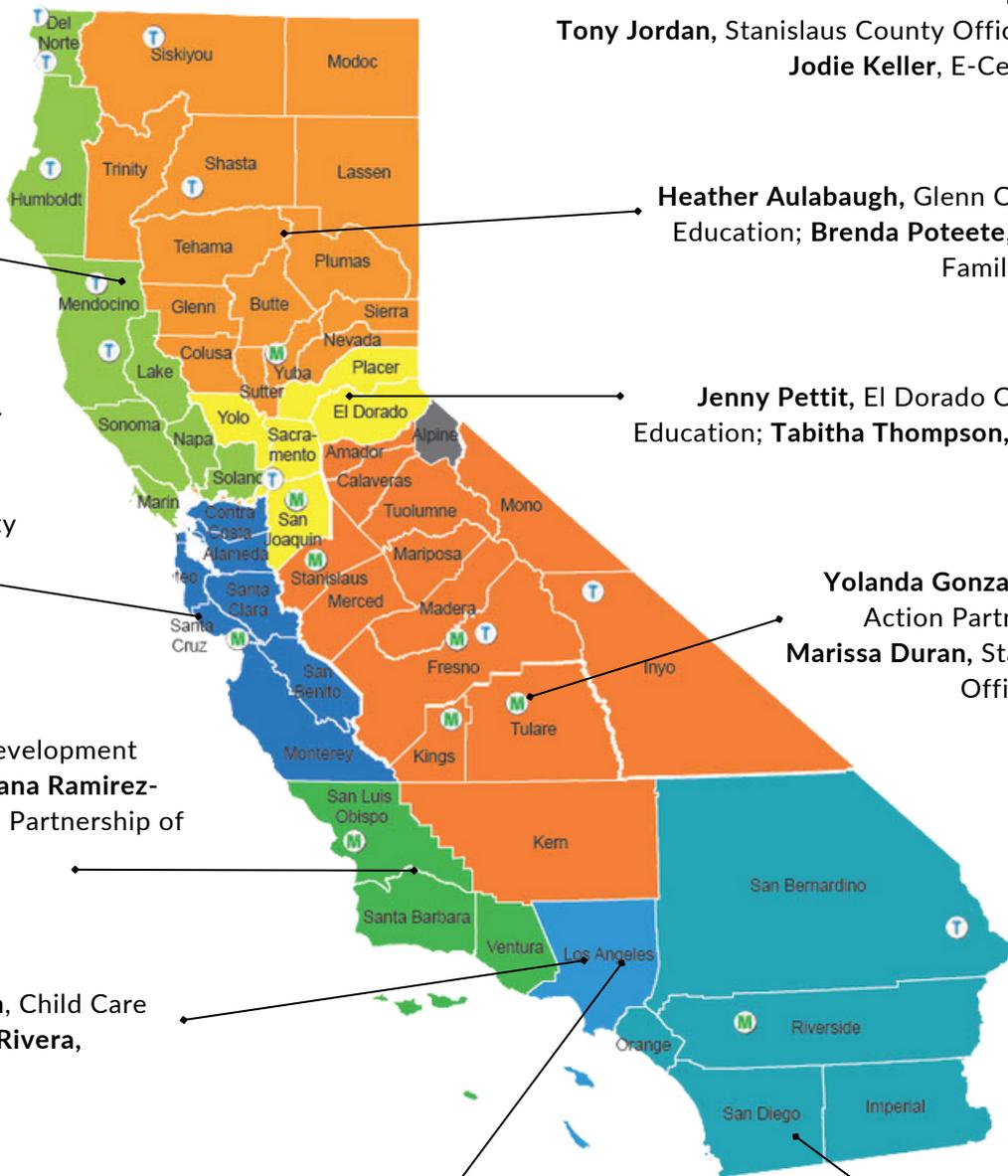
Cluster VIII
Heather Aulabaugh, Glenn County Office of
 Education; **Brenda Poteete**, Sierra Cascade
 Family Opportunities

Cluster IX
Jenny Pettit, El Dorado County Office of
 Education; **Tabitha Thompson**, Elk Grove USD

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

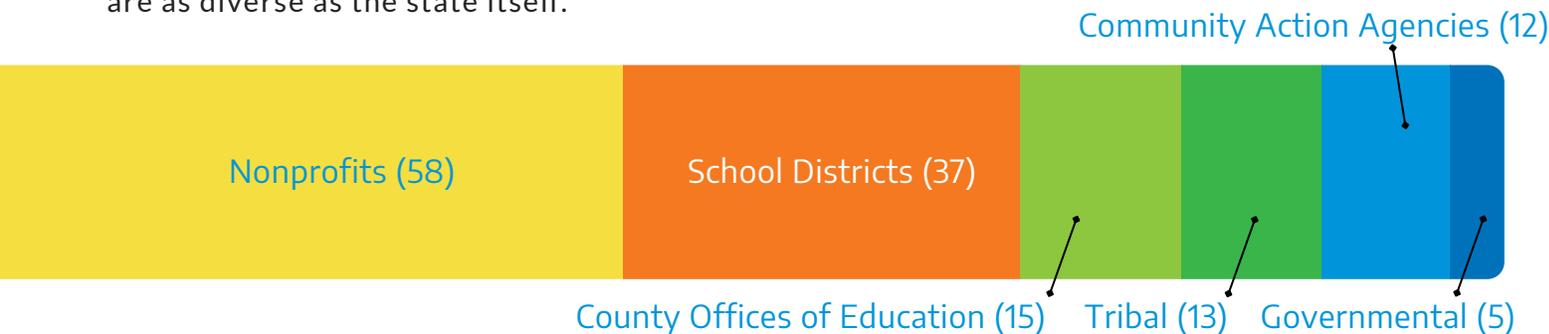
Tribal - Vacant

Cluster I- Vacant



WHO WE ARE & WHO WE SERVE

HSC's most important asset is its members, and we are 123 strong! From community action programs to school districts and rural to inner city, the 140 Head Start programs in California are as diverse as the state itself.



123

HEAD START CALIFORNIA MEMBERS

140

HEAD START / EHS PROGRAMS IN CA

18

BOARD MEMBERS *from*

11

REGIONAL CLUSTERS *with*

5

STAFF *and*

14

VOLUNTEERS

1,917

HEAD START CENTERS

Employing

25,571

HEAD START STAFF

Serving

88,612

HEAD START CHILDREN

COMMITTEES

Committees are at the heart of everything we do! From planning events to reviewing financials (and everything in between), our committees work closely with staff to move the mission forward. Following the approval of our new Strategic Plan, this year our committees were re-organized to better serve our purpose.

Executive Committee

Jodie Keller, Laurel Parker, Stacey Scarborough, Tony Jordan, Yolanda Gonzalez

The Executive Committee is our core leadership group and meets in between board meetings to handle timely association business. The Executive Committee, along with board member Brenda Poteete, comprised the search committee for a new Executive Director.

Finance Committee

Angel Barrios, Brenda Poteete, Joe Franklin, Luis Bautista, Miriam McNamara, Tony Jordan

The Finance Committee is charged with monitoring our financial situation and overseeing the implementation of financial policies. This year, the committee worked closely with the membership committee to examine our dues structure and make much-needed adjustments to reflect the cost of doing business.

Public Policy Committee

Betty Zamorano-Pedregon, Laurel Parker, Luis Bautista, Ricardo Rivera, Sonia Jaramillo, Stacey Scarborough, Suzanne Godinez, Tabitha Thompson, Yolanda Gonzales

The public policy committee is HSC's advocacy arm. It is responsible for advocacy efforts, including determining annual working priorities and taking positions on federal and state legislation. This year the committee was thrilled to host our second annual advocacy day, which doubled the number of attendees from last year.

Governance Committee

Angel Barrios, Betty Zamorano-Pedregon, Brenda Poteete, Heather Aulabaugh, Jenny Pettit, Marissa Duran

The Governance Committee is charged with recruiting board members and ensuring we are operating within best practices for associations. This year the committee focused on updating our new director orientation materials.

Membership Committee

Heather Aulabaugh, Jenny Pettit, Karen Burke, Threasa Hernandez, Tabitha Thompson, Suzanne Godinez, Ricardo Rivera, Miriam McNamara, Marissa Duran

The membership committee has a broad charge encompassing everything from our membership structure to the services we provide for our members. This year the committee worked closely with the finance committee to examine our dues structure and make much-needed adjustments to reflect the cost of doing business.

Audit Committee

Joe Franklin, Laurel Parker, Sonia Jaramillo, Tony Jordan

The audit committee works closely with our independent auditor to review audit results. The audit for 2021 - 2022 was conducted and, once again, an unqualified opinion was issued.

CONFERENCE COMMITTEES

Annual Conference Committee

Billiejo LaBriola, Maria Harris, Karen Fukushima, Debra Hall, & Sandra Gonzales-Pabón

Health Institute Committee

Cristine Cochran, Nina Paddock, Maureen Kemp, Debra Hall, Alan Rodriguez, Lisa Pardue, Rubie Martinez, Renee Kapsner & Lisa Schifano.

Managers and Directors Institute Committee

Billiejo LaBriola, Cristine Cochran, Debra Hall, & Heather Aulabaugh

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

MEET OUR TEAM

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



Christopher Maricle
Executive Director
(August 2016 - January 2023)



Kindell Graham
Engagement Coordinator



Threasa Hernandez
Director, Member Learning & Events



Joe Franklin
Manager, Finance & Operations



Karen Burke
Director, Membership & Communications



Lorcan Barnes
Interim Executive Director
(January - July 2023)

STRATEGIC PLAN

The HSC Board initiated the development of a Strategic Plan in May, endorsing the finalized version in October 2022. This comprehensive plan acknowledges the significant era in which we find ourselves and serves as a roadmap for the next three years, directing our efforts and guiding our work.



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.

2022-23



The Strategic Pillars



To bring its vision to life, Head Start California has identified five strategic pillars to coordinate our efforts to summon the future.

5) Build Internal Capacity

We will adapt to California's shifting workforce landscape by building the internal capacity of the association. HSC will establish attractive wages and benefits to retain highly qualified staff, expand board membership diversity and talent, and maximize our technology to "automate, integrate an accelerate" our work.

4) Increase & Diversify Revenue

HSC will ensure its long-term financial stability by restructuring its funding model. We will reduce reliance on member dues and conference revenue by establishing more philanthropic support, creating new fee-for-services that help Head Start grant recipients improve operational efficiency and effectiveness, and securing contracts that leverage the skill and ability of association staff.

1) Raise Awareness About Head Start

HSC will collaborate with partners that prioritize the health and well-being of children aged 0-5, including state agencies, non-governmental organizations, non-profits and philanthropies, who will help share the Head Start story to future families and early childhood professionals.

2) Mobilize the Network

Ours is the largest state Head Start community in the country. HSC will ignite this vast network by coordinating Head Start representation on policy and funding matters that impact Head Start's mission. We will be "one voice - at many tables."

3) Diversify Training

HSC will create more training opportunities available in a variety of venues to make training accessible and convenient, and provide all Head Start staff training they need to succeed and grow. HSC will expand and diversify its professional development offerings, driven by member input and in partnership with other training organizations.

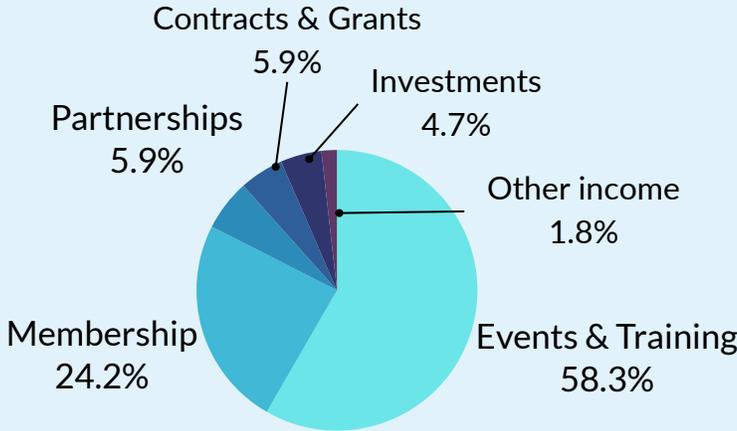


OUR FINANCIAL PERFORMANCE

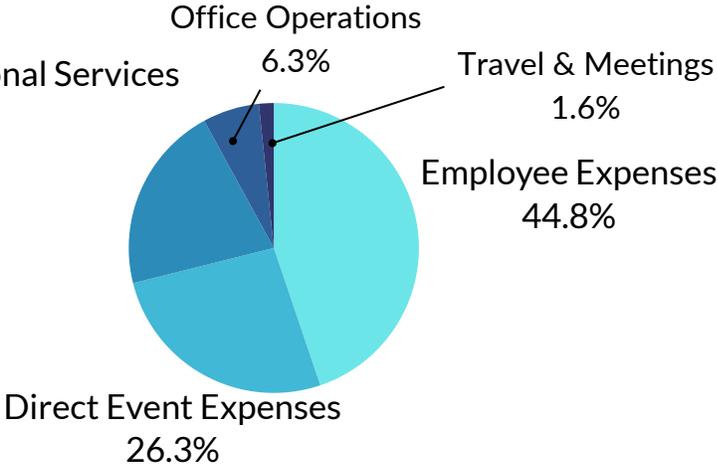


HSC ended the 2022-23 fiscal year at a loss to focus on its long-term leadership strategy. HSC hired an Interim Executive Director for six months and partnered with an executive search firm to recruit a permanent executive director. Despite this, the organization remains healthy with a large cash reserve and total assets.

\$1,018,173
TOTAL REVENUE



\$1,040,583
TOTAL EXPENSES



ASSETS AND LIABILITIES CHANGED BY -22,410 FROM FISCAL YEAR 2021 TO 2022.
TOTAL EQUITY: \$1,425,624

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.

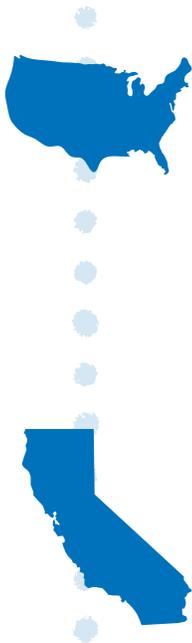
Security: Advance policies that promote the economic security of vulnerable families and children.

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



Supported successful efforts to increase reimbursement rates for state child-care providers.



Marched on the state capitol with a record-setting 116 Head Start staff and parents from 40 different organizations, to visit 52 state legislators.



Began efforts toward eventually removing the 10-year limitation on Associate Teacher permits.



Trekking to Washington D.C. in August and January, with over 119 California Head Start staff and parents, to visit Congressmembers and impress upon them the importance of improving Head Start funding.



Head Start to the Capitol Advocacy Day, March 23, 2023.



Staff from E Center at the Fall Leadership Institute Rally on the Hill, September 21, 2022.

Advocacy by the Numbers

52 

STATE LEGISLATIVE VISITS

49 

FEDERAL LEGISLATIVE VISITS



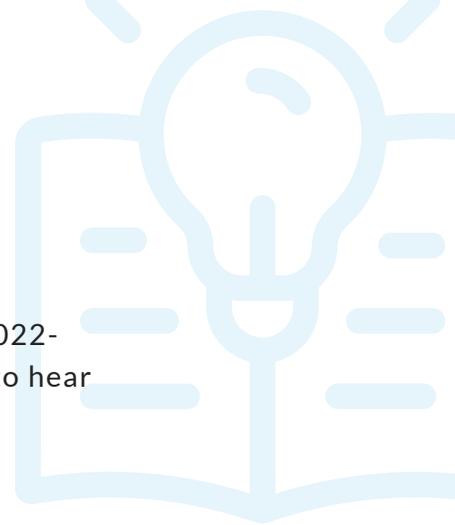
Head Start staff meeting with Congressman John Garamendi at the Fall Leadership Institute, Sept. 21, 2022.

EVENTS AND LEARNING

CONFERENCES

Head Start California offered its members four signature conferences in 2022-23, both virtual and in-person. These opportunities enabled our members to hear from experts in their fields and connect with their peers while fulfilling professional development needs.

At HSC, we are dedicated to addressing the challenges our members face. Our conferences are thoughtfully curated to provide tailored solutions and practical strategies. Thank you to our T&TA, Office of Head Start, and Region IX partners for helping our members achieve their professional development goals.



Conferences by the Numbers

855
PEOPLE

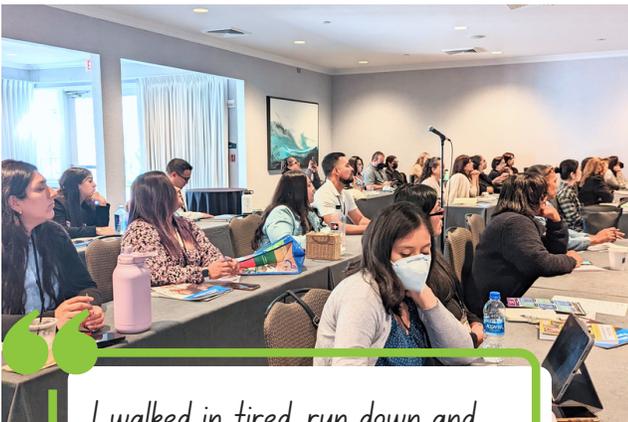
Attended

4
CONFERENCES

97%

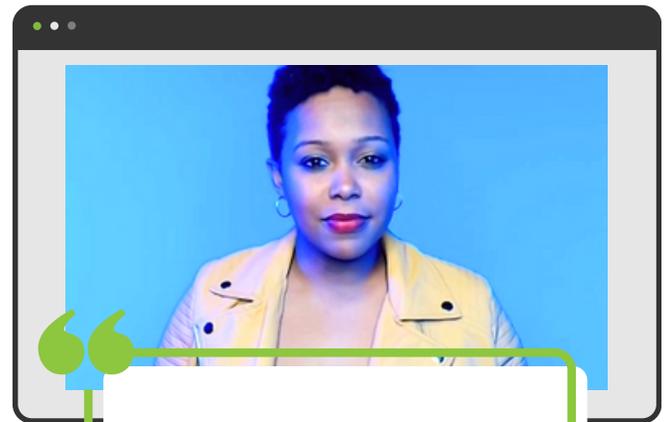
OF ATTENDEES
RATED OUR
CONFERENCES
GOOD OR
EXCELLENT

2022 Health Institute:
Newport Beach, CA



I walked in tired, run down and overly stressed and walked away refreshed & ready to do what I do best -- and that is to serve and honor our families.

2023 Annual Conference: Virtual



I'm so glad that most of the sessions were on demand, it has allowed me to watch when I have time in my schedule.

EVENTS AND LEARNING

2023 Managers and Directors Institute: Sacramento, CA



I liked all the information that was provided. Great insights on the trends happening in our region as well as the program as a whole.

2023 Leadership and Wellness Symposium: Santa Rosa, CA



Having the time to be reflective in a safe space where we were able to think about ourselves -- and not our agencies or staff as a whole -- was my favorite part.

WEBINARS

While our in-person events returned in 2022, there are still programs and individuals who may prefer the convenience of virtual learning offerings. To that end, HSC hosted 10 webinars, each free to members with topics ranging from inclusive learning environments to blending, braiding and layering funding.

Webinars by the Numbers

898

PARTICIPANTS

Attended

10

WEBINARS



COLLABORATIONS

Data Camp



HSC's Proud Partner, Acorn Evaluation, provided its signature 2-day training both in-person and virtually, focusing on Head Start Continuous Quality Improvement.

37

PARTICIPANTS

PlayMotion Music

In February, HSC partnered with "Nick the Music Man" at PlayMotion Music to offer 11 free LIVE music and movement classes to educators and their classrooms.

311

PARTICIPANTS

Attended

11

FREE ZOOM SESSIONS

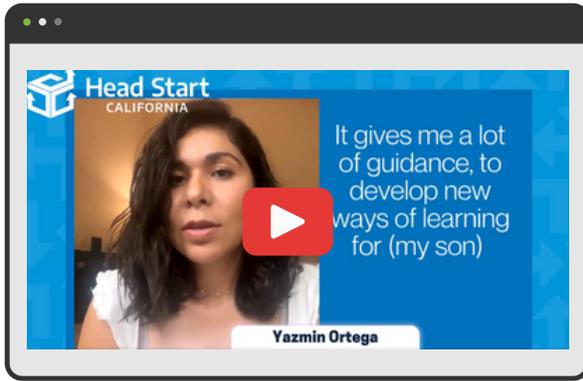


MEMBER ENGAGEMENT

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.

HEAD START AWARENESS

Each year in October, we join with Head Starts all over the country to celebrate Head Start Awareness Month. In October, we gathered video stories and weaved them into an inspirational video celebrating the impact of Head Start on children and families.



PROUD PARTNERS

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.



*Cluster Meetings
by the Numbers*

25

**CLUSTER MEETINGS
ATTENDED BY HSC STAFF**

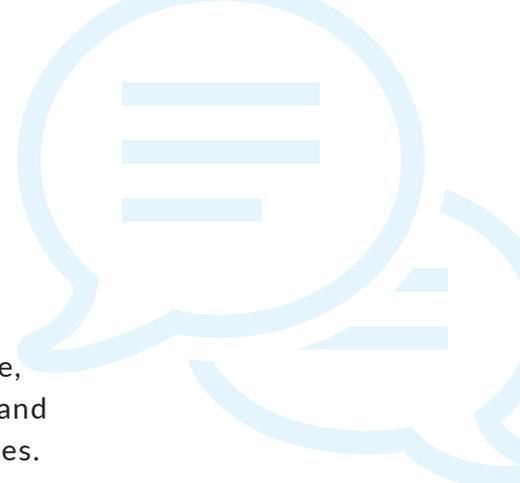
*Partners
by the Numbers*

19

PARTNERS *held*

7

WEBINARS



MEMBER ENGAGEMENT

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 by the Numbers

63,302

JOBS VIEWED

17,640

JOB SEARCHES

1,189

JOBS POSTED



COMMUNICATIONS

HSC keeps its members in the loop with relevant updates regarding Head Start, early education and care both statewide and nationally. In addition to the monthly Directors Update sent to all Head Start program directors each month, we informed our members through timely and relevant digital communications via social media and email campaigns.

Social Media by the Numbers

3,835

FOLLOWERS

943

POSTS

91,400

REACH

Email by the Numbers

257

EMAILS SENT *to*

11,886

RECIPIENTS *with a*

27%

OVERALL OPEN RATE