

PICA 2017-18 Annual Report

Hitting the High Notes



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A Word From Our Director

Alyce M. Dillon, Executive Director

These are difficult times for our Head Start families. While the local economy has improved and unemployment has decreased, our families still struggle every day with poverty and homelessness and many face language and cultural barriers to receiving adequate health care, education, and nutrition. While young children are resilient and able to overcome a variety of challenges, poverty can have devastating effects on their growth, development, and future success.

At PICA, we want children to get the best possible start in life by providing them with loving, nurturing care and high quality child development services, and by engaging parents—the most important educators of all—in their children’s education. Head Start and Early Head Start children learn, grow, and interact with other children in PICA classrooms, but even more importantly, they learn from their parents and model their behavior. PICA works with parents to extend learning beyond the classroom and into their homes, and to ensure that parents are playing an active role in their children’s education. We also empower families to advocate for themselves and their children and to gain the knowledge, skills, and confidence to provide for themselves and achieve economic self-sufficiency.

PICA’s staff, administrators, and leaders work hard to provide services that result in the best possible outcomes for children, but the true “rock stars” are our children and families! They work hard, they persevere, and *they succeed*. We are proud of what we do, and we are proud of our children and families who make up the fabric of this community. Just as each instrument in an orchestra plays an important part in a symphony, each and every child, parent, and family member plays an important role in our community and contributes to its strength and vitality. Rock on, Head Start families!

Alyce

PICA Kids Rock!

PICA Kids Rock!

Just as a musician needs skills and training to make beautiful music, we provide our children with the skills and knowledge they need to succeed—in school and in life. Our PICA kids rock!

Our Mission

Parents In Community Action, Inc. (PICA) is a private, non-profit agency operating Head Start and Early Head Start programs in Hennepin County, Minnesota, and providing comprehensive early childhood and family development services to over 2,600 young children and their families living at or below the federal poverty level. It is PICA's mission to:

- Provide comprehensive early childhood and family development services that empower children and families to reach their full potential;
- Support parents and their communities in defining their needs and programs;
- Promote community change that values children and their families; and
- Develop partnerships with parents and the public, private, and corporate sectors to assist in achieving our goal of healthy, happy, productive children and families.

What We Do

We offer programs and services designed to help young children succeed in kindergarten and throughout their school years as well as opportunities for their parents to work toward family self-sufficiency.

PICA's **Head Start** program promotes school readiness and provides preschoolers with comprehensive services to promote their cognitive, physical, and social-emotional development. Our locally-designed approach to service delivery offers a variety of program options to meet families' changing needs.

PICA's **Early Head Start (EHS)** program provides infants and toddlers with the same comprehensive services as those provided in Head Start and—just as in Head Start—offers a locally-designed array of EHS program options to meet families' needs. Our EHS program also offers individualized services to pregnant women to promote healthy pregnancy, birth and post-partum outcomes

Our in-house **Parent Training Programs** and **Parent Professional Internship Program** prepare parents for employment by equipping them with needed knowledge, skills, and hands-on experience in their chosen field.



Comprehensive services provided by PICA include:

- *Child Development Services*
- *Health, Dental & Mental Wellness Services*
- *Services for Children With Disabilities*
- *Early Childhood Special Education Services*
- *Nutrition Services*
- *Transportation*
- *Home Visits*
- *Social Services & Family Support*

Additional Programs

PICA also offers several locally-designed programs designed to meet the unique needs of our children and families:

Project Secure provides comprehensive services to homeless infants, toddlers, and preschoolers residing in local shelters and assists their families in achieving economic self-sufficiency.

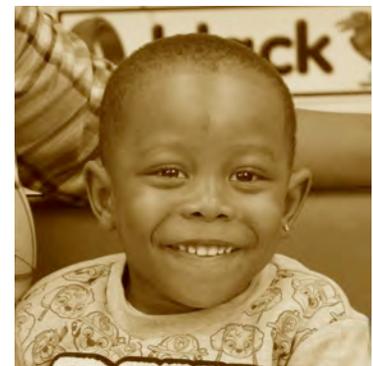
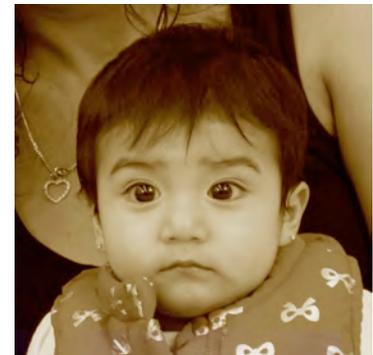
New Lease on Life complements Project Secure by helping homeless families with young children to find safe, affordable housing while their children attend Project Secure.

High Five is a developmental kindergarten program for children who turn five after the September 1 age cutoff for public school kindergarten entry. Children enrolled in High Five participate in targeted school readiness activities to prepare them for success in kindergarten.

Collaboration Classrooms offer special education services at PICA in collaboration with Minneapolis Public Schools Early Childhood Special Education. Classrooms are staffed jointly by MPS Early Childhood Special Education teachers and PICA’s Education staff.

Dual Language Classrooms are available to families at PICA to honor and preserve children’s home language and culture in the classroom environment while assisting non-English speaking children in learning English. PICA offers dual language learning opportunities in English/ Spanish, English/Somali, and French Enrichment.

Head Start and EHS Lab School Classrooms, housed in PICA’s Training Center, serve as an innovative hands-on training ground for new PICA teachers as well as our EHS-Child Care Partnership teachers. Lab School teachers work under the guidance of experienced master teachers and benefit from an environment that maximizes opportunities for teacher-child interaction and bonding.



2017-18 Service Statistics

Program	Funded Enrollment	Number of Children Served	Number of Families Served	Number of Pregnant Women Served	Avg. Monthly Enrollment (% of Funded Enrollment)	% of Eligible Population Served
Head Start	2,189	2,590	2,111	—	100%	79%
Early Head Start						
<i>Children</i>	408	826	706		100%	9%
<i>Pregnant Women</i>	40			96	100%	<1%
Totals	2,637	3,416	2,817	96	—	—

Our **EHS – Childcare Partnership Program** with La Crèche Early Childhood Centers, Inc. was established to strengthen collaborative ties between EHS and childcare and to increase the overall quality of childcare services provided. Enrolled infants and toddlers receive comprehensive EHS services on site at La Crèche, and partner staff members receive ongoing training, support, and mentoring from PICA master EHS teachers while working to earn their Infant/Toddler Child Development Associate (CDA) credential.



You Are Unique

In all the World's seven billion or more
There's not another you, and that's for sure
Wherever you go, you'll never find two
Because there is only one you.

*No one has the same teeth, eyes or hair
Your smile, your frown or the way that you stare
You are so special and beautiful, too
The world just isn't complete without you.*

*The way you sing and the way you walk
The way you run and the way you walk
All these things make you unique
No one in the world has your physique.*

*Your mind is an unlimited powerful tool
Not only to be used for learning in school
You have the ability and the power to create anything
With the energy of joy, what makes your heart sing.*

—Excerpted from "You Are Unique" by Trina Graves

At PICA, we recognize each child's individuality and know that they all march to their own drumbeat. We tailor our instruction to best meet each child's specific needs, and we value their unique contributions to our classrooms and to our Head Start community!



Creating a Sound Base

Promoting School Readiness

The ultimate goal of PICA's Head Start program is to prepare children for success in kindergarten and beyond and to reach their full potential. Every child develops at his/her own pace, and when children enroll at PICA, we provide individualized instruction to support them in achieving kindergarten school readiness goals as well as individual goals set by their family.

PICA provides young children with learning experiences that prepare them for kindergarten, including the acquisition of social-emotional, physical, and cognitive skills, in addition to language and literacy development in English as well as in their home language. Our *New World Curriculum*® incorporates best practices from the research-based *Creative Curriculum*® and *High/Scope Curriculum* and emphasizes individualized learning experiences that help children acquire the specific knowledge and skills they will need to succeed in kindergarten.

Our outcomes-based assessment process makes use of best practices from the nationally recognized *Teaching Strategies Gold* assessment tool and ensures that our

young children are progressing steadily toward age-appropriate developmental benchmarks. PICA uses research-based assessment tools to evaluate children's progress three times per year (fall, winter, and spring). The *Teaching Strategies Gold* online assessment system allows us to assess individual child progress toward established kindergarten readiness benchmarks, including indicators of social-emotional, physical, and cognitive growth.

We also provide on-site supportive services such as Early Childhood Special Education, play therapy, speech therapy, physical therapy, and occupational therapy to ensure that each child has the best possible opportunity to learn and to be successful when they graduate from Head Start and enter kindergarten.

PICA supports school readiness in Head Start children in several ways. This is accomplished by:

- Ensuring that our Head Start and Early Head Start school readiness goals are aligned with Minnesota's Early Childhood Indicators of Progress and the Head Start Early Learning Outcomes Framework, Birth to Five;



PICA children are making excellent progress toward school readiness, as shown below:

- **1,041** Head Start children entered kindergarten in the 2018-19 school year.
- From the fall to winter assessments, Head Start children experienced growth of **43%** in social-emotional skills; **20%** in physical skills; **31%** in language skills; **44%** in cognitive skills; and **43%** in literacy skills, meeting or exceeding widely-held expectations.
- **100%** of PICA families participated in setting goals for their child's education.

- Educating our staff members about PICA's school readiness vision and garnering their support.
- Promoting parent and family engagement;
- Providing high quality teaching;
- Supporting staff members in their professional development through coaching, ongoing training and assessment, and tracking of teacher-child interactions;
- Collecting and analyzing child outcomes data and classroom quality data to support continuous improvement; and
- Facilitating the kindergarten transition process.

PICA Head Start children who are preparing to transition into kindergarten also have an opportunity to visit kindergarten classrooms to preview the kindergarten experience. In addition, PICA prepares a detailed transition portfolio for each child that, with written parent permission, is shared with the child's kindergarten teacher. The Transition Portfolio contains information about the child's strengths, preferred learning styles, and challenges to inform the child's kindergarten teacher and the new school and facilitate the transition process.

Celebrating Diversity

PICA's diverse staff is racially, ethnically, culturally, and linguistically reflective of the children and families we serve, enabling them to communicate effectively with families and to ensure that families' needs are being met. Languages spoken by PICA staff members include Spanish, Hmong, Somali, French, Russian, Vietnamese, Arabic, and Oromo, among many others.

PICA's staff is not only reflective of the children and families we serve, but also understands first-hand the challenges that Head Start parents face. Fifty-two percent of PICA's staff consists of current or former Head Start parents who are dedicated to PICA's mission of helping children and families to reach their full potential—just as PICA helped them to reach theirs.

Children respond positively to teachers and role models who reflect their own racial, ethnic, and/or cultural identity. Given the local shortage of early childhood teachers—especially teachers of color—PICA is a significant contributor to the existing pool of highly qualified, credentialed teachers of color in the early childhood field.

PICA's staff development programs are among the most comprehensive and innovative in the nation. All of our staff members have access to regular training and professional development opportunities and participate in PICA's annual all-staff training program, "PICA U," which is designed to ensure that staff members in all program areas are on top of the most current practices in their field and energized to begin the new program year.



At PICA, we value and celebrate diversity:

- **76%** of our children and families are people of color, as are **72%** of our Head Start and EHS teachers.
- **60%** of our families speak a language other than English in the home.
- **59%** of PICA's staff members are bilingual or multilingual.
- PICA is the number one trainer of teachers of color in the state of Minnesota.
- Our dual language classrooms help children acquire English skills while maintaining and celebrating their native language and culture.

Working in Concert With Parents

Parent Involvement at PICA

At PICA, we believe parents are their child's first and most important educator. To help parents fulfill this important role, PICA offers many opportunities for parents to become involved in their child's education. We encourage Head Start and Early Head Start parents to participate in agency events and activities designed to help them gain knowledge, learn new skills, connect with other parents, become involved in their community, and—most importantly—become a committed partner in their children's education. For example:

- PICA offers **GED preparation classes** for parents needing help to prepare for their GED examinations; **ESL classes** for parents wanting to improve their English skills, and **citizenship classes** for parents seeking to become U.S. citizens.
- PICA's **Men Are Important male involvement program** features educational and social events for men and children and provides opportunities for men to spend quality time with each other and with the young children in their lives.
- PICA's **VIP (Valuing the Involvement of Parents) Committee** gives parents an opportunity to learn about all levels of representative government and empowers them to advocate for their children and families.
- **PAC (Parent and Child) Time meetings** are held at all PICA centers to support parents in fulfilling their role as the first and primary educators of their children. PAC Time also includes interactive literacy activities for parents and their children and take-home activities that allow families to reinforce and support at home what was learned during the meeting.
- We offer several **support groups** to meet the unique needs of PICA families, including our Pregnancy Support Group, Grandparent Support Group, Special Needs Support Group (also offered in Spanish), Chemical Health Awareness Support Group, and our Somali- and Spanish-speaking Parent Support Groups.



PICA is a parent-run agency; we rely on parents to participate and to hold important leadership positions in the agency.

- **996** current and former Head Start Parents volunteered at PICA during the program year.
- **87%** of our agency volunteers are current or former Head Start parents.
- **52%** of PICA's staff members are current or former Head Start parents.

Our many **volunteer opportunities for parents** give parents a chance to learn new skills, become involved in agency governance activities, and assist in the classroom. Some of the many ways parents can volunteer at PICA are highlighted in the “Worth Noting” column to the right.

PICA also hosts many **family and community events** that provide parents with an opportunity to come together as a Head Start community to learn, to celebrate, and to simply have fun.

Parent Leadership Opportunities

PICA offers opportunities for parents to take on a leadership role in our organization and to represent PICA and Head Start at the community, state, and national levels. Like every Head Start program in the nation, PICA is mandated by law to have a parent **Policy Council**, whose membership is comprised of at least 51 percent parents and guardians of currently enrolled children. PICA’s Policy Council meets monthly and includes parents representing all PICA sites, plus community members who are concerned about the well-being of young children.

Policy Council members choose to sit on one of three committees—Planning and Evaluation, Personnel, or Finance—and have important decision-making responsibility in several key areas of the Head Start program, including review and approval of all grant application submissions, personnel actions, financial reports, and audit results. PICA’s Policy Council members also participate in the agency’s annual self-assessment process, helping to evaluate PICA’s compliance with federal Head Start Program Performance Standards.

In addition, each PICA site has a **Center Committee**, comprised of parents whose children are enrolled at that center, that meets monthly to help plan and implement site-based program activities. Center Committees also elect parent delegates to represent their center on PICA’s Policy Council.

Parents are also invited to participate on any of PICA’s three agency **Advisory Committees**, which include Health, Social Services, and Education & Disabilities. Parents who sit on these committees, along with community representatives, subject matter experts, and PICA staff members, provide input and suggest ideas for improving PICA’s programs and services to better respond to the needs of children and families in those areas.

PICA parents also have opportunities to attend **Head Start conferences, training, and other events** that allow them to meet and network with other parents, expand their leadership skills, and represent PICA in the larger Head Start community.



At PICA, we offer a variety of volunteer opportunities for parents to become involved in the agency and in their child’s education:

- Classroom Volunteer
- Field Trip Chaperone
- Bus Monitor
- Health or Vision Screening Assistant
- Center Committee Representative
- Policy Council Delegate
- Advisory Committee Member (Health, Social Services, or Education & Disabilities)
- Menu Planning Committee Member
- Volunteer for Agency Family and Community Events and Celebrations
- Volunteer for Agency Self-Assessment Process

2017-18 Policy Council Delegates

Parent Delegates:

Angela Okafor, *Chair*
 Christy Cáez, *Vice Chair*
 Veronica Rosendo, *Secretary*
 Beth Sumpter, *Treasurer*
 Angela Wade, *MHSA SPA Representative*
 Isnino Abde
 Ayele Attiogbe
 Linda Buechner
 Patricia Thomas Bodley
 Renita Brown
 Tyanna Bryant
 Nelson Morocho Cuvi
 Ayan Nur Diriqsey
 Marquita Forest
 Iftin Hussein
 Fekri Ibrahim
 Asia Jama
 Leticia Malagan
 Maria de la Luna Medina
 Matthew Nnadi
 Fowsio Omar
 Markida Quintero
 Cristina Rodriguez Sosa
 Mary Wattley

Community Representative:

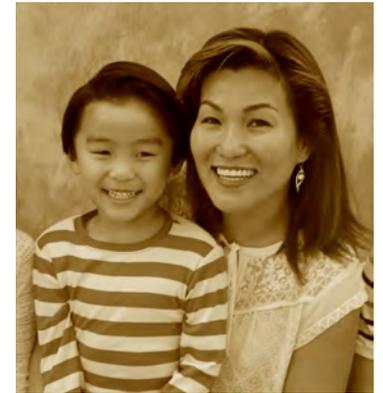
Fran Stark, *Board Chair*

Promoting Economic Self-sufficiency

PICA provides many opportunities for parents to acquire skills and experience that will help them meet their personal goals and achieve economic self-sufficiency for their families. One of the most unique opportunities PICA offers is its wide array of in-house **Parent Training Programs**, available in the areas of Preschool Child Development, Infant/Toddler Child Development, Transportation, Clerical Skills, and Food Service.

All parent trainees participate in 96 hours of hands-on training alongside PICA professionals to gain the knowledge, job skills, and experience needed to obtain living wage employment in the local community and/or enhance their parenting and family management skills. Transportation Training Program participants also prepare to take the road test to obtain a Commercial Driver's License (CDL), required to transport Head Start children.

PICA is the number one trainer of teachers of color in the state of Minnesota, and over 200 parents each year complete one or more of PICA's Parent Training Programs. PICA's Parent Training Programs have also been nationally recognized and were featured in "Two Generations Together," a case study report released by the National Head Start Association (NHSA) in partnership with Ascend at the Aspen Institute, highlighting exceptional efforts in designing effective two-generation approaches aimed at enabling Head Start families to achieve their goals for education, employment, family stability, and success.



Parents who have completed PICA's Infant/Toddler or Preschool Child Development Training Program successfully are eligible to apply for PICA's **Parent Professional Development Internship Program**. Parents selected for this innovative internship program receive specialized training, feedback, and mentor support while gaining extensive classroom experience and completing the requirements to earn a Preschool or Infant/Toddler Child Development Associate (CDA) credential.

Participating parents complete 700 hours of supervised work in early childhood classrooms at PICA, learning how to create and implement developmentally appropriate activities, document individual observation notes, and develop reading strategies that promote language development and comprehension.



PICA offers many training opportunities for parents to aid them in becoming employed and achieving economic self-sufficiency:

- **28%** of our Head Start and EHS families have one or both parents in school or in training.
- **202** parents completed one or more of PICA's in-house Parent Training Programs.
- **Nine** parents—all ELL students—participated in PICA's Parent Professional Development Internship Program in 2017-18.
- **Seven** of those parents received their CDA credential, and **two** were hired by PICA to work full time in early childhood classrooms.

Fine Tuning of Bodies and Minds

Health, Dental, and Mental Wellness Services

PICA provides health, dental, and mental wellness services to ensure that children are healthy and ready to learn. PICA provides on-site health screenings for enrolled children, refers children for needed treatment, and helps families to obtain health insurance coverage and find a “medical home.” PICA also offers on-site nursing services, and our Health Advocates assist families with health-related issues and follow up. In addition, PICA provides health education for children, parents, and staff members, including the popular “What To Do When Your Child Gets Sick” training for parents, which helps parents determine whether home treatment can be applied or whether a clinic visit is necessary.

Ten percent of PICA’s enrollment slots are reserved for children with diagnosed disabilities, who receive the full array of comprehensive Head Start or Early Head Start services in the least restrictive environment possible.

Preventive dental care and treatment for children are provided at PICA’s six on-site dental clinics. Children at other locations can access PICA’s on-site clinics via busing or a short walk. PICA also provides periodic dental clinics for pregnant women to promote good oral health during pregnancy. In addition, PICA offers oral health education for children and families including “What To Do For Healthy Teeth” training for parents, which promotes good oral health for the entire family.

PICA provides on-site mental wellness services and partners with The Family Partnership to provide group play therapy in a classroom setting. PICA also retains a licensed mental health therapist, who provides individual services to children and one-on-one counseling for parents, pregnant women, and grandparents raising their grandchildren. For children and families needing additional mental wellness services, PICA provides referrals to other local agencies and service providers.



Healthy children and families are better prepared for success. At PICA, health is a priority!

- **100%** of Head Start and Early Head Start children had a medical and dental home for consistent care.
- **2,915 children—88%** of all enrolled children— were up to date on a schedule of preventive and primary health care.
- **2,874 children—91%** of all enrolled children who were developmentally ready—were up to date on a schedule of preventive and primary oral health care.

Nutrition Services & Wellness Events

PICA participates in the Child and Adult Care Food Program (CACFP), and provides enrolled children with up to two-thirds of their daily nutritional needs, including a healthy breakfast, lunch, and snack. The menus served to children each day are reviewed by a licensed dietician and include a variety of nutritious foods to support healthy bodies and minds and to encourage children to try new foods, including those from other cultures. PICA's Menu Planning Advisory Committee also provides valuable input to ensure that PICA's menus are nutritious, child friendly, and representative of families' cultural heritage. PICA also provides nutrition education for children, parents, and staff members.

A number of PICA programs and collaborative efforts address the growing concern about the health of our nation's children and seek to improve the health of our children and families. By improving children's and families' health literacy; that is, their understanding of

nutrition, exercise, preventive health care, and the importance of these factors in maintaining overall health, we can help to improve child health and reduce the risk of long-term consequences of childhood obesity, such as diabetes, high blood pressure, and heart disease.

PICA also hosts a variety of health and wellness events for families to help them develop healthy habits and take charge of their own health. Examples of health and wellness activities hosted by PICA include University of Minnesota Extension nutrition and cooking classes; a monthly food shelf; CPR and first aid classes for parents and staff members; vision and hearing screenings; flu shot clinics; health insurance forums; asthma education; and other health- and nutrition-related education



Good nutrition is essential for healthy brain development and physical development in young children.

- **633,174** healthy meals and snacks were served to Head Start and EHS children in Program Year 2017-18.
- All PICA menus are designed with parent input and reflect the ethnic and cultural diversity of the children and families we serve.
- All PICA classes incorporate daily physical activity to promote healthy growth and physical development.

Making Beautiful Music Together

Community Partnerships Add Depth

Although PICA provides comprehensive services to children and families through its Head Start and Early Head Start programs, we rely on a significant number of collaborative partnerships to provide these services and to enhance our programming. Together, we are able to better meet the needs of children and families in our community.

The programs highlighted below are just a sampling of the many collaborative partnerships that enhance PICA's programming:

- In partnership with the Minnesota Literacy Council, **Minnesota Reading Corps (MRC)** volunteers work with Head Start children to help them build a strong foundation so they become successful readers by the end of third grade.
- **The Wish Tree Project**, a collaborative effort of PICA and the public relations firm Weber Shandwick, provides holiday gifts for Head Start, EHS, and Project Secure children, donated by employees of local corporations. In 2018, 4,337 gifts plus \$2,500 in cash donations were collected via The Wish Tree Project.

- Through its **Portland Village Collaborative**, PICA provides Head Start services on site at the Portland Village housing complex for the children of women receiving chemical dependency treatment in the RS Eden Women's Program.
- Through the **Urban Research and Outreach-Engagement Center (UROC)**, the University of Minnesota promotes ongoing engagement with the people, organizations, and communities of North Minneapolis, including PICA.
- The **Community Service program of Breck School** gives high school students an opportunity to volunteer in PICA's Head Start classrooms.
- **Family Connect** is an annual PICA event that brings together numerous local resources and service providers in a "one stop shop" format, allowing families to access needed programs, services, and support in one familiar location. (See "Worth Noting" at right.)



Some of the resources offered at PICA's annual Family Connect event include:

- Free flu shots and basic health screenings
- Energy assistance
- Health insurance information and enrollment assistance
- Job training programs
- Help with resume preparation and job seeking skills
- Employment opportunities
- School choice information
- Free clothing

- The **Science Museum of Minnesota** offers free museum memberships (valued at over \$100) for PICA families and hosts educational field trips for Head Start children.
- Head Start children have an opportunity to learn the lifetime sport of tennis through PICA's partnership with **Inner City Tennis**, a nonprofit organization devoted to providing young tennis players with access to tennis equipment and instruction.
- PICA obtains referrals for eligible children and families from **Minneapolis Public Schools, WIC, Hennepin County Medical Center, Hennepin County Child Protection, and the City of Minneapolis Health Department.**
- **Children's Dental Services** staffs PICA's six on-site dental clinics and provides preventive services and basic dental treatment for enrolled children.
- The **Minnesota Children's Museum** hosts PICA family nights and provides free museum memberships (valued at over \$100) for Head Start families.
- The **Minnesota State Horticultural Society's Garden-in-a-Box Program** gives low-income families and schools a chance to grow—and eat—their own food.
- The **University of Minnesota Landscape Arboretum's "Growing Good" Program** gives our children an opportunity to become "pop-up gardeners" and grow their own vegetables. This program pairs teams of youth with inner city non-profits to promote plant-based learning through a variety of urban garden models.
- In partnership with the **Cash Assistance Program for Immigrants (CAPI)**, PICA offers health insurance information forums and enrollment assistance for Head Start parents.
- PICA partners with the **Hennepin County Women, Infants and Children (WIC)** program to conduct cross-training sessions for PICA and WIC staff members and to ensure that eligible low-income and pregnant women and their young children are able to access and benefit from both Head Start services and WIC benefits.
- PICA partners with **local school districts** to provide Early Childhood Special Education (ECSE) services, facilitate school transition, obtain referrals to our programs, and provide kindergarten field trips. We also collaborate with local school districts to offer joint training that benefits both PICA and school district personnel.



We couldn't do what we do without the help of our many collaborative partners. Collaboration is a way of life at PICA, and we continue to build new partnerships and strengthen existing partnerships to better serve our children and families.

- PICA has nearly **100** established partnerships with other community organizations.
- PICA has been nationally recognized for its ability to forge valuable community partnerships.
- Our partnerships span a plethora of program areas, including child and parent education; health, dental, and mental wellness; nutrition; music and the arts; STEM activities; physical movement; community involvement; and others.

Community Assessment Summary

Through our annual Community Assessment process—required of all Head Start programs—we are able to determine the strengths and needs of our community and the population served by PICA. We use this information to determine what programs and services are most needed by low-income children and families in Hennepin County, whether PICA is meeting those needs, and what we can do to better serve families with young children. While there were no major shifts in community demographics during the program year, some key Hennepin County demographics are presented below:

- Hennepin County, with a current estimated population of 1,252,024, is the most populous of Minnesota’s 87 counties and one of the most racially and ethnically diverse.
- As shown in the table below, a significant number of young children who are eligible for Head Start or EHS remain unserved due to capacity constraints. PICA serves approximately 77% of the Head Start-eligible child population; however, we serve only 9% of EHS-eligible children and less than 1% of EHS-eligible pregnant women.

Percentage of Eligible Children Served

	Age 0-2 (EHS)	Age 3-4 (HS)	Pregnant Women
Estimated Eligible	4,599	2,845	5,033
Funded Enrollment	408	2,189	40
% Served	9%	77%	<1%

- Over 40% of the state’s non-white and foreign-born populations reside in Hennepin County—many of whom face language and cultural barriers to accessing needed services and obtaining employment.
- Although the percentage of children living in poverty in Hennepin County has declined slightly, child poverty remains high—with 10.9% of families with young children living in poverty—and is increasing in the first-ring suburbs of Minneapolis.

Homelessness in Hennepin County

Homelessness is a significant issue in Hennepin County, especially among young families with children:

- Young children comprise over one-third (35%) of the entire homeless population in Hennepin County, with nearly half of homeless children being age 5 or younger.
- 74% of homeless children are in the care of their mother or a single female caregiver.
- Homelessness in Hennepin County is down 16%; however, this statistic is misleading as more and more families are flying below the statistical radar, living with relatives, friends, in their cars, in public spaces, or in inadequate shelter.
- People of color are disproportionately affected by homelessness; although Blacks and African Americans make up just 5% of the population of Hennepin County, they account for 55% of the homeless population.

Homeless families have myriad needs—from the most basic needs for food, clothing, and shelter to the need for help in acquiring marketable job skills and ensuring children are prepared for success in school. As a result, several of PICA’s programs and services are targeted to meet the needs of homeless children and families, including our Project Secure program option, which provides child development services for homeless infants, toddlers and preschoolers in a safe and secure environment; our New Lease on Life program, which assists families in securing safe, affordable housing; and our in-house Parent Training and Professional Internship Programs, which help parents gain valuable job skills that qualify them for entry-level employment in a variety of fields.

Other Childcare Options

While there are many options for childcare and early childhood education in Hennepin County, including an increasing number of publicly-funded preschool programs, the key question is whether or not a program meets a family’s needs. The comprehensive services offered by PICA—including parent training and workforce development programs—are typically a much better fit for meeting the unique needs of low-income children and families. In Hennepin County:

- A total of 517 licensed childcare centers/preschool programs are located in Hennepin County, along with 761 licensed family childcare homes. While the number of childcare centers increased somewhat, the number of family childcare homes is down 27% from just three years ago.
- For families with the lowest annual incomes (below \$20,000), nearly 30% of income goes for

childcare expenses. (Child care is considered “affordable” when it is 10% or less of a family’s income.)

- In addition, the number of publicly-funded Voluntary Pre-kindergarten (VPK) programs is growing; in 2017, the state of Minnesota made a \$50 one-time allocation to fund preschool and early learning programs across the state, including 50 school districts and charter schools that were not previously funded to provide pre-K programming.
- Newly-funded school district programs within Hennepin County now serve over 600 children potentially eligible for PICA’s Head Start and EHS services.
- VPK programs offered by local school districts are free of charge to families, making them a viable option for low-income children and families that may “compete” to serve the population currently served by PICA.
- It is important to note that while publicly-funded VPK programs are an option for some preschoolers, they do not offer services for infants and toddlers as does EHS, nor do they offer the comprehensive range of services provided by Head Start and EHS programs.

Current Issues Affecting Hennepin County

There are a number of current issues affecting residents of Hennepin County, including the low-income children and families served by PICA. These include:

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- As mentioned previously, a growing number of publicly-funded Voluntary Pre-K programs are becoming available in Hennepin County, which has affected PICA's waiting list for services as such programs effectively "compete" for the children and families eligible for PICA's services.
- With opioid deaths reaching a record high in Hennepin County in 2017—a trend that continues in 2018—the nationwide opioid crisis is affecting local families and creating a need for intervention services to combat its debilitating effects, including increased child abuse and neglect, more out-of-home placements, and greater numbers of incarcerated or absent parents.
- There is a critical need for workforce development programs that address the needs of both job seekers and employers, particularly given the labor shortage in the local community.

What Does the Community Assessment Mean for PICA?

To address the myriad issues identified as a result of PICA's Community Assessment process, we must continue to move forward and meet the unique and changing needs of families in the Hennepin County community. We plan to accomplish this by:

- Continuing to engage parents and families in becoming involved in their children's education and in working together with PICA to overcome the many challenges they face.
- Continuing to pursue funding opportunities and creative partnerships that will allow us to expand Head Start and Early Head Start to serve more

children and families, particularly infants, toddlers, and homeless children.

- Working to identify families struggling with drug addiction—particularly opioid addiction—and connecting them with appropriate resources and support to address their issues.
- Continuing to promote good physical and oral health, nutrition, and mental health to ensure that children are strong, healthy, and ready to learn.
- Addressing the impact of expanding publicly-funded Voluntary Pre-K programs on enrollment of Head Start- and EHS-eligible children and families by emphasizing Head Start's comprehensive services and enhancing our recruitment and enrollment processes.
- Continuing to support workforce development through innovative parent training programs and internships, job-seeking skills, life skills training, and appropriate referrals to assist families in achieving economic self-sufficiency and creating a stable home environment for their children—as well as to meet the demands of the current labor shortage in our community.
- Developing new community partnerships and expanding existing partnerships to help us better meet the needs of the children and families we serve.



PICA's Community Assessment process is tied to our program goals:

- Based on the results of our Community Assessment process, PICA sets goals and objectives for the coming program year.
- Our Community Assessment is updated annually, and our goals and objectives are revised, as needed, to reflect changing demographics, community trends, and family needs.
- PICA's Community Assessment process also provides input for our long-range planning and the development of our agency's Strategic Plan.

Setting the Tone: PICA's Leadership

PICA's Executive Team

PICA's Executive Team provides leadership and conducts strategic planning to ensure that PICA is meeting the changing needs of our service area and continuing to serve children and families as efficiently as possible. PICA's Executive Team includes experts in the areas of agency operations, human resources, finance, and facilities. Members include:

Alyce M. Dillon, Executive Director

Rico Alexander, Head Start/Early Head Start Director

Candee Melin, Director of Children's Services

Monshari Chandler, Director of Education

Judith D. Baker, Director of Parent and Community Relations

Maria Moore, Director of Human Resources

Su Melton, Director of Finance

Brody Burton, Director of Facilities

Gretchen Hengemuhle, Senior Advisor

Legal Advisor

PICA retains the services of a legal advisor to assist with legal issues and transactions:

Daniel R. Shulman – Attorney, Gray Plant Mooty

Board of Directors

PICA's Board of Directors, the agency's legal and fiscal agent, works closely with the parent Policy Council as equal partners. PICA's Board of Directors and Policy Council practice shared governance that promotes excellence in service delivery and ensures that PICA's programs and services remain in compliance with all applicable laws, regulations, and performance standards and continue to meet the changing needs of families in the local community. PICA's Board of Directors members are listed on the following page.



PICA believes it is important that the agency's leadership be representative of the children and families we serve.

- **One-third** of PICA's Executive Team members are former Head Start parents or grandparents.
- **30%** of PICA's Board of Directors members are also former Head Start parents or grandparents.
- PICA's Executive Team and Board members welcome input from parents and the community at all times to ensure we are meeting the needs of the community.

2017-18 Board of Directors

Fran Stark, Chair

*Community Program Specialist
University of Minnesota – TRIO Program*

Guy Bowling, Vice Chair

Workforce Development Manager, Goodwill-Easter Seals FATHER Project

Vernon Wetternach, Secretary

Minneapolis Housing Authority (retired)

Anise Mazone, Treasurer

University of Minnesota – Office of Student Affairs

Dr. Wallace Franklin

Minneapolis Public Schools (retired)

Anissa Watkins

Collateral Monitoring Specialist, TCF Bank

Mary Merrill Anderson

Superintendent of Parks Emeritus

Dan Cain

Executive Director, RS Eden

Kassius Benson

Kassius Benson Law Office

Sharon Sayles Belton

*Former Mayor of Minneapolis
Vice President of Community Relations & Government Affairs
Thomson Reuters*

Makeda Zulu-Gillespie

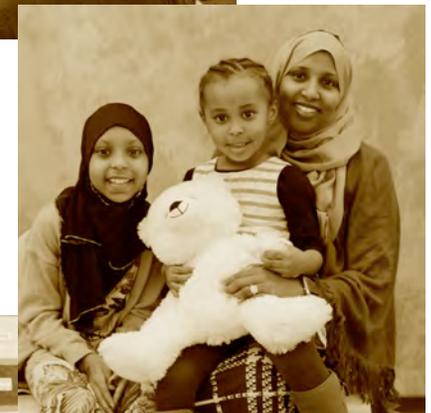
Director of Community Outreach, University of Minnesota – UROC

Shawnee Twiet

Past Policy Council Chair

Bryan Nelson

Executive Director, MenTeach



Conducting Business With Integrity

Compliance With Federal Regulations

PICA is committed to compliance with federal Head Start Program Performance Standards and stringent financial management principles. Our most recent **federal on-site monitoring review** of our Head Start and Early Head Start programs was conducted by the Administration for Children and Families on April 24-28, 2017 (Classroom Assessment and Scoring System, or CLASS™). We are pleased to report that PICA was found to be in full compliance with all applicable Head Start Program Performance Standards, laws, regulations, and policy requirements.

PICA's **financial audit** for fiscal year 2017-18 was conducted by the independent CPA firm, Mayer Hoffman McCann P.C. The Independent Auditors' Report indicates that: "...the financial statements [of PICA] present fairly, in all material respects, the financial position of Parents In Community Action, Inc., as of June 30, 2018, and the changes in its net assets and its cash flows for the year then ended, in conformity with accounting principles generally accepted in the United States of America." PICA's full audit report for the fiscal year ending June 30, 2018, is available for review upon request.

Proposed Budget

PICA's proposed budget for fiscal year 2017-18 is presented below:

Salaries	\$15,320,853
Payroll Taxes and Fringe Benefits	7,694,819
Travel	155,795
Start-up and Supplies	1,571,372
Contractual	701,521
Insurance	275,020
Vehicle Gas, Oil & Maintenance	573,322
Maintenance/Equipment	630,351
Local Travel	41,037
Communications	366,529
Child Care	24,835
Parent Activities & Child Field Trips	60,212
Fees, Subscriptions & Advertising	149,393
Rent & Utilities	734,455
Miscellaneous	16,860
Food Cost	1,696,106
Staff and Parent Training	675,450
Total	\$30,687,930



We strive for excellence in all we do at PICA and have been recognized multiple times for our program quality.

- PICA was awarded status as a National Head Start Association Program of Excellence in recognition of our high quality service delivery and management.
- In 2018, PICA was honored as a "Top 150 Workplace" for the third time in the Minneapolis *Star Tribune's* annual survey of local employers.
- PICA received a four-star rating (the highest possible) in Minnesota's *Parent Aware* childcare rating system.

Revenue

PICA's revenue sources for fiscal year 2017-18 are shown below:

U.S. Dept. of Health and Human Services	\$20,375,194
State of Minnesota	4,700,561
Hennepin County	1,749,822
U.S. Department of Agriculture	1,291,774
Think Small	735,142
Minnesota Dept. of Education Scholarships	821,466
Screening Revenue	21,060
Other Contributions	281,575
Miscellaneous Revenue	83,289
Total Revenue	\$30,059,883

Actual Expenses

PICA's actual expenses for fiscal year 2017-18 are shown below:

Salaries	\$15,010,969
Payroll Taxes and Fringe Benefits	7,625,138
Travel	145,658
Supplies	1,514,063
Contractual	672,286
Insurance	262,383
Vehicle Gas, Oil & Maintenance	514,411
Maintenance/Equipment	686,556
Local Travel	36,073
Communications	321,223
Child Care	11,925
Parent Activities & Child Field Trips	43,672
Fees, Subscriptions & Advertising	133,997
Rent & Utilities	663,602
Miscellaneous	10,427
Food Cost	1,653,660
Staff and Parent Training	594,112
Total Expenses Before Depreciation	29,900,155
Depreciation	787,775
Total Expenses	30,687,930
Change in Net Assets from Operations	(628,047)
Total	\$30,059,883

Know the Score: Contacting PICA

PICA Locations

PICA serves children and families in 12 centers located throughout Hennepin County. Our Early Head Start – Childcare Partnership site, La Crèche Early Childhood Centers, Inc., serves EHS children in North Minneapolis. PICA locations include:

McKnight Early Childhood Family Development Center

4225 Third Avenue South
Minneapolis, MN 55409
612-825-7422
Center Director: MaryAnnette Quinnell

Donald M. Fraser Early Childhood Family Development Center

700 Humboldt Avenue North
Minneapolis, MN 55411
612-377-7422
Center Director: Felicia Frelix

Park Place Early Childhood Family Development Center

2745 Park Avenue South
Minneapolis, MN 55407
612-870-7422
Center Director: Marguerite Anderson

Town Hall Early Childhood Family Development Center

8500 Zane Avenue North
Brooklyn Park, MN 55443
763-425-7422
Center Director: Diane Hughes

South Branch

7145 Harriet Avenue South
Minneapolis, MN 55423
612-861-7422
Center Director: Marguerite Anderson

Glendale Early Childhood Family Development Center

96 Saint Mary's Avenue Southeast
Minneapolis, MN 55414
612-874-7422
Center Director: Tonya Mayes

Northeast Neighborhood Early Learning Center

342 Thirteenth Avenue Northeast
Minneapolis, MN 55413
612-379-7422
Center Director: Tonya Mayes

Helen H. Taylor Early Childhood Family Development Center

4901 Olson Memorial Highway
Golden Valley, MN 55422
763-541-7422
Center Director: Antyette Walker

Portland Village

1829 Portland Avenue South
Minneapolis, MN 55404
612-871-7422
Center Director: Marguerite Anderson

PICA Training Center

4255 Third Avenue South
Minneapolis, MN 55409
612-821-2201
Center Director: Candee Melin
Training Center Coordinator: Laurie Keena

Pond Family Center

9600 Third Avenue South
Bloomington, MN 55420
952-884-7422
Center Director: Marguerite Anderson

Aubrey Della Early Childhood Family Development Center

6415 Brooklyn Boulevard
Brooklyn Center, MN 55429
763-535-7422
Center Director: Antyette Walker

EHS-Childcare Partnership Location:

La Crèche Early Childhood Centers, Inc.
Executive Director: Phyllis Sloan
1120 Oliver Avenue North
Minneapolis, MN 55411
612-521-4384

Contacting PICA

For more information about PICA, contact us in writing or by telephone at:

Parents In Community Action, Inc.
700 Humboldt Avenue North
Minneapolis, MN 55411
612-377-7422

Applying for Head Start or EHS

To enroll your child in Head Start or Early Head Start at PICA, go to our website to print an application for enrollment, complete the application, and bring it to one of our centers during regular business hours.

Visit Us on Facebook or Twitter

Visit PICA on the web at www.picaheadstart.org to learn more about our programs, services, and community activities. Like us on **Facebook** and/or **Twitter** to receive updates about PICA and Head Start!



To hear up-to-date information about upcoming events and activities at PICA, call our **Information Hotline**, with information available in five languages:

- General #** 612-377-4444
- English** 612-374-0701
- Hmong** 612-374-0709
- Oromo** 612-374-0703
- Somali** 612-374-0707
- Spanish** 612-374-0705

Thank You For Your Support!

Thank you to all of you who have supported PICA with your time, financial gifts, and/or in-kind support. Your generous contributions have made a world of difference in the lives of Head Start children and families and have helped PICA to achieve its mission of empowering low-income children and families to reach their full potential. We are extremely grateful for the wealth of community support we receive and look forward to continuing to meet the needs of families in our community.



U.S. Department of Health & Human Services
Administration for Children & Families



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PICA Annual Report © 2019
Parents In Community Action, Inc.
700 Humboldt Avenue North
Minneapolis, MN 55411

