Early Head Start Under Enrollment Plan
City of San Antonio
Grant Number: 06CH010821

Overview

The City of San Antonio, Department of Human Services (DHS), has been a Head Start grant recipient for 44 years. DHS Head Start operates a Head Start prekindergarten program and an Early Head Start Program in collaboration with Edgewood Independent School District (EISD), San Antonio Independent School District (SAISD) and six early childhood providers. In collaboration, the program serves 3,020 Head Start prekindergarten children and 128 infants and toddlers in San Antonio neighborhoods with the most vulnerable families and children.

Currently, the EISD Early Head Start program is funded to serve 12 home base children and 116 center base children. As of December 13, 2023, the program was 80% enrolled serving 102 of the 128 children: 8 home base children and 94 center base children with 12 of the 14 classrooms in operation. Although the program has a waitlist of 52 children, EISD has been having difficulty recruiting and retaining teaching staff to serve the remaining two classrooms needed for the program to be considered fully enrolled.

EHS has faced challenges in hiring staff like having limited number of qualified applicants who are applying to teach in the program, turn-over of existing staff, lack of pathways to assist candidates in meeting minimum education qualifications who do apply, and enrolling families interested in home-based services. Through the identified actions and strategies, DHS and EISD expect to meet and maintain full enrollment within the EISD EHS Program within the 12-month timeline provided by the Office of Head Start.

Plan Development and Submission

The following DHS and EISD program leadership and staff participated in the development, review, and implementation of the plan:

Individual Name	Position / Role	Program
Krizia Franklin	Policy Council Chair	☒ EHS ☒ HS
Ashley Trevino	Policy Council Vice Chair	☒ EHS ☒ HS
Melody Woolsey	City of San Antonio, Director	Department of Human Services
Rebecca Flores	City of San Antonio, Education Program Administrator	Department of Human Services
Audrey Jackson	Head Start Administrator	☒ EHS ☒ HS
Rhonda Roach	EHS Program Lead	☒ EHS ☐ HS
Cassandra Farias Ybarra	EHS ERSEA Lead	☒ EHS ☐ HS
Christina Fitzgerald	EHS Early Education/Wellness Lead	☒ EHS ☐ HS
Dr. Mary Miller	Early Childhood Director	Edgewood Independent School District
Jessica Zertuche	Early Head Start Coordinator	Edgewood Independent School District
Dr. Eduardo Hernandez	Superintendent	Edgewood Independent School District
Cynthia Trevino	Human Resources Director	Edgewood Independent School District

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Program Name	**Program**	**Plan Start Date***	**Plan End Date**
DHS EHS Program	☒ EHS ☐ HS	12/10/2023	12/10/2024

Factors Contributing to Underenrollment

Factor # 1	Factor # 2	Factor # 3
Workforce	**Workforce**	**Family Need**

Causes / Reasons: Recruitment & Hiring of Teaching Staff

- Lack of qualified applicants in community
- Long processing time for new applicants due to background checks/clearances through district and licensing
- Lack of systems to assist candidates in completing minimal education qualifications
- Weak marketing strategies

Causes / Reasons: Retention of Existing Teaching Staff

- Teacher turnover
- High expectations of Early Head Start Performance Standards
- Teachers own personal wellness and needs

Causes / Reasons: Home-based option is not attracting families

- Lack of interest in home-based services
- High demand for center-based services

Effect on Underenrollment:

- Unable to open classrooms without the appropriate number of staff
- Children on waitlist unable to start program
- Lack of services for families and children
- Frequency and length of time children on waitlist

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Effect on Underenrollment:

- Unable to enroll home-based children
- Families prefer to be on center base waitlist
- High turnover based on program option not meeting family's needs

Action Plan

The action plan tables below should be updated by program leadership on a quarterly / as needed basis over the course of the 12-month period to document progress towards reaching full enrollment

Action # 1:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Expected Date of Completion
Edgewood ISD (EISD) Human Resources Department give access to online hiring system to EISD EHS Coordinator.	Workforce	Dr. Miller (EISD) Jessica Zertuche (EISD) EISD HR Department	Online EISD Human Resource system	1/3/2024
				Status
				Complete

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
EISD HR provide direct access to EHS applications to EISD EHS Coordinator to provide a more efficient process to review, select and interview potential candidates for open positions rather than having to wait on HR to review. HR does not have the expertise the EISD EHS Coordinator has within the Infant/Toddler/Early Childhood profession.

Action # 2:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Expected Date of Completion
Create pathway for entry level (floater) to obtain minimum educational qualifications to move into EHS teacher position.	Workforce	Jessica Zertuche (EISD) Rhonda Roach (DHS) Cassandra Farias Ybarra (DHS)	T/TA Support DHS EHS Hiring Procedure; Staff Acknowledgement Form; Individualize Professional Development Plan (IPDP); ongoing Quality Assurance	3/8/2024
				Status
				In Progress

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.

Under the current DHS EHS Hiring Procedure, EISD informs candidates of the process to enter the EISD EHS program as an entry level (floater) with the acknowledgement of enrolling in an Infant/Toddler CDA class within 3 months of hire with completion within 9 months after hire date. EISD EHS Coordinator completes IPDP that identifies extra supports candidate may need during the CDA process. Paperwork is shared with both the candidate and DHS EHS team for proper review and monitoring. DHS EHS Early Education Services team then works with center Instructional Coach to identify any needed coaching/mentoring during the CDA process. Establish relationship with Restore Education to offer CDA classes and support.

Action # 3:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Completion Date
Strengthen marketing strategies to utilize community resources to promote EHS staff vacancies.	Workforce	Jessica Zertuche (EISD) Rhonda Roach (DHS) Cassandra Faris Ybarra (DHS)	Share information with EISD on possible collaborations within community to support the promotion of staff vacancies Participate in community groups to inform participants of the EHS program, services, benefits, and expectations	8/30/2024
				Status
				In Progress

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
Share community resources with EISD EHS leadership to offer new and innovative approaches to promoting vacancies in addition to offering new and updated EHS program information to community members. DHS and EISD staff present at community organizations including EISD high school programs, San Antonio Ready to Work, Workforce Alamo Solutions, Alamo Colleges, and Restore Education. DHS and EISD EHS staff participation in local job fairs.

Action #4:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Expected Date of Completion
Shift home-base slots to center-base slots as part of DHS' request to OHS to convert Head Start to Early Head Start slots.	Family Need	Audrey Jackson (DHS) Rhonda Roach (DHS) Cassandra Faris Ybarra (DHS)	Data from Community Assessment supports additional center-base services Guidance from Regional Office on conversion	10/14/2024
				Status
				In Progress

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
DHS request to convert 50 Head Start PreK slots to 16 EHS center-based slots giving DHS a total of 144 EHS slots. DHS will then allocate 120 EHS slots to EISD (112 center-base and 8 home-base) and allocate 24 EHS slots to San Antonio Independent School District (SAISD). These changes will reduce home base slots by 4. SAISD will open three EHS Infant/Toddler center-base classrooms to serve children and their families in a high need area within SAISD. Thus, providing more center-based services to better meet the needs of the community.

Action #5:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Expected Date of Completion
Implement staff retention incentives.	Workforce	EISD Human Resources/Payroll	Funds to support annual retention incentive	1/31/2024
				Status
				In Progress

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
Establish the practice of annual retention incentives to retain qualified staff per ACF-IM-HS-22-06. These incentives will be implemented as funding allows.

Action # 6:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Expected Date of Completion
Gather staff input from staff satisfaction surveys and exit interview process.	Workforce	Rhonda Roach (DHS) Cassandra Faris Ybarra (DHS) Dr. Miller (EISD) Jessica Zertuche (EISD)	Examples of current DHS Exit Interview process Examples of current DHS staff satisfaction surveys Incorporate into bi-weekly EHS planning meetings	5/31/2024
				Status
				Not Yet Started

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
During our bi-weekly EHS meetings between DHS and Edgewood ISD, staff will work together to identify ways to gather staff satisfaction surveys and exit interview process data. DHS examples will be shared.

Action # 7:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Completion Date
Review compensation and pay structure to ensure alignment with market.	Workforce	EISD Human Resources/Payroll Dr. Miller (EISD) Jessica Zertuche (EISD)	Staff feedback Research of early childhood payroll practices	7/1/2024
				Status
				Not Yet Started

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
EISD EHS Leadership work internally with District Human Resources to review compensation and pay structure to ensure alignment with market.

Action # 8:

Action	Issue(s) Addressed	Responsible Individual	Resources Needed*	Completion Date
Strengthen wellness support services.	Workforce	Rhonda Roach (DHS) Christina Fitzgerald (DHS) Jessica Zertuche (EISD)	Funding aligned to wellness services Staff time allocated to development of wellness services	6/21/2024
				Status
				In Progress

*Resources needed can include additional T/TA, etc.

Briefly describe objectives, implementation, oversight strategies, and/or related logistics to completing action.
Establish onsite wellness support system for EISD EHS staff to access individual, small group, and one-on-one wellness support. Strengthen wellness support provided by DHS EHS staff, early childhood wellness contractor and EISD. Also, educate EISD EHS staff on EISD Employee Assistance Program (EAP). Promote self-care and wellness practices to improve staff retention. Create wellness space dedicated to EISD EHS staff.