



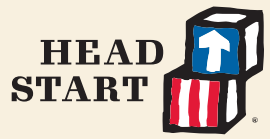
**Whole Child**  
**Whole Family**  
**Whole Community**

**Annual Report 2023-24**

*Los Angeles County Office of Education  
Head Start and Early Learning Division*



**Los Angeles County  
Office of Education**



**Debra Duardo, M.S.W., Ed.D.**

County Superintendent of Schools

**Los Angeles County Board of Education**

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# **Division Statement**

## **LACOE Head Start and Early Learning Division**

offers comprehensive prenatal-to-five early learning programs. We partner with families, communities and providers to give children of all abilities the skills to succeed in school and life.

# Superintendent's Message

The 2023–24 program year completed our most recent five-year Head Start project period. It was a period marked by challenge and upheaval right from the onset of the COVID-19 pandemic midway through year one. However, it was also a time defined by community, resilience and transformation. Guided by our mission to improve the lives of students and our vision of excellence in all we do, LACOE maintained our focus on how best to meet the changing needs of children and families. We adapted to meet each new challenge together.

Now, as we turn the page to a new project period, we continue to embrace the ever-evolving early education ecosystem. As California moves toward fully implementing Universal PreKindergarten, LACOE is using this opportunity to enhance partnerships across the mixed-delivery system. We also promote best practices that create developmentally appropriate and nurturing environments for our youngest learners.

LACOE is dedicated to nurturing L.A. County's youngest learners through a variety of programs including Head Start, State Preschool and General Child Care, Quality Start LA, California Preschool Instructional Network, Inclusive Early Childhood Education, Universal PreKindergarten Career Development Initiative and Universal PreKindergarten Planning and Implementation. We remain committed to our whole-child, whole-family, whole-community approach—an investment in our families, our communities and, most of all, our future.



**Debra Duardo**  
**M.S.W., Ed.D.**

Superintendent of Schools  
Los Angeles County Office of Education

# Executive Director's Message

In 2023–24, we closed the book on the 2019–2024 project period. In doing so, we gave a nod to the past but focused on facing the future. It was our second consecutive five-year project period earning an invitation to renew our grant without recompetition—a great achievement in meeting all requirements in the Head Start Act and Program Performance Standards. In addition, we commemorated our tenth annual Golden Apple Award presentation—completing a decade of celebrating some of the county's most passionate, dedicated and innovative early educators.

But this was also a year to look forward. We brought on board a new delegate agency—the YMCA of Metropolitan Los Angeles—to expand services to new communities across L.A. County. We also launched a first-of-its-kind innovative three-day convening of the early education community—ECEvolution: Shaping the Future of Early Education—at the Beehive in South L.A. And we spent countless hours communally sculpting our path into the future through our ambitious new 2024–2029 Head Start and Early Learning Division Strategic Plan, complete with a reinvigorated vision—Cultivating Relationships to Foster Communities of Excellence.

Moving forward, LACOE will continue to identify and make the most of opportunities to engage with new partners and better serve children and families, to ensure that every child has the opportunity to launch on a trajectory toward success, regardless of their circumstances at birth.



**Luis Bautista**

Executive Director  
Head Start and Early Learning Division

# Los Angeles County Office of Education

The Los Angeles County Office of Education (LACOE) supports 1.3 million students and 80 school districts in the most populous county in the nation. LACOE is overseen by the County Superintendent, Dr. Debra Duardo, and a seven-member County Board of Education, who are appointed by the Los Angeles County Board of Supervisors. Dr. Duardo works closely with key school leaders to offer guidance and support, while the County Board helps with policy decisions, budget approvals and other critical functions.

LACOE understands how important early childhood education is, which is why we are deeply involved in supporting preschool programs. We manage the state's largest Head Start program and are leading the charge in implementing California's Universal PreKindergarten (UPK) and Transitional Kindergarten (TK) programs across the county.

## Head Start and Early Learning Division

Every child deserves a great start in life with access to high-quality early learning experiences. For more than 45 years, LACOE has supported the development of children from prenatal stages to five years old—an essential time for shaping their growth and readiness for school and the world. Our programs are designed to nurture key developmental milestones, ensuring kids have the support they need every step of the way.

As the largest Head Start provider in California, the division partners with 17 school districts and nonprofit organizations to provide comprehensive services to children and families.

At LACOE Head Start and Early Learning Division, everything we do is guided by four pillars of responsibility as well as quality, compliance, competency and excellence. We are committed to maintaining the highest standards to give every child the best possible start.



# Four Pillars of Responsibility



## Program Leadership and Accountability

- Planning and development of strategic direction for grantee and delegates
- Educating state and national leaders on early education and development
- Coordinated and integrated service delivery
- Eligibility and enrollment of children



## Collaboration, Communication and Outreach

- Building bridges for resources
- Development and nurturing of countywide partnerships
- Ongoing recruitment of children
- Leveraging of non-restrictive sources to enhance support for service delivery



## Assessment and Continuous Improvement

- Outcome-focused and data-driven compliance
- Monitoring for success three-tiered approach
- Building and strengthening capacity for grantee and delegates
- Coordination of self-assessment



## Workforce Development and Professional Learning

- Job-embedded professional development
- Peer-to-peer mentoring
- Leveraging Quality Rating and Improvement System (QRIS)
- Serving kids with CLASS

# Head Start and Early Learning Division Programs



Our division programs are designed to nurture every child's potential from the start! We provide children and families with access to high-quality early education that focuses on their growth, learning and a smooth transition to kindergarten. We also ensure our programs and services promote the well-being of families, staff and educators.

## Early Head Start and Head Start Preschool

Early Head Start (EHS) is a comprehensive, family-centered early education program. EHS offers health, nutrition and support services to eligible families with infants, toddlers and pregnant women. With a focus on child development and school readiness, the program provides early learning opportunities, parent engagement, healthcare access, nutritious meals and support for families to set and achieve goals. As children grow, the Head Start Preschool (HSP) program continues the journey of preparing them for kindergarten, supporting social, emotional and cognitive development for children ages three to five. Tailored services are provided for children with disabilities, ensuring individualized support. Recognizing parents as primary educators, we prioritize leadership and parenting development opportunities.

## California State Preschool Program (CSPP)

As a state-funded program, CSPP also supports children's individual development and kindergarten readiness. LACOE enhances CSPP by combining state funding with Head Start to extend learning opportunities for three-to-five-year-olds. The program also provides parent education, social service referrals, health and nutrition resources and staff development.

## General Child Care and Development (CCTR)

CCTR offers year-round center-based care for children under three, serving families experiencing homelessness or pursuing education, job training or employment. By integrating CCTR and EHS funding, LACOE enhances service quality, parental engagement and staff training opportunities.

## California Preschool Instructional Network (CPIN) – Region 11

CPIN provides early educators with research-based teaching strategies, professional coaching and technical assistance. Instruction is interactive, hands-on and designed to facilitate reflective teaching. A core focus is ensuring a seamless preschool-to-kindergarten transition.

## Universal PreKindergarten (UPK)

The Los Angeles County Office of Education (LACOE) is leading the countywide initiative to support educators as Universal PreKindergarten is implemented in the county. UPK is a comprehensive framework with a range of educational opportunities designed to provide preschool access for all four-year-old children. This approach integrates Head Start programs, Transitional Kindergarten (TK) and other preschool options to meet the wide-ranging needs of young learners.

LACOE's commitment to empowering educators includes high-quality professional development, individualized targeted technical assistance, engaging book studies and dynamic communities of practice. LACOE also developed a comprehensive service delivery plan tailored to the unique needs of local educational agencies (LEAs) and charter schools.

In 2023–24, the division successfully hosted two major UPK institutes for administrators and teachers. These institutes provided rich professional learning experiences, fostered meaningful networking opportunities and offered access to essential early learning resources. The institutes featured innovative PreK/TK indoor and outdoor model classrooms, showcasing best practices in ECE environments and instructional strategies.

### **Universal PreKindergarten Career Development Initiative (UPK-CDI)**

As the need for preschool teachers and staff continues to grow, the Career Development Initiative is fulfilling its mission of helping to increase the early childhood education workforce. This initiative is funded by state, county and philanthropic agencies. In 2023, more than 40 participants graduated from the program and 33 of them began their new careers as assistant teachers. Also in 2023, more than 100 students began child development, infant-toddler and/or math courses with our partnering colleges: El Camino, West Los Angeles and East Los Angeles College. In the first half of 2024, 90 more participants graduated, including 70 on the Assistant Teacher Pathway as well as 20 more on a variety of newly launched pathways: PreKindergarten Teacher, Transitional Kindergarten Teacher and Family Services.

### **Quality Start Los Angeles (QSLA)**

QSLA enhances the quality of early learning centers and family child care homes (FCC) that voluntarily participate in its quality improvement program. In 2023–24, QSLA provided quality support services to 1,235 early learning sites. These preschool centers and FCCs received coaching, professional development, technical assistance, training, educational materials and annual financial incentives. QSLA services helped to enhance the quality of care that was delivered for 44,442 children aged birth to five who were enrolled at agencies participating in their QSLA early learning programs.

LACOE and First 5 LA serve as co-leads of the QSLA Consortium in partnership with Child Care Alliance of Los Angeles (CCALA), Office for the Advancement of Early Care and Education,

the Local Planning Council and Partnerships in Education, Articulation and Collaboration in Higher Education (PEACH).

### **Inclusive Early Education Expansion Program (IEEEP)**

Recognizing the potential of children with disabilities, this state-funded initiative supports their individual needs by working with early childhood educators. IEEEP provides team-simulated coaching, intensive individualized coaching and training with a focus on increasing enrollment of young children with moderate to severe disabilities. In addition, IEEEP coordinates resources for adaptive equipment, facility improvements and mobile resources.

In 2023–24, IEEEP teams began implementing model classroom demonstration projects at Pomona Unified School District and Garvey School District. In collaboration with 15 delegate agencies, IEEEP has also supported renovations at 88 sites, including ramps, ADA signage and installation of adaptive equipment.





# Average Enrollment

LACOE’s commitment to enrolling children and families in Head Start is unwavering. However, ongoing teacher shortages have affected enrollment and continue to be a factor that LACOE is addressing.

In the 2023-24 program year, average enrollment for Head Start Preschool was 88% and 75% for Early Head Start.



## Eligible Children Served in Los Angeles County

### Early Head Start

Population	Eligible at 100% FPL	Served by EHS	Served by CCTR	Total Served	% Served
259,490	49,227	7,606	886	8,492	17%

Source: Service Area Matrix (SAM). \*Served by EHS includes LACOE and other EHS grant recipients. Note: To ensure consistency with LACOE service area eligibility data tables, County-level analysis has been adjusted to reflect the same calculations and considerations.

### Head Start Preschool

Population	Eligible at 100% FPL	Served by HSP	Served by Others	Total Served	% Served
187,411	35,136	15,249	6,078	21,327	61%

Source: Service Area Matrix (SAM). \*Served by HSP includes LACOE and other HSP grant recipients. Note: To ensure consistency with LACOE service area eligibility data tables, County-level analysis has been adjusted to reflect the same calculations and considerations.

# School Readiness

LACOE’s approach to school readiness centers on three key elements: preparing children for school, equipping schools to support young learners and empowering families to champion their children’s education and development.

The School Readiness Framework provides a structured guide that demonstrates how education connects with broader support systems and services. It is built on essential components such as curriculum implementation, ongoing assessment, targeted professional development and active collaboration with parents, families and the community—all vital to ensuring children are well-prepared for school.

Another essential measure of school readiness is the Family Partnership Process (FPP), a multi-step tool used by LACOE delegate agencies to assess family needs and set goals that enhance child development.

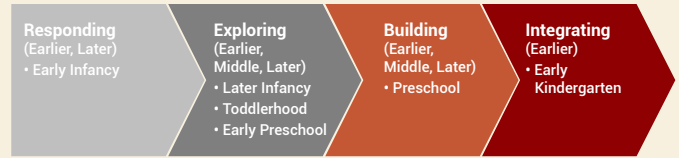
## Tracking Growth and Progress

The 2023–24 assessments using the Desired Results Development Profile (DRDP–2015) showed developmental progress for infant/toddler and preschool children in Head Start programs across all developmental domains. This continuous evaluation helps tailor comprehensive services, make necessary program adjustments and collaborate with families to establish meaningful developmental goals.

Children’s progress is assessed in the beginning of the year (fall 2023) and in the end of the year (spring 2024) across the following five developmental levels:

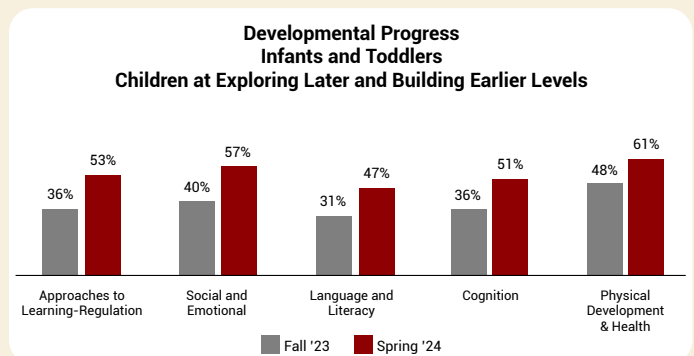
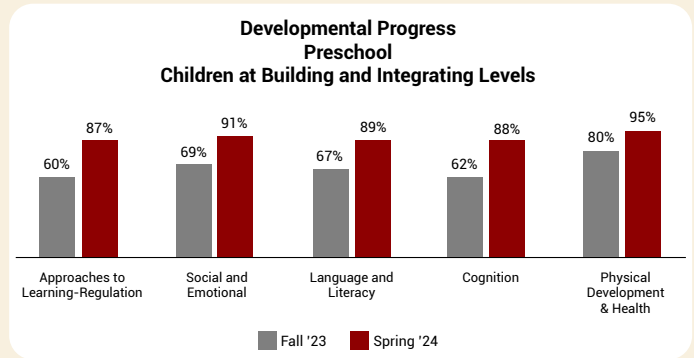
- Approaches to Learning – Self-Regulation
- Social and Emotional Development
- Language and Literacy Development
- Cognition – Math and Science
- Physical Development – Health

DRDP ratings are organized into four categories that reflect a developmental continuum from early infancy up to kindergarten entry: Responding, Exploring, Building and Integrating. Children are not expected to be rated at the highest developmental level at the end of their preschool years. However, DRDP research shows that most preschoolers will reach the Building level by the end of preschool.



Between fall and spring, infants and toddlers demonstrated age-appropriate progress, particularly in the Exploring Later and Building Earlier levels across all developmental domains. Similarly, preschool children achieved the Building and Integrating levels by the end of the year (spring) for all developmental domains.

The following charts illustrate age-appropriate progress for both infant/toddler and preschool-age children.



# Classroom Assessment Scoring System (CLASS)

It's important to know how teachers interact with children in the classroom. The CLASS assessment tool reveals the quality of that engagement. It helps LACOE focus support, resources and professional development, including training, in-person instruction, technical assistance and coaching.

In 2023-24, CLASS observations were conducted and completed in two distinct phases:

- Phase 1 CLASS observations occurred in classrooms with new teachers across Head Start Preschool center-based classes to provide baseline data on the quality of teacher-child interactions.
- Phase 2 CLASS observations were completed on a proportional sample of classrooms with teachers previously observed in 2021. Teachers who had one (or more) CLASS domain scores above the Competitive Threshold but below the Quality Threshold in fall 2021 were selected for observation in spring 2024 to provide data on how the quality of teacher-child interactions has changed over time.

## Phase 1 – New Teachers (N=36)

CLASS domain average scores for classrooms with new teachers are displayed in the table below.

CLASS Domain	Spring 2024 LACOE Average (n=36)	OHS Competitive Threshold	OHS Quality Threshold
Emotional Support	6.13	5.00	6.00
Classroom Organization	5.64	5.00	6.00
Instructional Support	2.50	2.30	3.00

Key findings based on the analysis of CLASS domain scores showed that LACOE's new teachers:

- Surpassed the OHS Competitive Threshold in all three domains
- Fell below the OHS Quality Threshold in Classroom Organization and Instructional Support



## Phase 2 – Proportional Sample (N=51)

CLASS domain average scores for a matched sample of teachers who were observed in 2021 and again in 2024 are displayed in the table below.

CLASS Domain	Fall 2021 LACOE Average (n=51)	Spring 2024 LACOE Average (n=51)	Difference between 2021 and 2024	OHS Competitive Threshold	OHS Quality Threshold
Emotional Support	6.36	6.30	- 0.06	5.00	6.00
Classroom Organization	6.07	5.88	- 0.19	5.00	6.00
Instructional Support	2.85	2.99	+ 0.14	2.30	3.00

Key findings based on the analysis of CLASS domain scores for this proportional sample showed that:

- Spring 2024 scores surpassed the OHS Competitive Threshold in all three domains
- Spring 2024 scores fell below the OHS Quality Threshold in Classroom Organization and Instructional Support
- No statistically significant differences were found between fall 2021 and spring 2024 for each CLASS domain on this subset of teachers observed.



# Comprehensive Services

LACOE is committed to nurturing the whole child by providing high-quality services for infants, toddlers and preschoolers. These comprehensive services ensure children’s growth, development and school readiness.

## Health

Our dedicated staff connects families with medical and dental providers to facilitate health, dental and developmental screenings. We also assist with referrals and immunization scheduling. Additionally, teachers play a crucial role in promoting healthy routines, including personal hygiene practices, to instill lifelong wellness habits.

## Nutrition

Children receive nutritionally balanced meals each day to support their growth and development. To encourage healthy eating beyond the classroom, parents receive nutrition education, and delegate agencies integrate nutrition into classroom activities, fostering lifelong healthy habits.

## Child Development & Education

LACOE’s early childhood education programs align with the Office of Head Start’s school readiness outcomes and provide developmentally appropriate curricula. We continuously monitor children’s progress in language, numeracy and social-emotional development to ensure they are well-prepared for future learning.

## Mental Health

Emotional well-being and strong relationships are fundamental to child development. LACOE takes a holistic and proactive approach to mental health services for children, families and staff. Our efforts include ongoing monitoring, training for parents and staff and access to mental health professionals to provide necessary support.

## Children with Disabilities

LACOE is committed to ensuring that children of all abilities receive the resources and support they need to thrive. At least 10% of funded enrollment is allocated to children with disabilities. Collaborations with local educational agencies (LEAs), regional centers and other providers help deliver specialized services, individualized education plans, adaptive equipment and accessible facilities.

## Family & Community Engagement

Families play a vital role in their child’s education and development. LACOE supports parents in setting and achieving family goals, provides parenting education and equips families with advocacy skills to support their children’s needs. Additionally, we foster community partnerships to connect families with essential resources that promote long-term success.

**Whole Child,**  
**Whole Family,**  
**Whole Community**



# Services Received by Children and Families

## Health

Service	Head Start Preschool	Early Head Start	Total
Completed Medical Exam	3,800 (69.0%)	1,606 (47.5%)	5,406 (60.8%)
Completed Medical Treatment	1,018 (83.2%)	467 (78.1%)	1,485 (81.5%)
Completed Dental Exam	4,472 (81.2%)	2,175 (64.3%)	6,647 (74.8%)

## Disability Support

Service	Head Start Preschool	Early Head Start	Total
Children with Disabilities	1,086 (19.7%)	806 (23.8%)	1,892 (21.3%)
Special Education and Related Services	1,081 (99.5%)	806 (100%)	1,887 (99.7%)

## Mental Health

Service	Head Start Preschool	Early Head Start	Total
Staff Consultations	344 (90.5%)	361 (79.9%)	705 (84.7%)

## Classroom Teachers w/ Credentials

Service	Head Start Preschool	Early Head Start	Total
Teachers meeting degree and credential requirements	344 (93.5%)	349 (100%)	693 (96.7%)

## Services Received by Families

Adult Education/Job Assistance Training	1,564 (18.8%)
Mental Health Services	6,371 (76.7%)
English as a Second Language (ESL)	145 (1.7%)
Health Education	4,310 (51.9%)
Nutrition Education	1,854 (22.3%)
Parenting Education	1,355 (16.3%)
Supporting Transitions to Preschool/Kindergarten	5,434 (65.4%)
Emergency/Crisis Intervention	1,509 (18.2%)
Received at Least One Family Service	8,159 (98.2%)

Source: Los Angeles County Office of Education Head Start Program Information Report 2023-24

# Family and Community Engagement

Family and community engagement (FCE) staff continued their outstanding work of engaging communities and supporting families amid the rising costs of rent and food. To strengthen relationships and boost participation, they introduced a variety of engaging initiatives. These included volunteer benefit orientations, on-site health screenings (dental, vision and general health), male involvement activities and Parent Cafés—safe spaces for parents to connect, share experiences and learn from one another. Staff also kept Parent Boards and informational binders updated with essential resources. In response to urgent needs, they facilitated access to food banks, diapers and wipes for children. Additionally, FCE connected families with social services tailored to their specific needs, demonstrating a commitment to holistic support and overall well-being.

The table below shows the percentage of families receiving at least one service, as well as those who participated in goal setting and were assessed for strengths and needs.

Family Service	Head Start Preschool	Early Head Start
Percentage of families receiving at least one service	98%	98%
Percentage of families participating in goal setting and assessed for strengths and needs	88%	87%



Left: Mt. View parents and their children and staff walked about one-half mile to the administration building in a community outreach walk event. Right: Father and son walk during the event.

# Parent Engagement and Highlights

Parent involvement is a cornerstone of our programs. LACOE actively collaborates with parents and community representatives to strengthen shared decision-making and promote meaningful engagement. By participating in various workshops, conferences and committees, parents gain valuable skills that support their children’s learning and development at home and in the early education setting.

## Policy Council

LACOE’s Head Start Policy Council (PC) consists of parent representatives from each delegate agency and local community representatives. Working closely with the division’s governing body—the County Board and County Superintendent—the PC provides essential input on program direction and policy development.

Members of the PC benefit from leadership and communication training, gaining access to certification courses, conferences and skill-building workshops. Participation in the council can also lead to career advancement opportunities. Parents who serve on the PC become eligible for two-year office assistant positions with LACOE HSEL, with many transitioning into roles within school districts and early childhood education programs.

## Policy Committees

Within each delegate agency, parents of current and former LACOE program participants collaborate with their agency’s governing body through policy committees. Alongside community representatives, they contribute valuable insights that help shape agency policies and procedures, ensuring programs remain responsive to the needs of families and children.



Policy Council Members at LACOE Board Meeting  
Feb. 2024

# Parent Spotlight: Richard Robles

An Early Head Start teacher convinced Richard Robles to enroll his eight-month-old daughter in the program.

At first, Richard was concerned that Annalicia was too young and would be around adults that he did not know. But when he saw the classrooms and heard the reassurances from the teachers, he readily enrolled her. Now at two and a half, Annalicia is happy and thriving in Early Head Start.

“I see a difference and progress in her social and emotional skills. Her ability to communicate has grown instantly and that is attributed to the teachers and staff that have worked with her.” In addition, he says staff have teamed up with him to help Annalicia set goals for herself including potty training and learning numbers and colors, as well as encouraging him to be more involved in her schooling.

Richard is very involved in the program. He joined the policy committee and regularly works with Annalicia’s teachers to extend classroom lessons into their home. As a result, he says, “I see a bright future for her where she is prepared for whatever the classroom holds. As long as the teachers and I can provide the right tools for her to succeed. She can get very far in her education and life.”

And what would he tell other parents who might be considering a Head Start program? “I would say for parents not to hesitate to see this program as an option for your child to learn and grow. Teachers and staff are always willing to help...I have only had a positive experience and would encourage parents to choose this option over daycare because there are a lot more regulations and requirements for the child to succeed.”



Richard Robles and daughter Annalicia

# Division Highlights

## ECEvolution Conference

In March 2024, more than 1,000 educators, parents and administrators enjoyed an evolutionary three-day conference at the Beehive in South Los Angeles. The ECEvolution conference featured novel and groundbreaking classrooms and activities for the youngest learners.

Champions of early education including the Los Angeles County Superintendent of Schools, Dr. Debra Duardo, and the California State Superintendent of Public Instruction, Tony Thurmond, kicked off this exciting event with warm welcomes to all attendees.



The conference included a variety of immersive experiences, such as fun, nutritious cooking demos to foster healthy eating habits, indoor and outdoor learning models reimagining a classroom space for young learners, wellness activities such as massages, yoga, sound baths and more, as well as documentary screenings followed by discussion panels.

ECEvolution also covered a variety of early education topics, such as early literacy, parent and family engagement, play-based learning strategies, health and safety tips, using artificial intelligence to increase productivity and supporting homeless children and children with disabilities.



# Division Highlights



OHS Director Khari Garvin at PLN



Rep. Norma Torres at Pomona

## Notable Visits

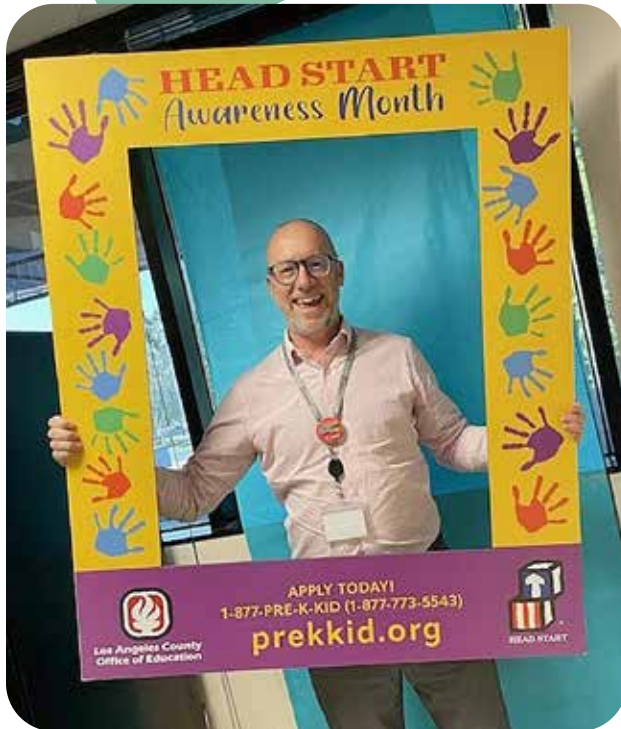
LACOE greeted a number of key decision-makers during 2023-24, including local, state and federal representatives. They were encouraged and delighted by the children, teachers, facilities and activities supporting children's education and growth.



Asm. Sharon Quirk-Silva at ABCUSD



Rep. Michelle Steel at ABCUSD Head Start program



Ready for Head Start Awareness Month



## In the Community

Not everyone knows about Head Start and its amazing benefits to children and families. That's why LACOE's teams fanned out and shared those messages to Los Angeles County communities as part of ongoing outreach efforts.

Back to school festivals, community walks, health fairs, book festivals, holiday celebrations and Head Start Awareness Month were among the many events and activities attended and promoted by division staff.



Univision Back to School Fair – Huntington Park

# Delegate Agencies

LACOE contracts with ten nonprofit agencies and seven school districts to provide comprehensive child development services to pregnant women and families with children aged birth-to-five. In 2023-24, we worked to partner with YMCA of Metropolitan Los Angeles as a new delegate agency to provide Early Head Start and Head Start Preschool services. LACOE is responsible for grant administration and monitoring the following agencies under contract in 2023-24:

## Private Nonprofit Agencies

### Blind Children's Center (BCC)

- EHS, HSP and State Preschool
- Center-Based and Home-Based
- HSP Service Area Includes: East Hollywood
- EHS Service Area: 90029

### Children's Institute, Inc. (CII)

- EHS and HSP
- Center-Based and Home-Based
- HSP Service Area Includes: Chesterfield Square, Vermont Square and Watts
- EHS Service Area: 90002, 90003, 90037, 90044, 90047, 90059, 90061, 90062 and 90222

### Foundation for Early Childhood Education, Inc. (Foundation)

- EHS and HSP
- Center-Based
- HSP Service Area Includes: Boyle Heights, Echo Park, Highland Park, Hollywood, Lincoln Heights and Silver Lake
- EHS Service Area: 90004, 90012, 90023, 90026, 90028, 90031, 90033, 90036, 90038, 90039, 90042, 90046, 90048, 90068 and 90069

### Mexican American Opportunity Foundation (MAOF)

- EHS and HSP
- Center-Based, Home-Based and Family Child Care
- HSP Service Area Includes: Central-Alameda, East LA, Florence-Firestone, Historic South Central, Huntington Park and South Park
- EHS Service Area: 90001, 90002, 90003, 90011, 90012, 90013, 90014, 90015, 90021, 90022, 90023, 90040, 90058, 90063, 90071, 90201, 90240, 90241, 90255, 90270, 90280 and 90660

### Pacific Asian Consortium in Employment (PACE)

- EHS, HSP and State Preschool
- Center-Based and Home-Based
- HSP Service Area Includes: Arlington Heights, Baldwin Hills/Crenshaw, Gardena, Harbor Gateway, Harvard Heights, Jefferson Park, Lawndale, Mid-City, Pico-Union, Santa Monica, Sawtelle, Venice, Vermont Vista, Westlake and Westmont
- EHS Service Area: 90006, 90007, 90008, 90016, 90018, 90019, 90024, 90025, 90035, 90045, 90049, 90064, 90067, 90073, 90077, 90094, 90095, 90210, 90211, 90212, 90247, 90278, 90249, 90260, 90263, 90265, 90266, 90277, 90278, 90291, 90292, 90293, 90401, 90402, 90403, 90404, 90405, 90501, 90503, 90504 and 90505

### Para Los Niños (PLN)

- EHS, HSP and CCTR
- Center-Based
- HSP Service Area Includes: Burbank, Downtown, East Hollywood, Glassell Park and Westlake
- EHS Service Area: 90004, 90017, 90021, 90027, 90028, 90029, 90038, 90065, 91501, 91502, 91504, 91505, 91506, 91521, 91522 and 91523

**Plaza de la Raza Child Development Services, Inc. (Plaza)**

- EHS, HSP, State Preschool and CCTR
- Center-Based, Home-Based and Family Child Care
- HSP Service Area Includes: Alhambra, El Sereno, Pico Rivera and Whittier
- EHS Service Area: 90032, 90033, 90242, 90601, 90602, 90603, 90604, 90605, 90606, 90640, 90660, 90670, 91748, 91801 and 91803

**St. Anne's Family Services (St. Anne's)**

- EHS, HSP and CCTR
- Center-Based and Home-Based
- HSP Service Area Includes: Koreatown, Mid-Wilshire and Westlake
- EHS Service Area: 90004, 90005, 90006, 90010, 90016, 90017, 90018, 90019, 90020, 90026, 90057, 90262 and 90723

**Volunteers of America**

- State Preschool
- Center-Based

**Public Agencies****ABC Unified School District**

- HSP and State Preschool
- Center-Based
- HSP Service Area Includes: Artesia, Cerritos, Hawaiian Gardens and Lakewood

**Bassett Unified School District**

- EHS and HSP
- Center-Based
- HSP Service Area Includes: Avocado Heights, Industry, La Puente and West Puente Valley
- EHS Service Area: 91706, 91744, 91745, 91746 and 91790

**El Monte City School District**

- EHS, HSP and State Preschool
- Center-Based and Home-Based
- HSP Service Area Includes: El Monte
- EHS Service Area: 91731, 91732, 91733 and 91780

**Garvey School District**

- EHS, HSP, State Preschool and CCTR
- Center-Based and Home-Based
- HSP Service Area Includes: Monterey Park and Rosemead
- EHS Service Area: 91108, 91754, 91755, 91770, 91775, 91776, 91801 and 91803

**Mountain View School District**

- EHS and HSP
- Center-Based and Home-Based
- HSP Service Area Includes: El Monte and South El Monte
- EHS Service Area: 91732 and 91733

**Norwalk-La Mirada Unified School District**

- EHS, HSP and State Preschool
- Center-Based and Home-Based
- HSP Service Area Includes: Bellflower, Downey, La Mirada and Norwalk
- EHS Service Area: 90240, 90241, 90242, 90638, 90639, 90650, 90701, 90703, 90706, 90712, 90713, 90715 and 90716

**Pomona Unified School District Child Development Program**

- EHS and HSP
- Center-Based and Home-Based
- HSP Service Area Includes: Pomona
- EHS Service Area: 91008, 91010, 91016, 91702, 91711, 91722, 91724, 91740, 91741, 91750, 91765, 91766, 91767, 91768, 91773 and 91789

# Delegate Agency Support

## Program Management

LACOE fosters strong partnerships with its delegate agencies, built on a shared commitment to the well-being of children and families. Through collaborative planning and well-defined policies, we ensure effective program management, accountability and strategic decision-making to guide the direction and scope of our services.

## Workforce Development & Professional Learning

To maintain high-quality services and continuous program improvements, LACOE provides a comprehensive system of training and technical support for delegate agencies. These resources empower staff with professional learning opportunities that enhance their skills and knowledge.

## Eligibility, Recruitment, Selection, Enrollment & Attendance (ERSEA)

LACOE implements targeted strategies to help delegate agencies achieve full enrollment and reach eligible families across Los Angeles County. In 2023–24, we continued to conduct extensive community outreach through social media campaigns, digital marketing and participation in local events alongside delegate agencies. These efforts ensured that families were well-informed about Head Start programs and the opportunities available to them.

## Human Resources

To address ongoing staffing challenges, LACOE introduced Human Resource Forums and Leadership Institutes. These initiatives provide professional development for delegate agencies, focusing on staff recruitment, retention and best management practices to support a strong and stable workforce.

An Early Childhood Educator Career Fair at the division office attracted more than 100 job-seekers. Attendees took advantage of a resume workshop and technical assistance for completing job applications. In addition to job opportunities, UCLA, Harbor College and Norwalk Adult School offered information to participants for pursuing higher education.

## Upgrades and Renovations

Children deserve to learn in safe, clean and modern environments. LACOE works closely with delegate agencies to ensure their facilities meet the highest standards. In 2023–24, LACOE undertook several major upgrades and renovations at the Blind Children’s Center and PACE’s The Learning Tree site.

## Blind Children's Center Renovation



Before



After



Before



After



Before



After



Before



After

# Annual Summary: Funding 2023-24

2023-24 Traditional Grant Funding	Amount
<b>Federal Grants</b>	
Head Start Preschool (HS)	158,344,769
Early Head Start (EHS)	74,690,076
<b>Low-Cost Extension</b>	
HS CARES Carryover (CO)	463,806
Early Head Start CCP Expansion (EHS-CCP X)	16,974,557
Head Start COVID and ARP CARES 3	3,594,651
<b>Total Federal Grants</b>	<b>254,067,859</b>
<b>State Grants</b>	
California State Preschool Program (CSPP)	11,278,397
Preschool – Reserves	4,523,524
General Child Care and Development (CCTR)	18,156,050
<b>Total State Grants</b>	<b>33,957,971</b>
<b>Total Grant Funding</b>	<b>288,025,830</b>
<b>Federal Expenditures</b>	
<b>HSP &amp; EHS Costs</b>	
Personnel	17,578,901
Operating	9,016,393
Delegate Agency	157,001,683
<b>Total HS &amp; EHS Expenditures</b>	<b>183,596,977</b>
<b>EHS CCP Expansion Costs</b>	
Personnel	18,113
Operating	93,660
Delegate Agency	8,182,437
<b>Total EHS-CCP Expansion Expenditures</b>	<b>8,294,210</b>
<b>Head Start COVID and ARP CARES 3 Costs</b>	
Personnel	241,487
Operating	510,332
Delegate Agency	2,724,083
<b>Total Head Start COVID and ARP CARES 3 Expenditures</b>	<b>3,475,902</b>
<b>State Expenditures</b>	
<b>CSPP, CCTR &amp; Reserves Costs</b>	
Personnel	2,192,346
Operating	890,494
Delegate Agency and Child Care Contracts	13,396,463
<b>Total CSPP, CCTR &amp; Reserves Expenditures</b>	<b>16,479,303</b>
<b>All Grant Expenditures</b>	<b>211,846,392</b>

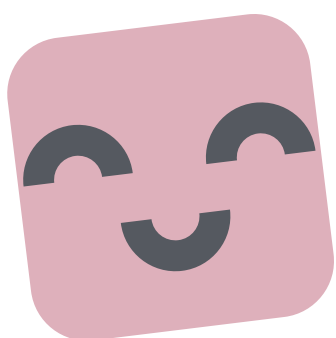
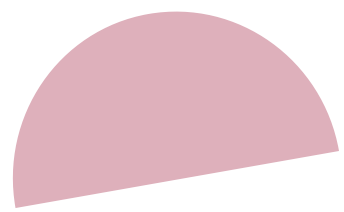
# Annual Summary: Special Grants

Funding	Amount
<b>State Grants</b>	
QSLA – California State Preschool Block Grant	17,306,505
QSLA – Quality Counts California Block Grant	3,154,919
California Preschool Instructional Network (CPIN)	665,000
Inclusive Early Education Expansion Program (IEEEP)	4,964,717
Educator Effectiveness Block Grant (EEG)	232,500
UPK Countywide Planning and Capacity Grant (UPK)	6,935,093
Early Education Teacher Development Grant (EETD)	9,368,500
<b>Total State Grants</b>	<b>42,627,234</b>
<b>Local Grants</b>	
Early Care and Education - H RTP (DEO)	500,000
QRIS Supplemental	40,004
QSLA IMPACT Legacy	2,983,140
California Community Foundation	35,446
<b>Total Local Grants</b>	<b>3,558,590</b>
<b>Total Special Grant Funding</b>	<b>46,185,824</b>
<b>State Expenditures</b>	
<b>QSLA – California State Preschool Block Grant Costs</b>	
Personnel	1,379,623
Operating	4,793,201
Partner Agency Contracts	11,133,681
<b>Total QRIS Expenditures</b>	<b>17,306,505</b>
<b>QSLA – Quality Counts California Block Grant Costs</b>	
Personnel	297,792
Operating	93,872
Partner Agency Contracts	1,832,252
<b>Total QRIS Expenditures</b>	<b>2,223,916</b>
<b>California Preschool Instructional Network (CPIN) Costs</b>	
Personnel	443,624
Operating	124,518
<b>Total CPIN Expenditures</b>	<b>568,142</b>
<b>Inclusive Early Education Expansion Program (IEEEP) Costs</b>	
Personnel	1,168,229
Operating	1,260,702
Partner Agency Contracts	2,073,983
<b>Total IEEEP Expenditures</b>	<b>4,502,914</b>

<b>Educator Effectiveness Block Grant (EEG) Costs</b>	
Personnel	0
Operating	35,420
<b>Total EEG Expenditures</b>	<b>35,420</b>
<b>UPK Countywide Planning and Capacity Grant (UPK) Costs</b>	
Personnel	740,739
Operating	402,888
<b>Total UPK Expenditures</b>	<b>1,143,627</b>
<b>Early Education Teacher Development Grant (EETD) Costs</b>	
Personnel	984,940
Operating	968,300
<b>Total EETD Expenditures</b>	<b>1,953,240</b>
<b>Local Expenditures</b>	
<b>Early Care and Education - H RTP (DEO) Costs</b>	
Personnel	16,550
Operating	1,929
<b>Total Early Care and Education - H RTP Expenditures</b>	<b>18,479</b>
<b>QRIS Supplemental Costs</b>	
Personnel	0
Operating	7,944
<b>Total QRIS Supplemental Expenditures</b>	<b>7,944</b>
<b>QSLA IMPACT Legacy Costs</b>	
Personnel	300,929
Operating	221,048
Partner Agency Contracts	1,453,657
<b>Total QSLA Impact Legacy Expenditures</b>	<b>1,975,634</b>
<b>California Community Foundation Costs</b>	
Operating	31,953
<b>Total California Community Foundation Expenditures</b>	<b>31,953</b>
<b>All Special Grant Expenditures</b>	<b>29,767,774</b>

# Nurturing Every Child's Future from the Start— Head Start







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