Living our mission

At Parents In Community Action, Inc. (PICA), our mission is not just a statement that we file away in case someone asks us, “What is your agency’s mission?” At PICA, we see our mission come to life every day when children walk into our classrooms, when we engage parents in their children’s education, or when we collaborate with a community partner to provide a needed service to our children and families. At PICA, we live our mission every day!

PICA’s MISSION

- 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;
- Develop partnerships with parents and the public, private, and corporate sectors to assist in achieving our goal of healthy, happy, productive children and families.
From Our Executive Director...

When I began my career at PICA nearly 30 years ago, I never dreamed that I would someday be named Executive Director of this incredible agency, nor did I foresee the extreme challenges we would encounter in the face of a global pandemic—challenges that have stretched our resources, our staff, and our creativity to their limits and beyond. Yet since the beginning, PICA's mission has served as our guiding force and remains just as relevant today as we continue to do the important work we have always done: serving children and families in need of the comprehensive services Head Start provides and helping them to reach their full potential.

—Rico Alexander, Executive Director
Comprehensive Services Make the Difference
PICA serves over 2,500 young children and their families in our Early Head Start and Head Start programs. Providing comprehensive services is a critical part of PICA’s mission and sets PICA apart from other childcare providers. Our comprehensive approach to service delivery empowers our children and families to achieve their goals and reach their full potential by giving them the education, the tools, and the motivation to do so. The comprehensive services PICA provides include:

**Early Childhood Education** – PICA provides early childhood education services and individualized instruction that promote school readiness and help each child prepare for success in kindergarten and beyond.

**Health Services** – To ensure children are healthy and ready to learn, PICA provides on-site medical, dental, and mental wellness services for all enrolled children. Medical services include on-site screenings, referral of children for needed treatment, and assistance to families in enrolling in health insurance coverage and finding a “medical home.” Preventive dental care and basic restorative treatment for children are provided at PICA’s six on-site dental clinics, and we also offer periodic dental clinics for pregnant women to promote good oral health during pregnancy. PICA also provides on-site mental wellness services and partners with The Family Partnership to provide group therapy in a classroom setting. PICA’s licensed mental health therapist provides individual services to children and one-on-one counseling for families and pregnant women.

**Nutrition** – 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.

**Transportation** – Door-to-door transportation is provided for all children to ensure child safety and promote good attendance.

**Services to Children With Disabilities** – At least 10% 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.

**Early Childhood Special Education** – All local school districts in PICA’s service area partner with PICA to provide Early Childhood Special Education (ECSE) services to Head Start and Early Head Start children and coordinate with PICA teachers and children’s parents to develop Individual Education Plans (IEPs) and Individual Family Service Plans (IFSPs) for eligible children.

**Social Services and Family Support** – Our Advocates work with families to help them set and achieve goals, connect them to needed services and resources, and provide them with support and encouragement every step of the way. We also encourage their participation in our parent support groups, which provide a forum for airing questions and concerns, sharing challenges and successes, and networking with other parents.

**Workforce Development Programs for Parents** – PICA provides many opportunities for parents to acquire skills and experience that will help them meet their personal employment goals and work toward economic self-sufficiency for their families.

**Need for Additional Services**
Although we provide comprehensive services for those we serve, there is still a great need to serve more children—especially Early Head Start-eligible infants and toddlers, as shown in the table below.

<table>
<thead>
<tr>
<th>Program</th>
<th>Funded Enrollment</th>
<th>% of Eligible Population Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Start</td>
<td>2,067</td>
<td>84%</td>
</tr>
<tr>
<td>Early Head Start</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children</td>
<td>448</td>
<td>13%</td>
</tr>
<tr>
<td>Pregnant Women</td>
<td>48</td>
<td>1%</td>
</tr>
<tr>
<td>Totals</td>
<td>2,563</td>
<td>42% Overall (HS &amp; EHS)</td>
</tr>
</tbody>
</table>
Parents as Partners and Leaders

Another key component of PICA’s mission is the critical role that parents play in the lives of their children and in our agency. We believe parents are their child’s first and most important teacher. We value their input and partner with parents to help define the programs that are most needed by our parents and our community. Based on parents’ and the community’s needs, PICA offers a variety of specialized programs to meet those needs, including:

**Head Start** – PICA’s Head Start program promotes school readiness and provides preschoolers with comprehensive services to promote their cognitive, physical, and social-emotional growth and development. Our locally-designed approach to service delivery provides an array of program options to meet families’ unique and changing needs.

**Early Head Start** – PICA’s Early Head Start (EHS) program provides infants and toddlers with the same comprehensive services as those provided in Head Start and 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.

**Project Secure** – Project Secure provides comprehensive Head Start and Early Head Start services to homeless infants, toddlers, and preschoolers residing in local shelters and assists their families in working toward self-sufficiency.

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

**High Five** – This developmental kindergarten program serves 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** – PICA offers special education services in collaboration with Minneapolis Public Schools Early Childhood Special Education (ECSE). Classrooms are staffed jointly by MPS ECSE teachers and PICA’s Education staff.

**Dual Language Classrooms** – PICA’s dual language classrooms are available to families 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, French enrichment, and Hmong enrichment.

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

**Early Head Start – Child Care Partnership Program** – PICA’s Early Head Start – Child Care 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, mentoring, and support from PICA.
In addition to soliciting parents’ help in defining the programs and services we offer, PICA also provides parents with opportunities to develop leadership skills, assume leadership roles in the agency, and represent PICA and Head Start at the local, 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.

The IFPA Process: Defining Needs and Setting Goals

All PICA parents also have the opportunity to define and pursue their own goals, as well as goals for their children and families. PICA Advocates work with parents to develop an Individual Family Partnership Agreement (IFPA) that allows them to assess their family’s strengths and needs, set goals, and build on family strengths to achieve them. Throughout this process, families are empowered to access services and resources that will help them achieve their goals, become actively involved in their children’s education, and contribute to their community.

Once they have defined their goals and developed an individualized plan to achieve them, many of our parents also participate in our in-house workforce development programs, including our Parent Training Projects and parent internships, and take part in other parent training opportunities to acquire new skills, gain hands-on practical experience, and work toward economic self-sufficiency.

Advocates meet with families regularly to assess their progress, celebrate successes, discuss any changes in families’ needs and/or goals, and revise the IFPA as progress is made. Throughout this process, we work with parents as partners and ensure that they receive the individualized services and support needed to help them achieve their unique goals.

PICA 2020-21 Policy Council Delegates

Tyanna Bryant, Chair
Fraser Center
Debra Jensen Hobson, Vice Chair
McKnight Center
Chinnaphan Bell, Secretary
Park Place Center
Fatima Igdi, Treasurer
Northeast Center
Eric Totten, SPA Representative
Aubrey Della Center
Hashim Abdi
Glendale Center
Victoria Alie
Fraser Center
Marisela Dominguez-Flores
McKnight Center
Guillermina Gama-Nunez
Portland Village Center
Madeline Hodapp
La Crèche Early Childhood Centers, Inc.
Falilatou Tagba Iniwe
McKnight Center
Marcell Johnson
McKnight Center
Rebecca Pacheo-Torres
South Branch Center
Eunita Roland
Town Hall Center
Vanessa Ruiz
Pond Center
Komosse Toure
Town Hall Center
Jessica Kauhaihao Uribe
Helen H. Taylor Center
Mary Watley
McKnight Center
Mashanta Whitley
Fraser Center

Community Representatives

Angela Wade
Past Policy Council Chair

Fran Stark, Vice Chair
University of Minnesota – TRIO Program
“This program is awesome! When you empower fathers, their potential is unlimited.”
—Victor Martinez, PICA Head Start Father

Victor Martinez learned about Men Are Important when his children enrolled at PICA. He enjoyed the monthly meetings and spending time with other men who also had young children. According to Victor, the information provided to Men Are Important participants is “really good stuff” and that by educating fathers and helping them to access the resources they need, PICA empowers men to become better parents and better citizens and to make their own communities safer and healthier. Through Men Are Important, Victor also made connections that led to a much-needed employment opportunity. Victor values PICA’s support for parents, especially “those fathers that are struggling. I think it’s so cool!”

Portrait of Success: Men Are Important

PICA’s Men Are Important male involvement program is just one example of a parent-defined need that exemplifies our mission in action! When we began to hear from fathers and other male role models of the children enrolled in our programs that they were in search of ways to become more involved in our agency, we listened, and PICA’s Men Are Important program was born. Nationally recognized for its success, Men Are Important gives men an opportunity to address topics of interest to them, spend quality time with the young children in their lives, and become more involved in their children’s education.

PICA at a Glance

52 years of serving children & families
14 state-of-the-art centers
88% of PICA’s staff are people of color; 60% are bilingual or multilingual
52% of PICA’s staff members are current or former Head Start parents
24% of PICA’s staff members have 20 or more years of service

Honored as a National Head Start Association Program of Excellence since 1999
Effecting Change in Our Community

For the past 52 years, PICA has been instrumental in promoting community change that has had a positive and beneficial impact on our children, our families, and our community. As a trusted provider of early childhood development programs and other comprehensive services in Hennepin County, we have been able to reach families where they’re at, promote positive community involvement, and forge collaborative partnerships with other community agencies and services providers to help us achieve our mission.

Preparing Children for School Success

The ultimate goal of PICA’s Head Start program is to prepare children for success in school and to reach their full potential. Toward this goal, PICA provides young children with individualized learning experiences that promote the acquisition of cognitive, physical, and social-emotional skills in addition to language and literacy development in English as well as in their home language. Our curriculum incorporates best practices from the research-based Creative Curriculum® and the research-based High/Scope Curriculum and is designed to help children acquire the specific knowledge and skills they will need to succeed in kindergarten.

PICA’s outcomes-based assessment process makes use of best practices from the nationally recognized, research-based Teaching Strategies Gold assessment tool. We assess children’s progress three times per year—fall, winter, and spring—to determine progress toward established kindergarten readiness benchmarks, including indicators of physical, cognitive, and social-emotional 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.

Workforce Development Opportunities for Parents

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 array of in-house Parent Training Projects, available in the areas of Preschool Child Development, Infant/Toddler Child Development, Transportation, Nutrition, and Clerical Skills. All parent trainees participate in 96 hours of hands-on training under the guidance of experienced 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.

Promoting Parent Involvement and Leadership

At PICA, we believe parents are their child’s first and most important teacher. To help parents fulfill this important role, we encourage our 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. Some of the parent involvement opportunities we offer include:
• Men Are Important male involvement program
• Valuing the Involvement of Parents (VIP) Committee to help parents learn about representative government
• Parent and Child (PAC) Time meetings to encourage parents and children to spend quality learning time together
• Parent Support Groups (pregnancy, grandparents, special needs, and “Talk About It Thursday” parent discussion group)
• Legal expungement workshops
• Kindergarten information fairs
• Classroom and agency volunteer opportunities
• Family and community events
• Workforce development programs.

We encourage parents to become involved and to develop leadership skills that will empower them to advocate for their children, for themselves, and for Head Start. Parents can gain leadership skills by:
• Attending Center Committee meetings to plan activities at each PICA center and elect Policy Council representatives from their center.
• Representing their center on PICA’s parent Policy Council
• Participating on an Agency Advisory Committee to provide input into the areas of Health, Social Services, and Education & Disabilities
• Representing PICA at Minnesota Head Start Association State Parent Affiliate gatherings
• Representing PICA at state, regional, and/or national Head Start conferences, training sessions, and other events.

Celebrating and Championing Diversity

PICA is a microcosm of what diversity should be. Our diverse staff is racially, ethnically, culturally, and linguistically reflective of the children and families we serve and also understands first-hand the challenges that our families face as 52 percent of our staff consists of current or former Head Start or EHS parents. The majority of our families speak ASL, English, Hmong, Laotian, Oromo, Somali, Spanish, Swahili, or Vietnamese, and we have staff members who speak each of these languages as well, facilitating effective communication with our families.

It is well established that children respond positively to teachers and role models who reflect their own racial, ethnic, and/or cultural identity. Given the shortage of early childhood teachers in the local community—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. In fact, PICA is the number one trainer of teachers of color in the state of Minnesota.

PICA also celebrates diversity in our centers and our classrooms through books, artwork, classroom materials and decorations, and a friendly, diverse staff that takes pride in making all families feel comfortable, welcomed, and confident that their needs will be met.

Responding to Challenges and Moving Forward

Unfortunately, the challenges of COVID-19 and its many variants are still affecting the way we deliver services to children and families. Although our children have returned to the classroom in person, we are still taking steps to keep our children, families, and staff safe and healthy while continuing to provide the high quality, comprehensive services our families deserve. Some of the ways we do this include:
• Ensuring that 100% of PICA’s staff members are fully vaccinated
• Following building and classroom safety protocols that promote health and safety, including masking, sanitizing, and virtual meetings/communication whenever possible
• Conducting weekly COVID testing for all PICA staff members
• Providing staff members and parents with up-to-date information about COVID-19 as conditions and recommendations change
• Hosting on-site COVID testing events and vaccination clinics for children, families, and staff members
• Pivoting to virtual learning when a classroom must be closed due to COVID-19 exposure
• Providing virtual parent training opportunities that allow parents to learn and interact without in-person contact
• Prioritizing written and virtual communication to inform parents regarding their child’s progress, agency events, and other important information.

Like everyone, we hope that the future will allow us to once again welcome all parents and families into our centers and conduct all of our interactions in person; however, until that day comes, PICA continues to move forward and is prepared to do whatever it takes to ensure that our Head Start and Early Head Start children continue to receive a high quality education, that our families’ needs are met, and that our communities are supported as we face these ongoing challenges together.
In addition to our Parent Training Programs, PICA also offers our innovative Parent Professional Internship Program, in which participating parents complete 700 hours of supervised work in early childhood classrooms at PICA, while also receiving specialized training, feedback, and mentor support and completing the requirements to earn a Preschool or Infant/Toddler Child Development Associate (CDA) credential.

Interns gain valuable classroom experience while learning how to engage children, create and implement developmentally appropriate activities, and develop reading strategies that promote language development and comprehension. Over the past three years, 14 of our parent interns have been hired for teaching positions at PICA, and others have found jobs teaching in other early childhood programs. We are proud of their accomplishments and their drive to succeed!

When her grandson began attending PICA’s Helen H. Taylor Center, Patricia Thomas-Bodley started volunteering at the center to fill her hours as she was in between jobs. She didn’t hesitate when her Center Director asked her to ride the bus with the children and jumped at the chance when she was encouraged to participate in PICA’s Child Development Training Project. She also gained valuable leadership skills when she was elected to PICA’s parent Policy Council. After completing her parent training and serving as a substitute teacher in the classroom, Patricia was accepted into PICA’s Parent Professional Internship Program and began work on her CDA credential—a challenging but rewarding experience that gave her the skills and experience she needed to succeed in the classroom. Upon graduating from PICA’s Parent Professional Internship Program and obtaining her CDA, Patricia was hired as an Assistant Teacher at PICA in 2019 and loves seeing children learn and grow every day.

“arora I’ve worked with are wonderful and have really helped me out a lot!”
—Patricia Thomas-Bodley, Parent Internship and CDA Program Graduate

Our Children and Families

2,515 children served 18% are enrolled in Early Head Start (age 0-3)
48 pregnant women served 82% are enrolled in Head Start (age 3-5)
96% are children of color 81% are Dual Language Learners
23% identify as Hispanic or Latino 7% of families are homeless
57% of PICA’s families are employed, in job training, or attending school
OUR MISSION

Develop partnerships with parents and the public, private, and corporate sectors to assist in achieving our goal of healthy, happy, productive children and families.

The Impact of Community and Collaboration

Although PICA provides comprehensive services to children and families through its Head Start and Early Head Start programs, we can’t always “go it alone.” We rely on our over 100 collaborative partnerships in the areas of child and parent education; health and nutrition; dental health; mental wellness; the arts, STEM activities, physical movement; community involvement; and others to help us provide these services and to enhance our programming. Together, we are able to better meet the needs of children and families in our community and contribute to their well-being.

PICA also collaborated with the Minnesota Department of Health to provide four free, drive-through COVID testing events for the community at a time when access to testing was extremely limited. This made it possible for 4,070 PICA staff members, family members, and community residents to be tested—many of whom had no other testing opportunities available to them.

Through our partnership with the Minnesota Department of Health, we were also able to conduct regular COVID testing for our staff members to reduce exposure to and transmission of the virus among our staff, children, and families.

On-site vaccination clinics help our children and families stay up-to-date with their vaccinations—including COVID-19 shots for eligible family members.
Community Assessment Summary

Through our annual Community Assessment process we are able to determine the strengths and needs of our community and of those we serve. We use this information to determine the programs and services that 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. Some key findings from this year’s Community Assessment are presented below:

- Although the number of children in Hennepin County receiving MFIP/DWP benefits decreased by approximately 4.5% this past year, childhood poverty remains high at 10.7%.
- 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 84% of the Head Start-eligible child population; however, we serve just 13% of EHS-eligible children and 1% of EHS-eligible pregnant women.

### Percentage of Eligible Children Served

<table>
<thead>
<tr>
<th></th>
<th>Age 0-2 (EHS)</th>
<th>Age 3-4 (HS)</th>
<th>Pregnant Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Eligible</td>
<td>3,501</td>
<td>2,449</td>
<td>5,033</td>
</tr>
<tr>
<td>Funded Enrollment</td>
<td>448</td>
<td>2,067</td>
<td>48</td>
</tr>
<tr>
<td>% Served</td>
<td>13%</td>
<td>84%</td>
<td>1%</td>
</tr>
</tbody>
</table>

- 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 support and obtaining employment.

Impact of COVID-19

The COVID-19 pandemic has intensified already-challenging conditions for low-income families and communities of color:

- COVID restrictions have resulted in many business closures; however, many employees are also quitting voluntarily, leaving many unfilled job openings in all fields. The current job vacancy rate in Hennepin County is at an all-time high of 8%, twice that of just one year ago.
- Low-income families and communities of color continue to be disproportionately impacted by COVID, although access to information, testing, and vaccinations is improving.
- Fear of infection continues to cause many families to avoid seeking out preventive health and dental care—including critical child immunizations.
- Childcare continues to be adversely impacted by COVID with the additional burden of COVID health and safety protocols as well as classroom closures due to both child and staff COVID infections.

- There are significant disparities in COVID infections and vaccination rates between Whites and people of color, with 90% of those vaccinated being White (although representing 81.6% of population; 35% being Black (although representing 6% of the population); and 1.7% being Hispanic (although representing 4.5% of the population). While these rates are changing daily with more people of color receiving vaccinations, vaccine hesitancy and misinformation are continue to impact BIPOC populations and impact their ability to work and attend school.

Continuing Violence and Social Unrest

While it has been nearly two years since the death of George Floyd while in police custody, the city of Minneapolis and surrounding communities continue to struggle with the fallout from the resulting social unrest in our community:

- While rebuilding is underway, many neighborhood businesses that were damaged or destroyed as a result of social unrest have closed their doors permanently, making it even more difficult for families to obtain needed food and supplies in areas already classified as food deserts.
- Additional incidents of violence—several against young children—have plagued our community, and violent crime is at an all-time high, having increased 17% across Minnesota and 24% in Hennepin County over the past two years.
- With the number of families impacted by trauma, including young children, there is a significant need for more mental health support among our families and in our communities.

Homelessness in Hennepin County

Homelessness remains a significant issue in Hennepin County, especially among young families with children. Homelessness increased significantly as a result of the pandemic and remains at approximately the same level as last year:

- The point-in-time (PIT) count of homeless individuals with at least one child increased 55% in the 2020 compared to the same point in time in 2019. The PIT count remained steady in 2021.
- Young children continue to comprise one-third of the homeless population in Hennepin County, with about half of homeless children being age 5 or younger, often in the care of a single parent.
- People of color continue to be affected disproportionately by homelessness; although Blacks and African Americans make up just 5% of the population of Hennepin County, they account for over 50% of the homeless population.
- 4.4% of students in the Minneapolis Public Schools were classified as homeless or highly mobile during the 2020-21 school year, and 53.5% were eligible for free or reduced-price meals.
Other Childcare Options

While there are several 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:

- There are 507 licensed childcare centers/preschool programs in Hennepin County, nearly the same as last year, although that number represents a significant decrease from 2019, prior to the COVID-19 pandemic. There are 587 licensed family childcare homes—a decrease of 9% from 2020’s total of 644—a figure that was already 15% lower than in 2019. With many parents still working at home, or not ready to return to the workplace, family childcare homes have been hit especially hard, and many have been forced to close.

- Voluntary Pre-Kindergarten (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 Early Head Start, nor do they offer the comprehensive range of services provided by Head Start and EHS programs.

Other Issues Affecting Hennepin County

There are a number of other issues affecting residents of Hennepin County, including low-income children and families served by PICA:

- The combined impact of COVID-19 and increased violent crime in our community is instilling a sense of fear in the community, and the added stress and trauma are affecting families’ mental health.

- While enrollment in Head Start and Early Head Start is rebounding, some parents are still reluctant to send their youngest children to school given the ongoing impact of COVID-19.

- With food prices rising 6.5% over the past year and many local businesses slow to reopen or rebuild, food insecurity remains a significant issue. At the present time, 14% of Hennepin County families are classified as food insecure.

- The increase in publicly-funded Voluntary Pre-K programs in Hennepin County continues to impact PICA’s waiting list for Head Start services as such programs effectively “compete” for the children and families eligible for PICA’s services.

- Addiction—especially opioid addiction—is affecting local families in record numbers and creating a need for intervention services to combat its debilitating effects, including increased incidences of child abuse and neglect, more out-of-home placements, and greater numbers of incarcerated or absent parents.

- There is a critical need for more workforce development programs that address the needs of both job seekers and employers, particularly given the severe labor shortage in the local community.

How Do We Use the Community Assessment?

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:

- Being prepared for new challenges—even unanticipated and unprecedented challenges such as the COVID-19 pandemic.

- Continuing to pursue funding opportunities and creative partnerships that will allow us to serve more children and families, particularly infants, toddlers, and homeless children, who represent the most underserved groups.

- Working to identify families struggling with 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—and that their families are well-equipped to support them in this process.

- Promoting Head Start’s comprehensive services and enhancing our recruitment and enrollment processes to address the impact of expanding publicly-funded VPK programs on Head Start enrollment.

- Continuing to support workforce development through our parent training programs, internships, and CDA credentialing program to promote economic self-sufficiency for families.

- Developing new community partnerships and expanding existing partnerships to help us better meet the needs of the children and families we serve. This has been particularly helpful to us as we navigate the ever-changing landscape of COVID-19 and our agency’s response to ensure the health and safety of our children, families, and staff.
Financial Standing and Compliance Review Results

PICA is committed to compliance with federal Head Start Program Performance Standards and stringent financial management principles. The most recent federal monitoring review of our Head Start and Early Head Start programs was a virtual Focus Area 2 (FA2) review conducted by the Administration for Children and Families on April 19-23, 2021, covering the following areas: Program Management and Quality Improvement; Monitoring and Implementing Quality Education and Child Development Services; Monitoring and Implementing Quality Health Services; Monitoring and Implementing Quality Family and Community Engagement Services; Monitoring and Implementing Fiscal Infrastructure; and Monitoring Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA). We are pleased to report that PICA was found to be monitoring and implementing each of these areas successfully and in full compliance with all applicable Head Start Program Performance Standards.

PICA’s financial audit for fiscal year 2020-21 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, 2021, 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, 2021, is available for review upon request.

Projected Budget

PICA’s projected budget for fiscal year 2020-21 is presented below:

<table>
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<tr>
<th>Item</th>
<th>Amount</th>
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<tr>
<td>Insurance</td>
<td>287,010</td>
</tr>
<tr>
<td>Vehicle Gas, Oil &amp; Maintenance</td>
<td>502,097</td>
</tr>
<tr>
<td>Maintenance/Equipment</td>
<td>748,394</td>
</tr>
<tr>
<td>Local Travel</td>
<td>29,652</td>
</tr>
<tr>
<td>Communications</td>
<td>398,424</td>
</tr>
<tr>
<td>Child Care</td>
<td>29,125</td>
</tr>
<tr>
<td>Parent Activities &amp; Child Field Trips</td>
<td>24,711</td>
</tr>
<tr>
<td>Fees, Subscriptions &amp; Advertising</td>
<td>195,621</td>
</tr>
<tr>
<td>Rent &amp; Utilities</td>
<td>732,743</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>20,854</td>
</tr>
<tr>
<td>Food Cost</td>
<td>1,264,620</td>
</tr>
<tr>
<td>Staff and Parent Training</td>
<td>421,892</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$35,008,282</strong></td>
</tr>
</tbody>
</table>

Revenue

PICA’s revenue sources for fiscal year 2020-21 are shown below:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Dept. of Health and Human Services</td>
<td>$29,442,583</td>
</tr>
<tr>
<td>State of Minnesota</td>
<td>4,963,134</td>
</tr>
<tr>
<td>Hennepin County</td>
<td>601,382</td>
</tr>
<tr>
<td>U.S. Department of Agriculture</td>
<td>430,323</td>
</tr>
<tr>
<td>Think Small</td>
<td>318,155</td>
</tr>
<tr>
<td>Minnesota Dept. of Education Scholarships</td>
<td>829,499</td>
</tr>
<tr>
<td>Screening Revenue</td>
<td>32,484</td>
</tr>
<tr>
<td>Other Contributions</td>
<td>623,246</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>304,732</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$37,545,498</strong></td>
</tr>
</tbody>
</table>

Actual Expenses

PICA’s actual expenses for fiscal year 2020-21 are shown below:

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$18,822,273</td>
</tr>
<tr>
<td>Payroll Taxes and Fringe Benefits</td>
<td>9,026,439</td>
</tr>
<tr>
<td>Travel</td>
<td>0</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,436,694</td>
</tr>
<tr>
<td>Contractual</td>
<td>708,989</td>
</tr>
<tr>
<td>Insurance</td>
<td>193,167</td>
</tr>
<tr>
<td>Vehicle Gas, Oil &amp; Maintenance</td>
<td>408,830</td>
</tr>
<tr>
<td>Maintenance/Equipment</td>
<td>735,981</td>
</tr>
<tr>
<td>Local Travel</td>
<td>17,551</td>
</tr>
<tr>
<td>Communications</td>
<td>374,414</td>
</tr>
<tr>
<td>Child Care</td>
<td>17,050</td>
</tr>
<tr>
<td>Parent Activities &amp; Child Field Trips</td>
<td>9,285</td>
</tr>
<tr>
<td>Fees, Subscriptions &amp; Advertising</td>
<td>184,370</td>
</tr>
<tr>
<td>Rent &amp; Utilities</td>
<td>686,625</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>33,271</td>
</tr>
<tr>
<td>Food Cost</td>
<td>1,052,493</td>
</tr>
<tr>
<td>Staff and Parent Training</td>
<td>391,106</td>
</tr>
<tr>
<td><strong>Total Expenses Before Depreciation</strong></td>
<td>34,098,558</td>
</tr>
<tr>
<td>Depreciation</td>
<td>821,720</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>34,920,278</td>
</tr>
<tr>
<td>Change in Net Assets from Operations</td>
<td>2,625,220</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$37,545,498</strong></td>
</tr>
</tbody>
</table>
PICA Centers

PICA serves children and families in 13 early childhood development centers located throughout Hennepin County. In addition, our Early Head Start – Childcare Partnership site, La Crèche Early Childhood Centers, Inc., serves EHS children in North Minneapolis. PICA’s 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: Antyenette Walker

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

**PICA Training Center**
4225 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
763-535-7422
Center Director: Antyenette Walker

**Southwood Early Learning Center**
4901 West 112th Street
Bloomington, MN  55437
612-871-7422
Center Director: Marguerite Anderson

**EHS-Childcare Partnership Location:**
La Crèche Early Childhood Centers, Inc.
1120 Oliver Avenue North
Minneapolis, MN  55411
Executive Director: Phyllis Sloan
Contact Us
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

Apply for Head Start or EHS
To enroll your child in Head Start or Early Head Start at PICA, visit our website at www.picaheadstart.org to apply online; or print an application and other necessary forms, complete the application forms, and bring them to one of our centers during regular business hours.

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

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

<table>
<thead>
<tr>
<th>Language</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>General</td>
<td>612-377-4444</td>
</tr>
<tr>
<td>English</td>
<td>612-374-0701</td>
</tr>
<tr>
<td>Hmong</td>
<td>612-374-0709</td>
</tr>
<tr>
<td>Oromo</td>
<td>612-374-0703</td>
</tr>
<tr>
<td>Somali</td>
<td>612-374-0707</td>
</tr>
<tr>
<td>Spanish</td>
<td>612-374-0705</td>
</tr>
</tbody>
</table>

Awards and Recognition
PICA is proud of its long history of excellence in delivering high quality services to children and families. We strive for excellence because that is what our children and families deserve as they, too, strive for excellence in their journey to reach their full potential.

- Honored multiple times as National Head Start Association Program of Excellence
- Named as a Top 150 Workplace in the Minneapolis Star-Tribune’s annual employment survey
- Top rating (4 stars) in Minnesota’s childcare quality rating system, Parent Aware
- Nationally recognized in-house Parent Training Programs
- Nationally recognized Men Are Important male involvement program
Thank you to all of you who have supported PICA with your time, talents, financial gifts, and/or in-kind donations. Every day, your contributions have helped us to achieve our mission of empowering low-income children and families to reach their full potential. As we face new and ongoing challenges, your generous support is especially valuable to us as we search for new and innovative ways to address the needs of those we serve.

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Parents In Community Action, Inc.
700 Humboldt Avenue North
Minneapolis, MN 55411