Denver Great Kids Head Start
2012-2013 Annual Report

OUR MISSION:
To prepare enrolled 3 to 5 year olds to enter kindergarten confidently with the social, physical, emotional and cognitive skills and competencies necessary for continuing school success.
February 2014

A Message from the Director

Dear Friends,

During the 2012-2013 program year, Denver Great Kids Head Start (DGKHS) made great strides in preparing children for kindergarten as evidenced by our strong results as measured by Colorado Results Matter – Teaching Strategies Gold (TS-Gold), a nationally recognized child outcomes measurement tool. Our strong performance is allowing DGKHS to help close the achievement gap for the children enrolled in our program by providing high quality and comprehensive early care and education services.

This past year we completed our comprehensive school readiness plan and its implementation is now underway. This plan is the driving force that will guide our work as we move forward. In addition, our analysis of the TS-Gold data has demonstrated that children who remain enrolled throughout the year show significant growth as it relates to school readiness. Accordingly, we will develop and implement strategies to increase the number of children who participate for the entire program year.

In early 2013 Denver Great Kids Head Start received designation as a Head Start agency which means that we will receive five years of non-competitive funding. This designation is an affirmation that the Denver Great Kids Head Start program continues to achieve positive outcomes for children, and that we have instituted the necessary operational and programmatic systems to responsibly and effectively manage the program.

Regrettably, during this past year DGKHS was impacted by the Federal Sequester and our budget was reduced by approximately $462,000.00. However, the City-side of our Head Start operations made significant reductions in an attempt to minimize the financial impact on our service providers. As a result, there was no reduction made to our funded enrollment, although investments in quality support services were significantly reduced.

Denver Great Kids Head Start is positioned to achieve unparalleled success as a Head Start agency. We will continue to emphasize high quality and comprehensive early care and education services to our families in the years to come through responsible stewardship and management of the Head Start program.

On behalf of the Office of Children’s Affairs, I am proud to present to our governing body, our Policy Council, our delegate agencies, partners, and the citizens of Denver the 2012-2013 Denver Great Kids Head Start Annual Report.

Sincerely,

Al Martinez, Ph.D.
Denver Great Kids Head Start Director
Program Overview

In 1997, the City and County of Denver was awarded a Head Start grant by the U.S. Department of Health and Human Services (DHHS), Administration for Children and Families (ACF), Office of Head Start (OHS) to provide comprehensive early childhood education, health, nutrition, and parent engagement services to low-income children and their families.

Known collectively as Denver Great Kids Head Start (DGKHS), we are a program of the Office of Children’s Affairs (OCA) with a governing board comprised of elected and appointed representatives including the Mayor, City Council, Auditor, Office of Human Resources, and the City’s Chief Financial Officer. The vision of the Office of Children’s Affairs is to deliver a City where children, youth and their families have the opportunity to succeed.

DGKHS operates through a delegate agency model that supports a collaborative of preschool program and direct service providers. In 2012-2013, DGKHS was funded to serve 1,153 children through contractual arrangements with six agencies: Catholic Charities, Clayton Early Learning, Denver Public Schools, Family Star Montessori, Mile High Montessori Early Learning Centers, and Volunteers of America.

For the past 16 years, DGKHS has been a dedicated advocate for and providing comprehensive early childhood education and services to eligible Denver 3-5 year olds through a holistic approach of developmentally appropriate, family centered, and culturally appropriate services to promote school readiness and strong, healthy families.

DGKHS believes that parents play an integral role in all aspects of DGKHS operations. Parents can engage in operations oversight by being a member of the DGKHS Policy Council. The Policy Council is composed of twelve parents, elected annually (two per delegate agency) and nine community representatives (five of whom are nominated by the Mayor and four of whom are nominated by the City Council). All community representative nominees are then elected and approved by the entire Policy Council.

DGKHS was recently designated as a Head Start agency and is eligible to receive non-competitive funding for a five-year period.
Program Highlights

Based in the Office of Children’s Affairs, the 5 By 5 Program provides Denver Head Start children and their families with year-round access to 15 cultural venues in the metro Denver area at no cost. The goal of the 5 By 5 Program is to provide Denver’s Head Start families the opportunity to have unlimited cultural experiences to support parents as their child’s first teacher and promote school readiness. Research shows that providing children with extended learning through cultural opportunities and active play early in life improves school readiness, strengthens families, and develops the foundation for school success.

Through this award-winning program, DGKHS continues to create learning environments that support all children by connecting Head Start classrooms to the cultural experiences offered by the cultural partners. In the 2012-2013 program year, Early Head Start and Head Start families made more than 39,000 visits to the cultural venues. An additional 2,557 Head Start students participated in targeted educational activities offered at the cultural venues. Further, 100 Head Start staff attended 5 By 5 professional development trainings offered through the cultural partners to help them reinforce the cultural experience in the classroom.

As a goal of its School Readiness Plan, DGKHS implemented a strategy in partnership with Denver Public Schools (DPS) to provide all Head Start students with a DPS student identification number. This will allow DGKHS to access longitudinal school success data on Head Start children.

In 2012, DGKHS was awarded a three-year grant from The Colorado Health Foundation in the amount of $802,288.00 titled Increasing Access to Health Care and Developing School Readiness Through Integrated On-Site Mental Health Services. This grant will enhance our current mental health training and consultation service delivery model.

DGKHS students who consistently participated in the Head Start program throughout the year showed significant growth across all domains (fall 2012–spring 2013). These results prompted our program to develop specific strategies to improve retention.
DGKHS provided services to a total of 1,471 children and achieved an average of 98.6 percent cumulative enrollment throughout the program year.

**School Readiness**

Denver Great Kids Head Start has worked closely with its preschool and service providers and parents to develop a roadmap for school readiness. Together, this workgroup has become the DGKHS School Readiness Team and it has been instrumental in developing the plan that guides our efforts. The team has defined school readiness as:

“That state of early development that supports an individual child to engage and benefit from a quality early learning experience in Head Start as a result of family nurturing and interactions with others. This is measured when the Head Start child has reached certain levels of social and emotional development, cognition, and general knowledge, language development, physical well-being, and motor development.”

A young child’s earliest years carry endless promise. Research demonstrates that it is a time when a child’s mind literally shapes itself from the stimulation of each new experience. Therefore, the DGKHS school readiness team established five goals around which to focus program efforts and resources. The goals include the demonstration of anticipated competencies in the following areas:

- Health and physical development
- Social and emotional development
- Approaches to learning
- Language and literacy, and
- Cognition and general knowledge.

As we challenge ourselves to create the highest quality early learning environments that promote child development and prepares them for school, we are intentionally using data
derived from the state child outcomes assessment instrument, *Teaching Strategies (TS) GOLD* to identify areas of strength as well as areas that need to be improved. The table above illustrates a sample of *TS GOLD* data that we are able to generate.

During the 2012-2013 program year, all children enrolled in DGKHS made substantial progress in the essential areas of learning and development. Gains were demonstrated at each interval of assessment from fall to winter and winter to spring across all domains. This is significant because the majority of these four year olds transitioned to kindergarten at the end of the program year. In the domain of literacy 92 percent of four year olds demonstrated significant growth by Meeting or Exceeding Widely Held Expectations. This report provides results of children assessed relative those results of most children of the same age or grade.

In the domains of social-emotional and physical development, both three and four year olds demonstrated the greatest percentage of students Meeting or Exceeding Widely Held Expectations.
DGKHS continues to work more intentionally and consistently with our preschool and service providers to implement research-based and emergent language methods in classrooms, such as scaffolding conversations, creating readable text, word walls, dialogic reading, and interactive writing. This is accomplished by providing staff development, resources, and materials to support classrooms.

More importantly, the program continues to use all available school readiness data to shape DGKHS programming efforts.

**Transition**

DGKHS has worked tirelessly to facilitate effective transitions from preschool to kindergarten. In 2013 DGKHS implemented a Transition Work Group to develop a plan to ensure all families have timely information and support about school choice, kindergarten expectations, and how parents can continue as partners in their child’s education. Further, DGKHS is participating in a pilot transition initiative through Countdown to Kindergarten (C2K), a component of the Denver Education Compact. C2K currently involves four DGKHS preschool providers. In 2012-2013 program year, 641 children transitioned from DGKHS to kindergarten.

**Teacher Qualifications**

DGKHS continued to make progress on increasing the number of teacher and teacher assistants who meet the credentialing requirements of Section 648 A of the *Improving Head Start for School Readiness Act of 2007*. The act requires that 50 percent of teachers nationwide have a bachelor degree in Early Childhood or higher and all teacher assistants must have completed a minimum of a Child Development Associate (CDA) or higher or be currently enrolled in an accredited program leading to an associate’s or Bachelor degree in early childhood development.

DGKHS recognizes that staff qualifications and skills strongly correlate with the overall quality of classroom instruction and that investments in teacher credentialing improve child outcomes.
To support these efforts, DGKHS invested additional resources in tuition assistance for teacher and teacher assistant education through a collaboration with Community College of Denver and the University of Northern Colorado. DGKHS currently has 64.9 percent of teachers who meet the appropriate requirement.

**Classroom Assessment Scoring System (CLASS)**

CLASS is an assessment tool used by the Office of Head Start to evaluate classrooms by measuring teacher-child interactions. Thirty-nine of the 55 DGKHS classrooms were reviewed during the most recent Federal on-site Head Start Review using the CLASS protocol. The CLASS evaluates three main areas: Educational Support, Classroom Organization, and Instructional Support. The scores from the CLASS are depicted by range (low range of 1 - 2; middle range of 3 - 4; and high range of 6 - 7). DGKHS has used these results to establish baseline information grantee-wide that help guide program design and investments in quality improvements to improve outcomes for children.

During this past year, all DGKHS preschool providers participated in a pilot project through the Denver Preschool Program (DPP) in which classrooms were assessed using the CLASS assessment tool. These programs were also provided coaching by DPP. Beginning in 2013-2014, all DGKHS classrooms will receive combined CLASS and Qualistar ratings as members of this project.

DGKHS programs continue to score in the high middle range in Emotional Support and Classroom Organization. The area of challenge for many DGKHS classrooms and other programs throughout the country continues to be Instructional Support. This area includes the dimensions of Concept Development, Quality of Feedback, and Language Modeling.
All DGKHS preschool providers will continue to be members of this pilot project in 2013–2014, receive quality ratings and participate in the coaching effort to ensure continuous improvement.

**Triennial Head Start Performance Review**

All Head Start Programs are reviewed every three years by the Office of Head Start. Denver Great Kids Head Start’s most recent review occurred in April 2012. No program deficiencies were identified during the review. However, a single non-compliance was identified related to the contents of the 2011 Annual Report. The full review report can be viewed at [www.denvergov.org/childrensaffairs](http://www.denvergov.org/childrensaffairs).

The Federal monitoring review report identified several program strengths. Among them were the following:

- The fact that the Head Start program is housed within City government allows numerous opportunities for program enhancements such as facilities improvements through City bond financing.
- The 5 By 5 Program was identified as an innovative approach to school readiness.
- DGKHS partnered with the Center for Disease Prevention at the University of Colorado in securing a one million dollar grant for a three year project period to develop and implement wellness activities and obesity prevention activities for Head Start children, parents, and staff. This grant ends in December 2014.
- DGKHS was awarded a multi-year grant from The Colorado Health Foundation in the amount of $802,228.00 to enhance the mental health training and service delivery model.
Content Area Highlights

Parent, Family, and Community Engagement:

An emphasis on parental involvement and high quality, comprehensive family and child development services is embedded in all aspects of programming and implementation. Denver Great Kids Head Start recognizes that a parent is a child’s most important teacher. Viewed as a partner in their child’s growth and development, parents are encouraged to volunteer in classrooms, serve on policy committees, and help shape program operations by being part of the delegate and/or grantee Policy Council. Our recent Program Information Report (PIR) shows that 2,098 volunteers provided services to the program; and of these, 1,075 were current or former Head Start parents.

DGKHS provides support to parents in a multitude of ways, ranging from referrals for crisis intervention, to adult education programs, to job-seeking assistance. Families work with the family service staff to set benchmarks unique to their own personal goals and aspirations and identify realistic strategies for achieving these goals.

During the 2012-2013 program year, DGKHS family service staff worked with 1,381 families providing a combination of direct services, referrals for services or increased training opportunities. Of these, 1,256 or 91 percent received at least one service offered to Head Start families. Parenting and health education were the most popular services provided. Thirty-six percent received emergency services such as clothing, food, or shelter. Of the 118 homeless families enrolled in the program, 21 acquired housing during the year as the result of family service staff assistance.
Health and Wellness

Preparing Bodies and Minds
Early screening and intervention are key to good health and help set the stage for early school success. DGKHS not only embraces this value, but requires all enrolled children receive nutritional meals, health, vision, and hearing screenings, and mental health services for positive social-emotional development. In addition, referrals are provided to medical, dental, and mental health services for those students and families who need them. By ensuring that these needs are met, health and mental health issues will not be barriers to school readiness.

The comprehensive health services delivered to each enrolled child directly influence the social-emotional, physical, language, and cognitive school-readiness outcomes which are tracked and measured by TS Gold, the student assessment utilized by Head Start delegates.

Medical and Dental Health Services and Support
DGKHS preschool provider health staff, in coordination with Denver Health and the Center for Hearing, Speech, and Language, conduct health, vision, and hearing screenings for students within 45 days of enrollment into Head Start. Dental screenings are completed within 90 days. Denver Health dental teams also perform dental cleanings as part of the dental screening process.

Denver Health serves as the medical home for a great number of DGKHS children. Through Denver Health, it is possible to track the health and dental progress of many Head Start students, including: well child visits; immunizations; and follow-up treatments. Furthermore, the DGKHS partnership with Denver Health offers simplified access to health appointments and enrollment into programs like Medicaid and Child Health Plan Plus for Head Start families.
**Health Outcomes**
Children enrolled in Head Start for more than 45 days achieved a 94 percent success rate for completed medical exams and a 92 percent rate for completed dental exams. As the result of the health screenings, 98 percent of the 280 children who were diagnosed with a chronic condition requiring follow-up treatment received it. Further, 82 percent of the 204 children who were diagnosed as needing follow-up dental treatment received it.

<table>
<thead>
<tr>
<th>Cumulative Enrolled Children</th>
<th>1,471</th>
<th>7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children Enrolled less than 45 Days</td>
<td>105</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PIR Performance Indicator</th>
<th>Number at Beginning of Enrollment Year</th>
<th>Percentage at Beginning of Enrollment Year</th>
<th>Number at End of Enrollment Year</th>
<th>Percentage at Beginning of Enrollment Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children with health insurance</td>
<td>1,483</td>
<td>98%</td>
<td>1,460</td>
<td>99%</td>
</tr>
<tr>
<td>Children with a medical home</td>
<td>1,443</td>
<td>98%</td>
<td>1,459</td>
<td>99%</td>
</tr>
<tr>
<td>Children with up-to-date immunizations, or exempt</td>
<td>1,412</td>
<td>96%</td>
<td>1,446</td>
<td>98%</td>
</tr>
<tr>
<td>Children with a dental home</td>
<td>1,103</td>
<td>75%</td>
<td>1,353</td>
<td>92%</td>
</tr>
</tbody>
</table>

**Mental Health and Social Emotional Development**
Denver Great Kids Head Start provides an array of mental health support to children and families. From working closely with children who have behavioral challenges to assisting teachers with classroom management techniques, mental health staff members play an integral role in building a strong social-emotional foundation for school success.

In its partnership with Denver Health, DGKHS provides eight Licensed Clinical Social Workers (LCSW) who serve as mental health consultants to all preschool providers. The bilingual LCSW team provides high-quality and outcome focused support in child/family therapeutic services, classroom technical assistance, behavior and classroom management, and other teacher training as necessary.
In addition to child and educator services, the mental health team provides some parent services, including one-on-one family mental health support and referrals, parenting education, and therapeutic groups. The mental health team works closely with Sewall Development Center to ensure coordination of mental health services for children with special needs.

The comprehensive approach to mental health consultation adopted by Denver Health makes certain that all classrooms and their children have access to a team of qualified and trained mental health professionals year-round.

**Nutrition**

Children perform and participate better in school activities when they are not hungry.

As part of DGKHS, Nutrition Consultants, a contracted group of registered dieticians and nutritionists, ensure that meals and snacks served to Head Start students are consistently aligned with the Child and Adult Care Food Program, Head Start Performance Standards, and other best practicess established for food and nutrition programs in early childhood settings. In addition, registered dieticians are available to the Head Start delegates to support food and nutrition programs that promote both healt outcomes and school readiness objectives.

**Cultivating a Culture of Wellness in Head Start**

Introducing healthy eating and exercise practices early influence good habits that can follow a child into elementary school and beyond.

In partnership with the University of Colorado, and with generous funding from The Colorado Health Foundation, the Culture of Wellness in Preschools (COWP), a comprehensive program that provides healthy eating and physical activity to Head Start students, was fully implemented at each DGKHS site in the fall of 2012. Head Start children, staff, and families receive in-class and out-of-class resources that promote healthy weight. Specifically, teachers are trained and supported to implement
classroom programs such as Integrated Nutritional Education Program (INEP) and I am Moving, I am Learning. In addition, COWP provides resources to DGKHS, including health education, health promotion, environmental policy support, healthy cooking classes for families and staff, and workplace wellness opportunities.

In its first year of full implementation, COWP resulted in the following:

- 82 percent of teachers reported children are more willing to select fruits and vegetables at meal and snack times.
- 91 percent of teachers reported children are more active at the preschool centers.
- 68 environmental and policy-related changes that focus on healthy eating and physical activity were selected by health promotion committees across the six delegate agencies (35 were child-focused and 33 staff or parent-focused. Most were evidence-based or promising strategies). An average of four changes were made per Head Start site.

**Disabilities**

During the 2012-2013 program year, Denver Great Kids Head Start provided fully inclusive services to a total of 251 children with disabilities and their families, representing approximately 17 percent of the cumulative enrollment. Of these children, 115 were identified during the program year and received critical early intervention services important to long-term positive outcomes. DGKHS staff hold high expectations for all children and regularly engage in interdisciplinary data dialogue to ensure successful access to and adequate participation in disability services. Research\(^1\) has shown the importance of early intervention services and the benefit of inclusion for all children through a foundation of high quality teaching and learning. Parents also benefited from training to provide positive support in the home and on advocacy skills essential for ensuring collaborative partnerships with schools and community supports.

---

DGKHS recognizes that successful inclusion requires inter-agency coordination and collaboration and has established a Memoranda of Understanding with Denver Public Schools for Part B services and with Rocky Mountain Human Services for Part C services of the Individuals with Disabilities Education Act (IDEA).

Head Start has a long history of successful inclusion of children with disabilities in all aspects of programs and services. Children with special education needs enrolled in DGKHS consistently demonstrate remarkable growth in school readiness areas skills across all domains of the TS GOLD from fall to spring. The chart below reflects that growth from fall 2012 to spring 2013. Further, the growth dramatically reduces disparities between children with special education needs and their typical peers and ensures a positive trajectory for future academic development.

### Enrollment

During the 2012 – 2013 program year, Denver Great Kids Head Start served a total of 1,471 children and families and achieved an average monthly enrollment of 99 percent despite experiencing some challenges due to the gentrification of certain neighborhoods is the service area. In total, Denver Great Kids Head Start was able to serve approximately 16 percent of the Head Start eligible population as determined by our 2013 Community Assessment.
**Financial Audit**
The most recent Annual Financial Audit for the period ending December 2012 did not reveal any deficiencies or material weaknesses in the City’s oversight of the Federal Head Start grant. Please refer to the City’s most recent completed audit and combined Annual Financial Reports which can be found at: [www.denvergov.org/controller](http://www.denvergov.org/controller).

**Financial Report**
Head Start is federally funded through the Office of Head Start (OHS). The table below outlines the funds received and expended by the Office of Children’s Affairs, Denver Great Kids Head Start for program year 2012-2013. Also, enclosed is the budget forecast for program year 2013-2014.
## Financial Report - Denver Great Kids Head Start

### CITY OFFICE BUDGET

<table>
<thead>
<tr>
<th>Category</th>
<th>2012-13 Award</th>
<th>2012-13 Expended</th>
<th>2013-14 Award (Budget)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>634,538.00</td>
<td>631,700.54</td>
<td>625,178.27</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>193,221.00</td>
<td>188,184.70</td>
<td>194,050.22</td>
</tr>
<tr>
<td>Supplies</td>
<td>8,685.77</td>
<td>8,247.67</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Other General Admin</td>
<td>17,770.00</td>
<td>16,511.76</td>
<td>13,030.00</td>
</tr>
<tr>
<td>Program Support</td>
<td>27,751.02</td>
<td>23,276.74</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Committee Support</td>
<td>12,060.00</td>
<td>11,893.56</td>
<td>12,717.00</td>
</tr>
<tr>
<td>Communication &amp; Community Outreach Training</td>
<td>54,954.10</td>
<td>53,922.62</td>
<td>17,282.78</td>
</tr>
<tr>
<td>Other Training</td>
<td>44,954.21</td>
<td>43,356.67</td>
<td>16,173.03</td>
</tr>
<tr>
<td>Sewall Child Development</td>
<td>125,107.04</td>
<td>122,979.38</td>
<td>1,960.00</td>
</tr>
<tr>
<td>Denver Health</td>
<td>303,470.00</td>
<td>303,470.00</td>
<td>297,400.60</td>
</tr>
<tr>
<td>Nutrition Consultants</td>
<td>404,836.50</td>
<td>404,836.50</td>
<td>396,739.28</td>
</tr>
<tr>
<td>Center for Hearing/Speech/Lang.</td>
<td>55,714.36</td>
<td>55,714.36</td>
<td>54,625.20</td>
</tr>
<tr>
<td>Sewall Child Development Training</td>
<td>13,200.00</td>
<td>13,200.00</td>
<td>13,916.00</td>
</tr>
<tr>
<td>Total City Budget</td>
<td>1,896,262.00</td>
<td>1,877,294.50</td>
<td>1,663,072.38</td>
</tr>
</tbody>
</table>

### CONTRACTUAL (DELEGATES)

<table>
<thead>
<tr>
<th>Non-Profit Organization</th>
<th>2012-13 Award</th>
<th>2013 Award</th>
<th>2014 Estimated Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Charities</td>
<td>1,482,500.00</td>
<td>1,482,500.00</td>
<td>1,439,394.60</td>
</tr>
<tr>
<td>Clayton Early Learning</td>
<td>1,416,116.00</td>
<td>1,416,116.00</td>
<td>1,353,849.18</td>
</tr>
<tr>
<td>Denver Public Schools</td>
<td>1,695,388.00</td>
<td>1,695,388.00</td>
<td>1,649,547.60</td>
</tr>
<tr>
<td>Family Star</td>
<td>205,806.00</td>
<td>205,806.00</td>
<td>195,341.20</td>
</tr>
<tr>
<td>Mile High Montessori</td>
<td>1,648,711.00</td>
<td>1,648,711.00</td>
<td>1,600,765.36</td>
</tr>
<tr>
<td>Volunteers of America</td>
<td>480,931.00</td>
<td>480,931.00</td>
<td>463,375.68</td>
</tr>
<tr>
<td>Total Contractual (Delegates)</td>
<td>6,929,452.00</td>
<td>6,929,452.00</td>
<td>6,702,273.62</td>
</tr>
<tr>
<td>Federal Share</td>
<td>8,825,714.00</td>
<td>8,806,746.50</td>
<td>8,365,346.00</td>
</tr>
<tr>
<td>Non-Federal Share (In-Kind)</td>
<td>2,206,428.50</td>
<td>2,201,686.63</td>
<td>2,091,336.50</td>
</tr>
<tr>
<td>Total Head Start Grant Award</td>
<td>11,032,142.50</td>
<td>11,008,433.13</td>
<td>10,456,682.50</td>
</tr>
</tbody>
</table>

### NON-HS GRANTS

<table>
<thead>
<tr>
<th>Grant</th>
<th>2013 Award</th>
<th>2014 Estimated Award Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHF Grant, MH Grant, COW Grant</td>
<td>352,904.00</td>
<td>225,097.82</td>
</tr>
</tbody>
</table>

CHF – Colorado Health Foundation  
MH - Mental Health Grant from University of Colorado  
COW – Cultural of Wellness
Denver Great Kids Head Start Program
Governing Body and Staff Directory

**Governing Body**
Mayor of Denver, Honorable Michael B. Hancock
City Council Chair, Health, Safety, Education and Services Committee, Albus Brooks
Denver City Auditor, Dennis Gallagher
Chief Financial Officer and Deputy Mayor of Denver, Cary Kennedy
Office of Human Resources, Executive Director Nita L. Henry, Ph.D.

**Denver Great Kids Head Start Policy Council**
Lindsay Neil, Mayoral Appointee, Director of Children’s Affairs (Ex-Officio)
Kalisha Frazier, Community Representative and Chairperson
Michelle Adams, Community Representative
Brian Conly, Community Representative
Jennifer Garcia Rosendo, Community Representative
Dr. Tricia Hudson, Community Representative
Fernando Pineda-Reyes, Community Representative
Desiree Shelton, Community Representative
Elisa Starble, Community Representative
Julio Cesar Padilla, Catholic Charities Parent Representative
Andrea Reyna, Catholic Charities Parent Representative
Charminé Gibson, Clayton Early Learning Parent Representative
Vanessa Mosby, Clayton Early Learning Parent Representative
Sunshine Jenardy, Denver Public Schools Parent Representative
Tina Stake, Denver Public Schools Parent Representative
Leticia White, Family Star Parent Representative
Karina Garcia, Mile High Montessori Parent Representative
Sonya Suhr, Mile High Montessori Parent Representative
Jane Correa, Volunteers of America Parent Representative
Denver Great Kids Head Start Staff

Al Martinez, Ph.D., Head Start Executive Director – 720.913.0888
Al.Martinez@denvergov.org

Adella Arredondo, Head Start Office Manager – 720.913.0882
Adella.Arredondo@denvergov.org

Chris Auer, Disabilities Director – 720.913.0894
Christopher.Auer@denvergov.org

Berma Benson, School Readiness Director – 720.913.0884
Berma.Benson@denvergov.org

Alicia Boyd, 5 By 5 Program Director – 720.913.0910
Alicia.Boyd@denvergov.org

Lori Casillas, Health Services Director – 720.913.0910
Lorena.Casillas@denvergov.org

Edwin A. Jimenez-Galvan, Family Services Director – 720.913.0883
Edwin.Jimenez-Galvan@denvergov.org

Lisa Piscopo, Ph.D., Director of Research and Analysis – 720.913.0903
Lisa.Piscopo@denvergov.org

Michael Paben, Senior Financial Management Analyst – 720.913.7509
Michael.Paben@denvergov.org