



POLICY COUNCIL MEETING

**Tuesday, March 27, 2018
5:45 - 7:15 p.m.**

**Clayton Educare
3751 MLK St
Denver, CO 80205**

POLICY COUNCIL PARTICIPANTS:

**Vera Atilano
Katie Beckmann
Brandan Burns
Anthony Chavez
Giovanna Clay
Yvette Evans
Jennifer Garcia Rosendo
Rachel Gatschet
Lila Hailey
Marilyn Halpern**

**Martina Hinojosa
Geoff Horsfall
Kate Hotchkiss
Dr. Tricia Hudson
Sherryll Kraizer
Mayra Maldonado
Anna McDaniel
Karina Mendez
DiAngelo Prince Sr.**

ALTERNATES:

**Maria Diaz
Elinor Dvir
Michelle Fayne
Alejandra Garcia**

**Maria Moreno
Shatoria Nelson
Adrienne Pouengui
Jamila Tamayo**

I. ROLL CALL

II. SEATING OF NEW MEMBERS

POLICY COUNCIL ATTENDANCE/ASISTENCIA
PROGRAM YEAR 2017-2018

POLICY COUNCIL MEMBER	SITE	TYPE	11/28	12/19	01/23	02/27	03/27	04/24	05/22	06/26	08/21	09/25	10/23
Community Representatives													
Vera Atilano	Mayor	CR	X	E	X	X							
Yvette Evans	CCoun	CR	X	X	X	X							
Jennifer Garcia Rosendo	Mayor	CR	E	A	E	E							
Marilyn Halpern	CCoun	CR	X	X	X	X							
Martina Hinojosa	Mayor	CR	E	X	E	X							
Tricia Hudson	Mayor	CR	X	X	X	X							
Sherryl Kraizer	CCoun	CR	E	A	X	X							
Geoff Horsfall	CCoun	CR	X	X	X	X							
Parent Representatives													
Katie Beckmann	CC	PR	X	X	X	X							
Brandon Burns	CC	PR	X	X	X	X							
Anthony Chavez	FS	PR	X	X	E	X							
Giovanna Clay	DPS	PR	X	A	X	X							
Rachel Gatschet	CL	PR	X	E	A	X							
Lila Hailey	VOA	PR	X	X	X	X							
Kate Hotchkiss	MHEL	PR	A	X	X	X							
Mayra Maldonado	VOA	PR	X	X	X	X							
Anna McDaniel	CL	PR	X	X	X	X							
Karina Mendez	DPS	PR	-	-	X	X							
DiAngelo Prince Sr.	MHEL	PR	X	E	X	E							
Parent Alternate Representatives													
Maria Diaz	DPS	APR	E	E	X	E							
Elinor Dvir	VOA	APR	X	X	X	X							
Alejandra Garcia	CC	APR	A	A	A	A							
Michelle Fayne	DPS	APR	E	A	X	X							
Maria Moreno	CL	APR	E	A	A	A							
Shatoria Nelson	CL	APR	X	A	E	A							
Adrienne Pouengui	VOA	APR	X	E	X	X							
Jamila Tamayo	MHEL	APR	A	A	A	A							

X: Present **A:** Absent **PR:** Parent Representative **CC:** Catholic Charities **DPS:** Denver Public Schools
E: Excused **APR:** Parent Alternate Representative **CR:** Community Representative **CL:** Clayton Family Futures **MHEL:** Mile High Early Learning
NM: No Meeting **VOA:** Volunteers of America **FS:** Family Star

Section 4 – Quorum: A quorum for voting purposes shall be at least seven (7) members, of whom at least four (4) must be parent members.

Quorum Established: Yes No



III. APPROVAL OF AGENDA

Moved: _____

Seconded: _____



Policy Council Agenda
 Tuesday, March 27, 2018
 5:45pm – 7:15pm
 Clayton Educare
 3751 MLK St. Denver, CO 80205

I. Roll Call: (5 minutes)	Information	Discussion	Action
II. Seating of New Members: if applicable			
III. Approval of Agenda: (2 minutes)	x	x	x
IV. Approval of Minutes (February 27, 2018): (4 minutes)	x	x	x
V. Financial Briefing: (5 minutes)	x	x	
VI. New Business:			
a) DGKHS Grant (10 minutes)	x	x	x
b) DGKHS Self-Assessment (10 minutes)	x	x	x
c) OCA Overview (10 minutes)	x	x	
d) Delegate Agency Reports (6 minutes)	x	x	
VII. Old Business			
a) RMECC Report Out (20 minutes)	x	x	
VIII. Other:			
a) Program Content Area Reports (4 minutes)	x	x	
IX. Mileage and Child Care Reimbursement: (2 minutes)	x		
X. Meeting Adjourned/New Meeting Date and Time: (2 minutes)	x		x

Upcoming events:

- | | |
|----------|--|
| April 3 | DGKHS Governing Body Meeting |
| April 4 | Management Team Meeting |
| April 5 | Family Service Meeting |
| April 24 | Education and Disabilities/Mental Health Coordinator Meeting |
| April 24 | DGKHS Policy Council Meeting |

Vision

To prepare Head Start children to enter kindergarten confidently with the social, physical, emotional and cognitive skills and competencies necessary for continuing school success.



IV. APPROVAL OF MINUTES
(February 27, 2018)

Moved: _____

Seconded: _____

Policy Council Minutes

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- Attendees:** *Parent Representatives:* Katie Beckmann (Catholic Charities), Brandan Burns (Catholic Charities), Anthony Chavez (Family Star), Giovanna Clay (Denver Public Schools), Rachel Gatschet (Clayton), Lila Hailey (Volunteers of America), Kate Hotchkiss (Mile High Early Learning), Mayra Maldonado (Volunteers of America), Anna McDaniel (Clayton), Karina Mendez (Denver Public Schools), *Parent Alternates:* Elinor Dvir (Volunteers of America), Michelle Fayne (Denver Public Schools), Adrienne Pouengui (Volunteers of America), *Community Representatives:* Vera Atilano, Yvette Evans, Marilyn Halpern, Martina Hinojosa Dr. Tricia Hudson, Sherryl Kraizer, Geoff Horsfall
- Excused:** *Parent Representatives:* DiAngelao Prince Sr (Mile High Early Learning) *Community Representative:* Jennifer Garcia-Rosendo, *Parent Alternates:* Maria Diaz (Denver Public Schools),
- Absent:** *Parent Alternates:* Alejandra Garcia (Catholic Charities), Maria Moreno (Clayton), Jamila Tamayo (Mile Early Learning) *Guests:* Allison Keough (Catholic Charities), Trisha Polard (Clayton), Danielle Meir (Volunteers of America), Angela Durlin (Family Star)
- Staff:** Chris Auer, (Head Start Disabilities Director), Al Martinez, Ph.D. (Head Start Executive Director), Lori Medina (Head Start Health Service Director), Michael Paben (Senior Financial Management Analyst) Liane Martinez (Head Start School Readiness Director), Adella Arredondo (Head Start Family Services Director), Alicia Boyd, (Five by Five Director), Dionne Williams (OCA Deputy Director), Caridad Nevarez (Head Start Office Manager)
- Minutes:** Caridad Nevarez (Head Start Office Manager)

I. WELCOME/ROLL CALL:

At 5:45 pm. The meeting was called to order by Yvette Evans Policy Council Chair. Roll call was taken by Yvette Evans. Quorum was established.

II. SEATING OF NEW MEMBERS

III. APPROVAL OF AGENDA

A motion to approve the agenda was made by Anna McDaniel and seconded by Lila Hailey the motion carried.

IV. MINUTES FOR APPROVAL (Minutes from January 23, 2018).

A motion to approve the minutes from January 23, 2018 was made by Lila Hailey and seconded by Kate Hotchkiss. The motion carried.

V. FINANCIAL BREIFING

Michael Paben gave an overview of the financial report. The financial report was part of the meeting packet. Please refer to it for further details. Michael also mentioned that DGKHS is currently going through a City and County of Denver external audit that happens every 2 years. DGKHS will share the results of the audit when the results are available. A brief discussion followed.

VI. NEW BUSINESS

A. DGKHS Grant Objectives

Chris went over Denver Great Kids Head Start grant objectives with the policy council. The objectives were a collaborative effort with all delegate agencies. Denver Great Kids Head Start will be submitting a grant application for 5 years. Denver Great Kids Head Start will be bringing the entire grant application to the March meeting for a vote. The grant objectives were part of the meeting packet. Please refer to the meeting packet for further details.

B. DGKHS Self-Assessment

Chris shared key highlights of Denver Great Kids Head Start Self-Assessment. Denver Great Kids Head Start will be bringing the final version of the Self-Assessment for a vote at March's meeting. The Self-Assessment was part of the meeting packet. Please refer to it for further details. A brief discussion followed.

C. ERSEA Training

Adella gave a presentation to the policy council on the Enrollment, Recruitment, Selection, Eligibility. Attendance (ERSEA). A hand out was passed out at the policy council meeting with details on ERSEA. Adella explained that all delegate agencies and grantee offices are required by the Office of Head Start to train the policy council/committees on ERSEA. A brief discussion followed.

D. NHSA Traveler Selection

Adella was very excited to announce the policy council members that were chosen to attend the NHSA Conference in Anaheim, California from April 23-27, 2018. Yvette Evans (Community Representative), Kate Hotchkiss (Mile High Early Learning), Lila Hailey (Volunteers of America), and Mayra Maldonado (Volunteers of America). Denver Great Kids Head Start will also help with the Per-diem and transportation cost for Karina Mendez (Denver Public Schools).

E. Delegate Agency Reports

Delegate agency reports were presented by representatives or staff from each agency in attendance. All the Delegate Agency reports were part of the meeting packet. Please refer to them for more details.

VII. OTHER

A. Program Content Area Reports

Chris, Lori, Adella and Liane presented their content area reports to the Policy Council. Content area reports were included in the meeting packet. Please refer to them for more details.

VIII. MILEAGE AND CHILD CARE REIMBURSEMENT

Yvette Evans asked parents to provide reimbursement forms to Caridad for reimbursements.

IX. MEETING ADJOURNMENT /NEXT MEETING DATE AND TIME

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A motion to adjourn the meeting was made Anthony Chavez and seconded by Anna McDaniel. The meeting adjourned at 7:07 p.m. The next Policy Council meeting is March 27, 2018 at Clayton Educare.

Approved by: _____ Date: _____
Policy Council Chair

Approved by: _____ Date: _____
Al Martinez, Ph.D. Head Start Director
For further clarification, minutes are recorded. Recordings are available at the City Office.

VI. NEW BUSINESS

- a) DGKHS Grant
- b) DGKHS Self-Assessment
- c) OCA Overview
- d) Delegate Agency Reports

2018-2023

Denver Great Kids Head Start 08CH1119

Application for Federal Financial Assistance

Submitted to the Office of Head Start Region VIII

April 1, 2018

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Introduction:

Denver Great Kids Head Start (DGKHS) established in 1997, is a program of the Office of Children's Affairs within the City and County of Denver. DGKHS is funded to serve 1,153 children and their families through a grantee/delegate agency model. This model provides unique benefits to constituents by leveraging economies of scale, offering families a range of curricular and program choices through community-based agencies with deep and long-standing ties to the community, and the financial controls and infrastructure available as a program within the City and County of Denver. DGKHS is administered by a governing board comprised of representatives of the key components of City operations, including: Mayor, City Council, Auditor, Executive Director of the Office of Human Resources, and Chief Financial Officer. The entirety of the City and County of Denver is currently authorized to be served by DGKHS.

DGKHS has a longstanding history of providing cost efficient, high quality services tailored to meet the unique needs of Denver's most vulnerable children and their families. During the previous grant cycle and corresponding Office of Head Start monitoring events, DGKHS was found to be fully compliant in all systems and program areas.

In 2018, to ensure high quality, cost effective services for Denver's children and families, DGKHS initiated a Request for Proposal(RFP) process under the guidance of the City's Purchasing Department to solicit applications from all qualified community and public organizations interested in serving as a delegate agency for the provision of Head Start services.

This year-long process also fulfilled the City's Executive Order 8 to ensure competitive and fair contracts for goods and services. Through this process, DGKHS desired to increase the dosage and duration of Head Start services for children, and allocate slots based on organizational capacity, quality of responses to address community needs, and fiscal strength. Results of the RFP were approved by the governing board and DGKHS Policy Council in September 2017.

Subsequently, beginning July 1, 2018, DGKHS will add a seventh delegate to include: Catholic Charities (195 slots), Clayton Early Learning (201 slots), Denver Public Schools (302), Family Star (34), Mile High Early Learning (281 slots), Sewall Child Development Center (60 slots), and Volunteers of America (80 slots).

Comprehensive services are supported through contractual services through Denver Health and Hospital Authority (health and mental health), Sewall Child Development Center (supplemental disabilities), Nutrition Consultants (nutrition), and the Marion Downs Hearing Center (hearing and vision screenings). The vision of DGKHS is to: *Prepare Head Start children to enter kindergarten confidently with the social, physical, emotional, and cognitive skills and competencies necessary for continuing school success.*

A strength of DGKHS, is the ability to fully engage with Head Start families, classrooms, and the broader community through partnerships in the community and with City agencies. This also achieves the model proposed by Urie Bronfenbrenner, one of the founders of Head Start, who described that the development of the child is dependent upon positive interactions with his or her family, classroom, and the broader community. One example of the ability of DGKHS to leverage partnerships to increase school readiness is the Five By Five Program. This program, financially supported by DGKHS, is also housed in the Office of Children's Affairs. Established in

2005, the Five By Five Program enables all Head Start and Early Head Start children and their families to participate in nineteen cultural institutions in Denver at no cost. Many of these facilities allow unlimited visits during the year. Additionally, Head Start and Early Head Start teachers and staff receive a pass that allows entry to these same institutions for the staff member and his or her family. Cultural institutions also provide materials and trainings for Head Start and Early Head Start classrooms. This program effectively bridges and connects learning across the community, classrooms, and families. Each year, approximately 40,000 visits are made by Head Start and Early Head Start families to these cultural institutions. The value of each pass provided to each family has been estimated at more than \$1500 per year. This equates to over \$2 million in in-kind value for DGKHS, which could only be achieved because of its structure within the City.

Sub-Section A: Goals

Program Goal 1: All Denver Great Kids Head Start children will receive high quality education that ensures they are ready to succeed in school while respecting families as lifelong educators and supporting family engagement in transitions.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>1. By 2023, all DGKHS classrooms will provide high quality, culturally responsive learning environments as measured by CLASS and Teaching Strategies GOLD scores.</p> <p>Expected Outcome: All enrolled children and their families are prepared for kindergarten and lifelong learning.</p> <p>Expected Challenge: The needs of children and their families have increased as determined by the Community Assessment.</p>	<p>DGKHS average CLASS scores exceeded national average in all domains as determined by prior OHS review event.</p> <p>Spring 2017 TS GOLD Scores</p> <p>Cognitive – 94%</p> <p>Language – 86%</p> <p>Literacy – 94%</p> <p>Math – 84%</p> <p>Physical – 94%</p> <p>Social/Emotional – 94%</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Conduct pre-and post CLASS observations in targeted classrooms • Provide or facilitate coaching activities based on CLASS and Teaching Strategies GOLD scores • Provide or facilitate professional consulting related to CLASS and TS GOLD • Develop strategies to increase attendance of children • Develop strategies to increase fluency with learning technology for staff and families • Develop a DGKHS training program • Increase opportunities for delegate staff to share expertise • Develop a strong partnership with DPP • Strengthen (unified, efficient) data approach • Partner with Erickson Institute Early Mathematics Collaborative 					

Program Goal 1: All Denver Great Kids Head Start children will receive high quality education that ensures they are ready to succeed in school while respecting families as lifelong educators and supporting family engagement in transitions.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
-Data, Tools, or Methods for Tracking Progress Above: <ul style="list-style-type: none"> • CLASS, Teaching Strategies GOLD, observation of ESL and Bilingual teaching practices, attendance of children. 					
Objective(s) 2. By 2023, retention rates of highly qualified teachers will increase from baseline data, and 80% of all teachers will have a BA degree or higher. Expected Outcome: Retention of highly qualified teachers will positively impact school readiness indicators for children. Expected Challenge: Denver's cost of living is increasing as shown in the Community Assessment.					
	Year 1 (baseline) During 2016-2017 Eighteen percent turnover rate (30 out of 165) for child development staff according to 2016-2017 PIR. 89 percent of DGKHS teachers hold a BA degree or higher.				
-Activities or Action Steps to Meet Objective Above: <ul style="list-style-type: none"> • Collect/ monitor teacher credentials • Continue to partner with the Erikson Institute Math Collaborative to increase sustainability of knowledge and train multiple cohorts • Develop a staff retention plan • Develop a parent CDA Cohort and support delegate agencies with CDA training • Develop strategies and support delegate agencies to increase teacher planning time • Secure additional funding sources to provide a lower staff to child ratio • Develop partnerships to increase the availability of substitute teachers 					

Program Goal 1: All Denver Great Kids Head Start children will receive high quality education that ensures they are ready to succeed in school while respecting families as lifelong educators and supporting family engagement in transitions.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<ul style="list-style-type: none"> Develop a cross-agency support program for first year teachers <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> PIR data, teacher qualification reports, attendance at professional development opportunities 					
<p>Objective(s)</p> <p>3. By 2023, all DGKHS children continuously enrolled during the program year will have a DPS ID number within 60 days of enrollment and all families will be informed of kindergarten options.</p> <p>Expected Outcome: Children will experience seamless transition to kindergarten.</p> <p>Expected Challenge: Ensuring systems continue to be effective with coordination of multiple organizations.</p>	<p>Year 1 (baseline)</p> <p><i>During 2016-2017</i></p> <p>One hundred percent of continuously enrolled children have a DPS ID number.</p> <p>Establish baseline for children transitioning to kindergarten informed of options.</p>				
<p>Progress, Outcomes, and Challenges</p> <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> Partner with the DPS Office of School Choice and the Office of Children’s Affairs School Readiness Director to provide timely and relevant information to families on school choice options. Provide transition materials to children transitioning to kindergarten. Ensure that all children enrolled in DGKHS have a DPS ID number. 					

Program Goal 1: All Denver Great Kids Head Start children will receive high quality education that ensures they are ready to succeed in school while respecting families as lifelong educators and supporting family engagement in transitions.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
-Data, Tools, or Methods for Tracking Progress Above: <ul style="list-style-type: none"> Family outcome data (contract with CCR Analytics), rosters with matching DPS ID numbers, parent meeting agendas, FPA's, transition information tracking sheets 					

Program Goal 2: All Head Start children will receive culturally and linguistically responsive high-quality health, mental health and nutrition services so they are ready to succeed in school. Services will engage parents as lifelong educators and learners, support families in making connections to peers and community, improve parent and child relationships, and improve family well-being.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>1. By 2023, all children enrolled in DGKHS will achieve healthy indicators in the areas of health and nutrition and all families will be engaged and informed of their child's health status.</p> <p>Expected Outcome: Enrolled children and their families have access to comprehensive health care and have made positive gains on a variety of health indicators.</p> <p>Expected Challenge: The needs of children and their families have increased as determined by the Community Assessment.</p>	<p><i>During 2016-2017</i></p> <p>99 percent of children with up to date immunizations</p> <p>98 percent of children have a medical home</p> <p>97 percent of children have a dental home</p> <p>75 percent of children at healthy weight</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Contract with Denver Health, Sewall Child Development Center, Nutrition Consultants, Marion Downs, and CMDance • Partner with the Culture of Wellness in Preschools Program • Ensure timely health, dental, vision, and hearing screenings and referrals • Explore utilizing City general fund dollars to support basic needs of Head Start children. <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • PIR, family outcome data (CCR Analytics), surveys 					

Program Goal 2: All Head Start children will receive culturally and linguistically responsive high-quality health, mental health and nutrition services so they are ready to succeed in school. Services will engage parents as lifelong educators and learners, support families in making connections to peers and community, improve parent and child relationships, and improve family well-being.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>2. By 2023, eighty percent of DGKHS classrooms and programs will demonstrate trauma informed practices to establish a healthy, nurturing and supportive environment for children, families, and staff.</p> <p>Expected Outcome: Enrolled children and their families will experience trauma informed care.</p> <p>Expected Challenge: Development of trauma informed practices necessitates a long-term, multi-disciplinary approach.</p>	Establish baseline data				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Develop and implement a trauma informed services plan • Contract with Denver Health and Hospital Authority • Develop strategic partnerships with trauma informed organizations in the community • Provide training and support to delegate agencies and staff <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Attendance in trainings, qualitative self-assessment measures such as Trauma Responsive School Implementation Assessment (adapted), procedures, observations, surveys 					

Program Goal 2: All Head Start children will receive culturally and linguistically responsive high-quality health, mental health and nutrition services so they are ready to succeed in school. Services will engage parents as lifelong educators and learners, support families in making connections to peers and community, improve parent and child relationships, and improve family well-being.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>3. By 2023, all DGKHS children and their families will receive comprehensive social and emotional support and services for healthy development.</p> <p>Expected Outcome: Children and their families have positive relationships and children demonstrate increased social-emotional well-being.</p> <p>Expected Challenges: The needs of children and their families have increased as determined by the Community Assessment.</p>	<p><i>During 2016-2017</i></p> <p>988 children received consultation services from mental health staff.</p> <p>96 families received mental health services during the program year</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Contract with Denver Health and Hospital Authority • Continue to develop and implement a mental health consultation model based on best practice • Continue to leverage Head Start funding to secure private funding to augment services. • Secure private funding to provide parent and staff training related to Conscious Discipline 					
<p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Teaching strategies GOLD, PIR data 					

Program Goal 3: All Denver Great Kids Head Start families are Head Start leaders and advocates for their children and building connections in the community to improve their own skills and are engaged as their children's first teacher to ensure children are ready to succeed in school

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>1. By 2023 DGKHS will strengthen existing and establish new strategic partnerships within the community to facilitate systems improvements and ease of access for DGKHS families as measured by MOUs and family outcome survey data.</p> <p>Expected Outcome: Enrolled families will have access to additional resources in the community.</p> <p>Expected Challenges: As specified in the Community Assessment, Denver is a large and diverse community, requiring a strategic approach.</p>	<p>Establish baseline data for family outcome survey data</p> <p>Three MOUs with community agencies and Five By Five Program</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Enhance partnership with Denver Human Services through formal agency/departamental MOUs • Develop uniform Head Start application <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Family outcome survey data (CCR Analytics), MOUs 					

Program Goal 3: All Denver Great Kids Head Start families are Head Start leaders and advocates for their children and building connections in the community to improve their own skills and are engaged as their children's first teacher to ensure children are ready to succeed in school

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>2. By 2023, eighty percent of enrolled families will demonstrate increased family functioning as measured by family outcome data.</p> <p>Expected Outcome: Increased family functioning will contribute to positive school readiness indicators for children.</p> <p>Expected Challenge: The needs of children and their families have increased as determined by the Community Assessment.</p>	Establish baseline data				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Continue to develop resources and processes to collect and analyze family outcome information • Analyze the development and completion of goals established in the family partnership process to improve programs and services. 					
<p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Family partnership agreements (FPAs), family outcome survey data, PIR 					

Program Goal 3: All Denver Great Kids Head Start families are Head Start leaders and advocates for their children and building connections in the community to improve their own skills and are engaged as their children's first teacher to ensure children are ready to succeed in school

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>3. <i>By 2023, DGKHS will promote and utilize a network of twenty program staff and parents annually to provide culturally responsive and informed training across agencies to support families and ensure sustainability.</i></p> <p>Expected Outcome: Training opportunities will be increased and more culturally and linguistically relevant.</p> <p>Expected Challenge: Retention of staff and parents will contribute to success.</p>	<p>Establish baseline data</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Establish and utilize a cross-agency parent training committee • Identify and further develop parent and staff content champions <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Roster of parent and staff trainers, attendance, training opportunities 					

Program Goal 4: All Denver Great Kids Head Start children with disabilities will experience high quality and inclusive learning environments, and parents work to improve their skills as advocates to ensure children are ready to succeed in school.

Progress, Outcomes, and Challenges					
Objective(s)	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>1. By 2023 all children enrolled in DGKHS with Individualized Education Plans (IEPs) will demonstrate growth in all aspects of school readiness.</p> <p>Expected Outcome: Children with disabilities will make substantial gains in school readiness indicators and be fully included in programming.</p> <p>Expected Challenges: DGKHS continues to serve higher need children and their families.</p>	<p>Spring 2017 TS GOLD Scores for Children with Disabilities</p> <p>Cognitive – 87% Literacy – 69% Math – 63% Physical – 91% Social/Emotional 85%</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Contract with Sewall Child Development Center for supplemental disabilities support and classroom consultation • Ensure effective collaboration meetings to proactively address individual child strengths and needs • Conduct pre and post CLASS assessments in targeted DGKHS classrooms • Ensure cross-content staff training 					
<p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Scope of work, collaboration meeting notes, CLASS scores, agendas, surveys 					

Program Goal 4: All Denver Great Start children with disabilities will experience high quality and inclusive learning environments, and parents work to improve their skills as advocates to ensure children are ready to succeed in school.

Progress, Outcomes, and Challenges					
Objective(s)	Year 1 (baseline) During 2016-2017	Year 2	Year 3	Year 4	Year 5
<p>2. By 2023, all guardians and family members supporting children with disabilities will receive culturally responsive training to increase their skills as advocates.</p> <p>Expected Outcome: Parents will have the skills and knowledge to advocate for their children.</p> <p>Expected Challenge: As stated in the community assessment, DGKHS serves an increasingly diverse population.</p>	<p>Approximately 24 parents attended PEAK Parent Center annual conference</p> <p>All parents of children with IEPs receive ongoing information and support</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Provide opportunities for parent training, partner with advocacy organizations for resources/referral <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • MOUs, attendance at trainings, surveys 					

Program Goal 4: All Denver Great Start children with disabilities will experience high quality and inclusive learning environments, and parents work to improve their skills as advocates to ensure children are ready to succeed in school.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>3. By 2023, all children with disabilities and their families will have kindergarten transition meetings and be provided with a range of kindergarten options.</p> <p>Expected Outcome: Children with disabilities and their families will experience seamless transition to kindergarten.</p> <p>Expected Challenge: Effective transitions requires a multi-disciplinary approach.</p>	<p>Transition IEP meetings held for all children going to kindergarten</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> Partner with DPS and Sewall Child Development Center for kindergarten transition IEP meetings, Partner with DPS Office of School Choice, Develop kindergarten portfolios for children with IEPs <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> Transition IEP meetings, parent meeting agendas, portfolios 					

Program Goal 5: Denver Great Kids Head Start operations and financial administration are efficient, effective, and promote parent, family and community engagement across all levels of Head Start programming.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>1. By 2023, all DGKHS financial and administrative management practices are transparent and promote high quality services.</p> <p>Expected Outcome: Financial and administrative practices are transparent and promote comprehensive school readiness and parent engagement for all children.</p> <p>Expected Challenge: Continuing to ensure fiscal and administrative practices are fully compliant.</p>	<p>Program and financial monitoring resulted in zero disallowed expenditures and minimal areas of non-compliance cited.</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • DGKHS will implement various monitoring systems and practices across all delegate and vendor agencies to ensure high quality performance and contract compliance. • DGKHS will develop, execute and implement effective performance contracts for Head Start services. <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Monitoring reports, expenditure audits, internal audits, report schedule for all contracts 					

Program Goal 5: Denver Great Kids Head Start operations and financial administration are efficient, effective, and promote parent, family and community engagement across all levels of Head Start programming.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 (baseline)	Year 2	Year 3	Year 4	Year 5
<p>2. By 2023, all services purchased or negotiated are supportive of DGKHS grant goals, objectives and promote school readiness and parent engagement.</p> <p>Expected Outcome: All services are aligned and cost effective to promote school readiness and parent engagement.</p> <p>Expected Challenge: Continuing to fully support comprehensive school readiness activities with rising costs.</p>	<p>DGKHS invests nearly \$1 million dollars above delegate agency contract amounts to promote high quality services.</p>				
<p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • DGKHS will use data from multiple sources to make strategic investments that promote school readiness, parent engagement and high-quality services. • DGKHS will use monitoring results data to shape investments to promote school readiness, parent engagement and high-quality services. 					
<p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Contract scopes of services, monitoring results, community assessment data, self-assessment results, policy council recommendations and parent surveys. 					

Sub-Section A: Goals – continued

1.d DGKHS has made great efforts to fully embrace the Parent, Family, and Community Engagement Framework into all aspects of programming. DGKHS recognizes that the engagement of families is critical to school readiness and long-term success for children. Each program goal reflects and incorporates elements of family engagement.

Given the structure of DGKHS, the grantee in partnership with stakeholders, establishes broad and enduring goals for the entirety of the program that are reflective of core needs identified by the community and best practices. Each delegate and vendor agency supports these same goals, however agencies will have different objectives to achieve these broad goals that reflect the unique aspects of their local communities, organizational strengths, visions, and philosophies. Collectively, this approach provides families with rich and diverse programming from which to choose across the City.

While prior outcome results related to school readiness consistently demonstrate high rates of growth for all children enrolled in DGKHS, providing a high-quality education and supporting family engagement in transitions is a core element of the DGKHS vision and ongoing work. Therefore, DGKHS has updated program goal one from the prior grant cycle to reflect family engagement, but the core focus remains unchanged as we believe this to be a perpetual need.

Similarly, DGKHS believes that culturally and linguistically responsive high-quality health, mental health, and nutrition services are essential to school readiness. Prior outcomes each of these areas have been very positive, including rates of immunizations, achievement of social and emotional expectations, and rates of obesity. These areas are critical to overall wellbeing

and therefore this goal continues to be relevant, although it has been updated to reflect the importance of family engagement.

DGKHS believes that Goal three is enduring and a core function of Head Start since inception over fifty years ago. A two-generational approach is validated by research supports the DGKHS vision. Throughout its history, DGKHS has made significant investments in supporting families as advocates and helping families improve their own skills and engagement with children. While the goal remains enduring our objectives have changed to reflect an emphasis on analyzing family outcome data, the importance of community partnerships, and the full engagement of families in our program. DGKHS recognizes that the program does not have direct influence with families, however, objectives will be achieved through partnerships and developing program frameworks to ensure staff and families succeed.

DGKHS Goal four also reflects a core philosophy of Head Start. While DGKHS has consistently served well above ten percent of children enrolled with disabilities throughout the program year, high quality inclusion is challenging to achieve. It is critical that parents and guardians of children with disabilities have skills to effectively advocate, and essential that DGKHS holds high expectations to ensure that all children achieve to their fullest potential.

Throughout its history, DGKHS financial systems and controls have consistently been found to be effective through internal City audits and OHS monitoring events. However, given the structure of DGKHS, a key enduring element of the overall program is to consistently ensure operations and financial administration are efficient and promote school readiness and parent, family, and community engagement.

2. DGKHS delegate agency partners utilize the Creative Curriculum or Montessori Method as an evidenced based curriculum foundation. All delegate partners utilize Teaching Strategies GOLD as their child outcomes assessment tool. These curricula and outcomes tool are aligned with the Colorado State Standards of Instruction for Pre-Kindergarten and the Head Start Early Learning Outcomes Framework. Teaching Strategies GOLD is aligned with the Results Matter Initiative at the Colorado Department of Education. Taken together, this statewide approach ensures that DGKHS students will experience seamless transition to any accredited kindergarten program in Colorado.

DGKHS developed the following school readiness goals, which are directly aligned with the Head Start Early Learning Outcomes Framework Ages Birth to Five and developmental domains for pre-school. These domains include: Approaches to Learning; Social Emotional Development; Language and literacy; Cognition; and Perceptual, Motor and Physical Development. These goals were developed to ensure that DGKHS students are developing core skills and knowledge that prepare them to succeed in elementary education and beyond.

- *Social/Emotional Development* - Children will demonstrate growth in sense of self and meaningful social emotional relationships with adults and peers supported by their family's knowledge of children social emotional needs.
- *Approaches to Learning*- Children will demonstrate increasing ability to actively explore, notice, and seek relevant information about experiences supported by their families' active engagement with learning opportunities in the school and community.

- *Perceptual, Motor and Physical Development and Health*- Children will demonstrate increased understanding of health and wellness habits and increased physical development along an individual continuum supported by families' health and wellness knowledge and practice.
- *Language and Literacy* - Children will demonstrate growth in listening, speaking, reading and writing supported by their families' engagement in best practices for language and literacy development.
- *Cognitive and General Knowledge* - Children will demonstrate growth in higher order thinking (including reasoning, problem solving) by applying knowledge of the physical and social world supported by their families' engagement in best practices for developing cognitive skills.

These goals also support the DGKHS philosophy of school readiness developed through the participation of parents, staff, and community members. This philosophy has been shared with both the DGKHS Governing Board and Policy Council and forms the basis of instruction and staff development.

In order for a child to be prepared to succeed in school, a healthy and encouraging foundation that supports learning, healthy habits, and family involvement must be a part of their early childhood experience. DGKHS provides comprehensive education and support services that prepare children for a positive and successful learning experience, which they will carry with them into elementary school.

3. DGKHS began the planning process for the baseline grant application and program goals through the development of the Request for Proposals (RFP) for delegate agencies. During this period that began in December 2017, DGKHS engaged the Governing Board and Policy Council Executive Committee in the development of draft program goals to include in the RFP. Subsequent to the approval of the RFP results and selection of delegate agencies by the Governing Board and entire Policy Council in September 2017, DGKHS held a planning retreat with the entire management team. Draft program goals were again reviewed, and it was determined that goals needed to be updated to be more reflective of the Parent, Family and Community Engagement Framework. These draft goals were revised in November 2017 and shared with stakeholders. When comprehensive community and self-assessment information was obtained, DGKHS continuously engaged stakeholders in the refinement of goals and objectives, and further solicited input into the draft program goals and objectives with the entire Policy Council in February 2018.

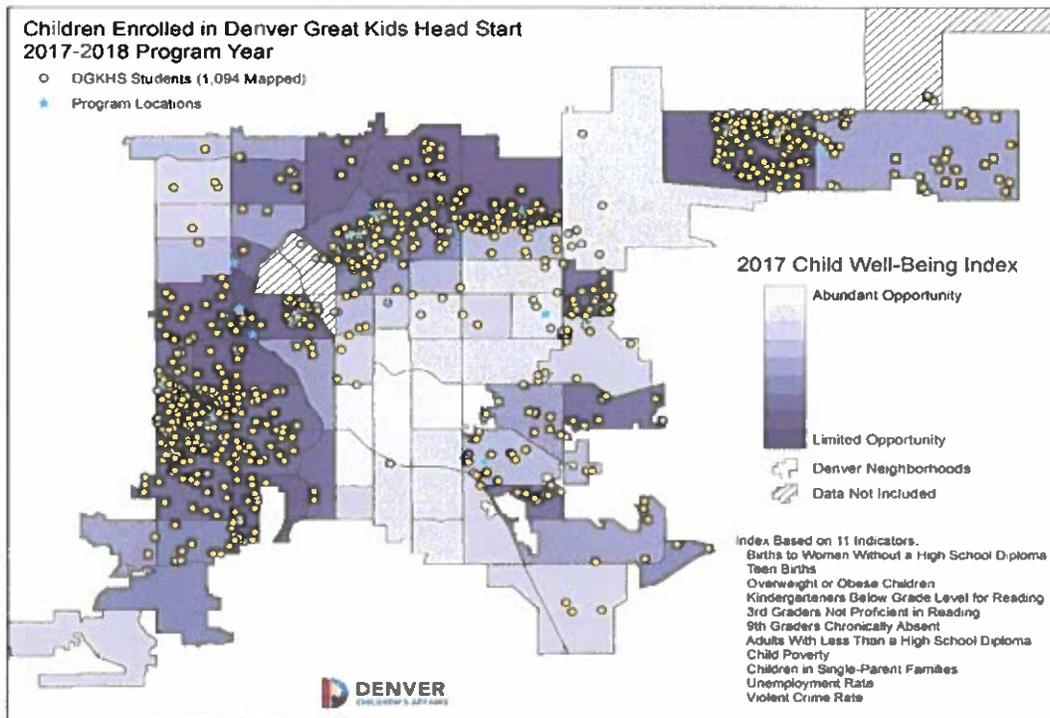
Subsection B: Service Delivery

1. Service and Recruitment Area.

DGKHS currently has approval to serve and recruit from the entire City and County of Denver. DGKHS will focus on neighborhoods and areas of great need as identified in the comprehensive community assessment which include: Globeville, Elyria, Swansea, far southwest, and far northeast Denver. DGKHS does not anticipate any major changes to program options, with the exception that DGKHS will increase full day options to a minimum of sixty percent of program slots in 2018-2019 as a result of a desire to increase dosage through the RFP process. This level

surpasses requirements specified in 1302.21 (c)(2)(iii) and (v) of the Head Start Program Performance Standards.

According to the latest U.S. Census Bureau estimates, approximately 7,200, or 16 percent of Denver children under age five were living in poverty in 2016. Collectively, Early Head Start and Head Start grantees served approximately 26 percent of the eligible population in 2016. The DGKHS Comprehensive Community Assessment establishes a 2017 Child Well-Being Index that includes eleven indicators that measure differences in education, health, and community opportunities across neighborhoods. The mapping of this index across neighborhoods illustrates that DGKHS recruits and serves in areas of greatest need.



2. Needs of Children and Families.

Denver is a racially, ethnically, and linguistically diverse City that has experienced significant population growth since 2010. The population has increased from 604,414 in 2010 to 693,060 in 2016 according to the U.S. Census Bureau. Of the total population, 140,385 are children and 44,000 of these are children under the age of five. The largest ethnic group in Denver is Hispanic with 48 percent of children reported to be of Hispanic origin of any race. According to the DGKHS Comprehensive Community Assessment, including the Hispanic ethnicity in any racial category, white children make up 68 percent of Denver's child population, followed by 12 percent of black children. Asian children make up three percent, and American Indian, one percent. Children of color, and mixed race/ethnicity made up 66 percent (93,300) of the total child population in Denver.

Thirty-nine percent of children under the age of 18 in Denver spoke a language other than English in the home. According to the DGKHS Comprehensive Community Assessment, 120 languages are spoken by children enrolled in Denver Public Schools, including: Spanish, Vietnamese, Arabic, Somali, Amharic, French, Nepali, and Russian.

Children in foster care placements represent a high need population that are eligible for and can benefit from comprehensive Head Start services. In 2016, an average by month of 934 children were placed into foster care homes. DGKHS has made extensive outreach to recruit and serve these children and is currently in the process of establishing a MOU with appropriate divisions within the City of Denver Department of Human Services.

Based on needs identified from the Comprehensive Community Assessment, DGKHS has developed a universal selection criteria in partnership with delegate agencies. This criteria

establishes a universal factor of 119 points (59.5 percent) that is consistent across the DGKHS service area. Individual delegate agencies have the flexibility to establish the remaining 40.5 percent to develop. The universal selection criteria is detailed below.

50 POINTS Maximum Select only one:			
Eligibility		Income Eligibility (include TANF and SSI)	
Homeless	(50 Points)	TANF or SSI	(40 Points)
Foster Care	(50 Points)	Income Below 100 Percent of FPL	(40 Points)
		Income Between 101 and 115 Percent of FPL	(0 Points)
		Income Between 116 and 130 Percent of FPL	(-5 Points)
		Income Above 130 Percent of FPL	(-10 Points)
Other Factors			
15 Points		Single Parent	
15 Points		Refugee	
14 Points		Confirmed Special Needs (Must have documentation)	
10 Points		Teen Parent at birth of first child	
10 Points		4-5 Year Old or Currently enrolled in EHS	
5 Points		Child transitioning from another Head Start program	

3. Proposed Program Options and Funded Enrollment Slots

c. Through program options offered by delegate agencies, DGKHS will provide Head Start families residing in the City and County of Denver with a range of full-day, extended-day, part-day, and home-based options. All center-based facilities are licensed through the State of Colorado. All program options meet the requirements specified in 1302.21 (center-based) and 1302.22 (home-based) of the Head Start Program Performance Standards. The table below details program options for each delegate agency, as well as the percentage of program slots meeting the Head Start center-based services duration specified in 1302.21(c)(2)(iii) and (v). DGKHS believes that dosage is important to children’s positive

long-term outcomes, and therefore DGKHS center-based options will surpass duration requirements originally specified for compliance by August 1, 2019 and rescinded by the Office of Head Start.

Delegate Agency	Awarded Slots	Year 1 Plan FD/ED/Other	Percentage Full Day
DPS	302	302 (Full Day)	100%
MHEL	281	118 (Part Day) 100 (Full Day) 63 (Extended Day)	58%
Clayton	201	95 (Full Day) 46 (Extended Day) 60 (Home Based)	100%
Catholic Charities	195	67 (Full Day) 68 (Extended Day) 40 (Part Day) 20 (Home Based)	77%
VOA	80	48 (Full Day) 32 (Extended Day)	100%
Family Star	34	30 (Dosage) 4 (Home Based)	100%
Sewall	60	60 (Full Day)	100%
	1,153	1,153	

4. Centers and Facilities

DGKHS conducted a Request for Proposal process and subsequently, Sewall Child Development Center will be added as seventh delegate agency to serve 60 Head Start children at the Dahlia Campus for Health and Well-Being located at 3401 Eudora Street, Denver, 80207. Mile High Early Learning will partner with New Legacy Charter school located at 2091 Dayton Street, Aurora, 80010. Mile High Early Learning and DGKHS will monitor enrollment to ensure that Head Start families reside within the DGKHS service area. Clayton Early Learning will no longer maintain their far northeast center at 4800 Telluride Street, Building 5, Denver, 80249.

5. Eligibility, Recruitment, Selection, Enrollment, and Attendance

a. Recruitment Process

Denver Great Kids Head Start has developed a grantee-wide recruitment plan and supports recruitment efforts across the City and County of Denver through advertising on local English and Spanish language television channels, and with posted placards on public transportation. Many potential Head Start families utilize public transportation, and our partnership with the Regional Transportation District (RTD) has been effective. DGKHS also established a partnership with a local advertising firm to have DGKHS information displayed on a large billboard at the intersection of 6th Avenue and Interstate 25 at significantly reduced cost. Thousands of vehicles transit this intersection on a daily basis. The effectiveness of grantee recruitment efforts is tracked through calls received from potential Head Start families, and analysis of website traffic to www.denvergov.org/headstart. The grantee wide recruitment plan is shared with delegate agency staff and parents for additional recruitment strategies and input. Each delegate agency also develops and maintains their own unique recruitment plan that is tailored to the needs of their targeted neighborhoods.

i. DGKHS maintains and updates annually Memoranda of Understanding with Denver Public Schools (the Local Education Agency) and Rocky Mountain Human Services (Community Centered Board for Part C) to share resources and facilitate recruitment of children identified as having a disability or at-risk. DGKHS also conducts outreach to and partners with homeless shelters serving families, including: Joshua Station, Family Promise, and the

Gathering Place to recruit and enroll children from families experiencing homelessness. In 2016-2017, DGKHS served 203 children experiencing homelessness, or fourteen percent of total cumulative enrollment.

DGKHS actively recruits foster care children through a partnership with the foster care program at the Denver Department of Human Services. Through this partnership, DGKHS staff provide training and information to foster care navigators, and DGKHS staff receive information to facilitate enrollment and support for foster care families.

b. Attendance Strategy

To promote regular attendance in DGKHS classrooms, each delegate agency develops and updates an attendance plan that incorporates strategies for supporting participation.

Parents are provided ongoing information and research on the importance of regular attendance. Families struggling with chronic absenteeism are provided a variety of supports tailored to their unique needs from an interdisciplinary perspective. As one example, families may be provided with bus vouchers if transportation is a barrier. Mental health or health services may also be utilized to support families. Family services staff may also conduct home visits.

All delegate agencies are in compliance with Head Start regulations to ensure that when a child is absent, and no information has been presented to the program, a call is made to follow-up with the family. In addition, all delegate agencies have the ability to implement an attendance contract or agreement to support families with chronic absenteeism.

DGKHS monitors delegate agency attendance reports monthly. If attendance is low, DGKHS provides consultation and resources to address needs. These strategies may include leveraging DGKHS contracted health professionals from Denver Health or providing additional support and strategies to family services staff.

6. Education and Child Development

a. Center-based or family child care programs:

Five of the seven delegate agencies utilize Creative Curriculum, which is a research-based curriculum with 38 objectives for development and learning. The Creative Curriculum is aligned with the Head Start Early Learning Outcome Framework, Ages Birth to Five, and developmental domains for preschool including: Approaches to Learning, Social and Emotional Development, Language and Literacy, Cognition, and Perceptual, Motor and Physical Development. Family Star Montessori utilizes the American Montessori International Approach, which is a research-based curriculum, and Mile High Early Learning utilizes a Montessori inspired approach that has been independently validated. The Montessori inspired approach uses a scope and sequence tool and curriculum fidelity rubric. All delegate agencies use the Classroom Assessment and Scoring System (CLASS), Teaching Strategies GOLD assessment tool and the Head Start Learning Outcomes Framework so that staff and education coaches integrate an approach to use the curriculum to its fidelity. Teachers are also supported to implement curriculum to fidelity through a needs-based assessment to gain a better understanding of opportunities for development and their desire to increase their competencies and skills. All education managers, directors, and coaches have participated in Practice-Based coaching training and implement these

concepts in daily work. The need for coaching is based on data, anecdotal records, and/or requests by the teacher. Teachers have individualized professional development plans, participate in trainings throughout the year, and have one to two weeks preservice training.

Coaching logs are maintained and consist of the type of contact, goals, action steps, duration, signatures of the participants, and the date the next session will be completed.

Coaching forms and log sheets of coaching hours are maintained in the classroom and entered into a collective spreadsheet and shared with DGKHS for analysis to determine trends, patterns, and opportunities for consultation and professional development.

All DGKHS content area staff are CLASS reliable and conduct classroom observations as requested. The DGKHS School Readiness Director has a coaching credential and is also available to assist or coach staff.

- b.** Home base curricula includes: Parents as Teachers, Creative Curriculum, and HIPPY USA, all of which scaffold the child’s learning and development and aligns with the Head Start Early Learning Outcome Framework. All home-based options use multiple assessment and screening tools to track developmental progress.
- c.** DGKHS delegate agencies utilize the Early Screening Inventory-Revised or Ages and Stages Questionnaire for developmental screening. Social-emotional screening tools include: Ages and Stages Questionnaire and Devereux Early Childhood Assessment. These tools are validated by research, cost effective, and widely used which allows for analysis of data. The needs of dual language learners is supported through testing materials offered in the child’s native language, bilingual staff, and interpreters.

d. Families are encouraged to be engaged in their child’s education on a daily basis. Families are particularly engaged during initial screenings, twice a year at parent-teacher conferences, and through two home visits. DGKHS purchased Ipads for all Head Start classrooms to support staff in their documentation, ongoing assessment, and planning for children in their development. These Ipads make it easier and more accessible to share developmental data with families, discuss progress, and collaboratively determine relevant individual child goals.

7. Health

a. DGKHS ensures the oral health, nutritional, health status, and mental health and social-emotional well-being of children enrolled through partnerships with Denver Health and Hospital Authority (DHHA) (for oral health, health, and mental health), Nutrition Consultants (nutrition), and Marion Downs Center (vision and hearing screenings). Utilizing economies of scale and leveraging the operating agreement negotiated between the City and County of Denver and DHHA, DGKHS is able provide comprehensive, and culturally relevant services at costs that could not be achieved by individual delegate agencies. DHHA serves as the medical home for over 70 percent of enrolled Head Start children.

i. In the area of oral health and health, DGKHS employs a variety of strategies to ensure timely up-to-date health status, ongoing care, and timely follow-up care. DGKHS-supported and delegate agency-supported health staff coordinate with staff across content areas to ensure that screenings are conducted, health status is up to date and any needed follow-up care is secured for children. Other strategies are developed in partnership with parents to increase follow-up rates. The Health Services Advisory Committee meets three times per year to plan and implement initiatives. In 2016-2017, a

health literacy effort was implemented that aimed to provide families with short, simple information statements to increase targeted health indicators. Motivational Interviewing has also been implemented in partnership with health and family services staff.

- ii.* In the area of mental health and social-emotional development, DGKHS and DHHA have partnered to secure significant private and state funding with grants from Tony Grampas Youth Services, Caring for Colorado Foundation, and Temple Hoyne Buell Foundation. As a result of this combined funding, DGKHS is able to ensure a minimum of 5.3 FTE licensed clinical social workers to support DGKHS children and their families. Delegate agencies also provide mental health resources and support through internal resources and partnerships.

While DGKHS provides over-arching support to delegate agencies through its vendor contracts, each delegate also leverages their own unique health and mental health resources. Mile High Early Learning and Sewall Child Development Center provide mental health supports and services to its enrolled children and their families through partnerships with the Mental Health Center of Denver. Denver Public Schools Head Start utilizes DHHA for mental health supports, but also leverages school-based therapists.

The DGKHS mental health program uses research informed practices to provide a tiered approach to meeting the needs of children and their families. Consultation focused on the child and family occurs through referral and includes: child observations within the classroom, consultation with parents and caregivers, meetings with teachers to discuss strategies and opportunities, development of positive behavior support plans, case

management and coordination with medical and mental health providers. The Devereaux Early Childhood Assessment – Clinical is used as a pre/post outcome measure.

Consultation focused on the classroom is made upon referral from the teacher and education supervisor. The Preschool Climate of Healthy Interactions for Learning and Development (CHILD Pre-K) is used as a pre-and post-test measure every ninety days to guide consultation.

Comprehensive services in the areas of health, oral health, nutrition, and mental health are provided to families through staff bilingual in English and Spanish. Additional language support is provided to families through interpreters employed by DHHA or secured through DGKHS or delegate agency resources.

8. Family and Community Engagement

- a.** DGKHS offers training and supports to delegate agency staff and families to build trusting and respectful relationships. For staff, DGKHS has offered training on motivational interviewing, case management, effective communication, and relationship-based competencies. For families, DGKHS has partnered with a variety of community-based organizations to bring resources and trainings to meet the needs of families, and in the process, develop stronger relationships with all parents/guardians including fathers and grandparents. These partnerships include services offered by MPowered, a program providing financial literacy, and the Five By Program which offers admission, trainings, and classroom resources from nineteen cultural institutions in Denver. DGKHS also continues to partner with the University of Colorado Rocky Mountain Prevention Research Center to implement the Culture of Wellness in Preschools Program. This program engages parents

and staff through workshops, wellness activities, and health intervention programs to improve nutrition and physical activity behaviors. DGKHS also supports families and staff with a regular health and nutrition newsletter.

- b.** All DGKHS agencies promote family engagement activities within each agency in response to parents' interest and needs. These engagement opportunities include: hosting family nights to promote parent-child activities, culture nights, family reading events, and books fairs. In addition, all agencies have access to privately funded resources and supports secured by the grantee to host child development and/or positive parenting trainings. Agencies also incorporate various literacy events across their programs based on different themes, including the City-wide "Preschool - One Book One Denver" initiative in partnership with the Denver Library where all children read the same book in the classroom and each child is provided with his or her own copy to take home.

Biliteracy is promoted within programs with higher rates of bilingual children, or children learning English as their second language. Biliteracy may look different from site to site, but the mission to support the child's native language is consistent across all DGKHS classrooms.

- c.** All DGKHS delegate agencies have implemented a research-based parenting program, with input from their families, and tailored to meet their unique needs and interests. These programs include: Incredible Years, Pyramid Plus Approach, Nurturing Parent Program, and Conscious Discipline. DGKHS as the grantee has received private funding to support Conscious Discipline to interested programs, classrooms, and families. Parents are recruited for parenting programs by other parents, family services staff, teachers, and mental

health/disabilities staff. DGKHS has found that engaging parents as partners in recruitment is most effective.

- d.** Families complete a strength and needs assessment that is aligned with the Parent, Family, and Community Engagement Framework at enrollment or as early in the program year as possible. This assessment supports staff in identifying the needs of families that could potentially lead to establishing goals with the family in the family partnership process. Progress related to the family partnership process, including implementation and goal attainment, is tracked by family services staff and entered into the agency's data system. In 2018-2019, DGKHS will contract with CCR Analytics to have all delegate agency data centrally uploaded and analyzed for family outcomes and correlated with school readiness data (Teaching Strategies GOLD).
- e.** DGKHS maintains a variety of partnerships to further support and leverage the resources of delegate agencies in supporting family partnership goals and children's needs. These include: Denver Public Schools, MPowered Financial Empowerment, local foodbanks, clothing agencies, and other City agencies and programs such as the Department of Human Services, Office of Financial Empowerment, the Five By Five Program and the Office of Children's Affairs Food Program.

9. Services for Children with Disabilities

DGKHS has consistently ensured that over 10 percent of children enrolled DGKHS are identified as having a disability with a broad range of conditions. Eligibility determination and direct Individualized Education Plan (IEP) support is provided by funding from Denver Public Schools in their role as the local education agency. DGKHS also contracts with Sewall Child Development

Center for supplemental support for children with disabilities and their families to ensure full inclusion in all aspects of programming. Children with IEPs consistently demonstrate high rates of growth on the TS GOLD outcome tool, highlighted in the Annual Report. DGKHS provides a variety of opportunities for parents of children with disabilities to build their skills as advocates. DGKHS has a Memorandum of Understanding with Denver Public Schools for services to children with disabilities.

10. Transition

All children enrolled in DGKHS receive a DPS identification number to ensure seamless enrollment and transition into kindergarten. DGKHS partners with the DPS Office of School Choice to share information on kindergarten enrollment with Head Start families. Family services staff and teachers may also support visits for Head Start families to local area schools. DGKHS also provides materials for Head Start children transitioning to kindergarten.

12. Transportation

DGKHS does not provide transportation for families, with the exception that Denver Public Schools Head Start provides transportation for Head Start children to two of its locations. DPS Head Start has an approved waiver for bus monitor requirements. All DGKHS delegate agencies support the transportation needs of Head Start families as needed, with bus tokens and taxis.

Sub-section C: Governance, Organization, and Management Structures

1. Governance

Since 1997, Denver Great Kids Head Start has operated within a delegate agency model that works in partnership community providers (delegate agencies) as well as with three direct service providers that deliver direct core services in the areas of health, mental health,

disabilities services and nutrition. Denver Great Kids Head Start currently has authority to serve the entirety of the City and County of Denver.

This operational model bridges the administrative and financial services infrastructure of the City and County of Denver, with a cross-section of key community early care and education providers. Accordingly, over its 21- year history as a Head Start grantee, Denver Great Kids Head Start has developed systems that equip the program to address all management and financial standards required by the Head Start Regulations and the Head Start Act.

The Office of Children’s Affairs serves as the responsible grantee office within Denver City government and retains fiduciary responsibility for the general operation of the Head Start grant, including program and financial functions. As the designated Head Start agency, the City provides direct support to the Head Start Policy Council and acts as the intermediary between the Head Start Governing Body, the Policy Council and the Head Start community and services providers. The City Office ensures that effective and efficient program governance occurs, acting as a conduit of information between the Governing Body, the Head Start Policy Council, and our community and services provider agencies.

Structure

The Denver Great Kids Head Start governance structure includes the Governing Body, which is the City and County of Denver, and the Policy Council. Since the City and County of Denver is a municipal or public entity, its’ governance structure is defined in City Charter as the City and its pertinent parts. These “pertinent parts” of city government are described below and each is represented on the Head Start Governing Body. As a City, all legal matters pertaining to Head

Start, including but not limited to contract initiation and approval rest with the City Attorney's Office – Municipal Operations Division.

Governing Body

The City and County of Denver is responsible for administering Denver Great Kids Head Start in accordance with section 642 (c) (1) E of the Head Start Act. The Governing Body is comprised of the pertinent parts of city government as defined in the City Charter and operates through appropriate committees and designees. The Governing Body includes:

- Mayor
- Denver City Council
- Auditor
- Manager of Finance
- Office of Human Resources

Each is responsible for different Governing Body functions as described in the Head Start Act.

In the City's structure, no single entity comprising the Governing Body governs any other part.

The Revised Municipal Code of the City and County of Denver requires this separation of powers. To enhance communication, the Mayor, Auditor, Department of Finance, and Office of Human Resources may, and do appoint someone to serve as their representative to the Governing Body. **However, such designation does not divest statutory responsibility to any designee.**

Governing Body Division of Duties

Because the City and County of Denver is a municipal government, the Governing Body does not meet as a group on a regular basis. However, for purposes of the administration of Denver Great Kids Head Start, the Governing Body shall meet twice yearly (Fall and Spring). Regular communication occurs through reporting, meetings and the contract process on matters related to Denver Great Kids Head Start. Yet, each part has a set of clearly defined duties as dictated by City Charter and Colorado Constitution.

Mayor

The Mayor has appointed the Executive Director of the Office of Children's Affairs as his representative in all Head Start matters. This person is the subject matter expert in the Mayor's Cabinet on all issues pertaining to early childhood. Any member of Policy Council can speak with the Executive Director of Children's Affairs regarding all issues related to Denver Great Kids Head Start at any time. The Executive Director participates in Policy Council directly or through a designee as an Ex Officio member and provides updates and reports from the Mayor's Office. The Executive Director of Children's Affairs meets with the Mayor on a bi-weekly basis and can share information on Head Start activities to ensure effective two-way communication. In addition, the Mayor receives summary information through these meetings which include regular updates pertaining to various aspects of Head Start that include but are not limited to monthly progress report towards goals and objectives, monthly Head Start enrollment reports, monthly financial reports, including variance reports, credit card receipts, and numbers of meals and snacks provided through the United States Department of Agriculture, and any new

communications received from the Office of Head Start. The Executive Director of Children's Affairs provide these updates.

MAYOR

The Mayor has the following responsibilities:

- Program planning including establishing long and short-range program goals and objectives.
- Selection of delegate agencies.
- Oversight of all funding applications and contract development.
- Defining and/or redefining the Policy Council structure.
- Nominating five community representatives to the Policy Council for election in accordance with City Ordinance.
- Developing/revising written procedures for resolving internal disputes between Governing Body and Policy Council with guidelines for settling an impasse.
- Determining and/or re-determining criteria for defining recruitment, selection, and enrollment priorities.
- Approving City reimbursement policy and procedures for Head Start Policy Council parent representatives to support participation
- Approving the Head Start Annual self-assessment process and approval of its' results.
- In collaboration with the Executive Director of Children's Affairs and the Division of Finance - Controller's Office, establishing appropriate internal fiscal controls.
- In collaboration with the City Auditor, participate in the annual independent audit.
- Decisions to hire or terminate the Head Start Executive Director.
- Establishing and maintaining procedures for receiving and reviewing community concerns and/or complaints, if any, regarding the Denver Great Kids Head Start program.

City Council

The Chair (or co-chairs) of the Safety and Well Being committee serves as the City Council's representative and is appointed annually. As an elected official, this individual(s) may be contacted at any time by any member of the Policy Council on matters pertaining to the administration of the Head Start program. The City Council receives monthly reports from the Head Start Executive Director that include but are not limited to monthly progress report towards goals and objectives, monthly Head Start enrollment reports, monthly financial

reports, including variance reports, credit card receipts, and numbers of meals and snacks provided through the United States Department of Agriculture, and any new communications received from the Office of Head Start.

CITY COUNCIL

City Council has the following responsibilities:

- Composition of the Policy Council including the nomination of four community representatives.
- Approval of Head Start Delegate Agencies by contract.
- Approval of Head Start Delegate Agency Scopes of Work and budgets by contract.
- Approval of Grant Award from Administration for Children and Families (ACF) – Office of Head Start.
- Approval of City budget for funds received to administer Head Start.
- Approval of regulatory standards of conduct by City Ordinance.

Auditor

The Auditor is also an elected official and, therefore, is accessible to all citizens. The Policy Council members can contact the Auditor personally on any matter. The Auditor receives monthly reports from the Head Start Executive Director that include but are not limited to monthly progress report towards goals and objectives, monthly Head Start enrollment reports, monthly financial reports, including variance reports, credit card receipts, and numbers of meals and snacks provided through the United States Department of Agriculture, and any new communications received from the Office of Head Start.

AUDITOR

The Auditor has the following responsibilities:

- Register and countersigns all Head Start contracts.
- Participate in periodic performance audit.

Manager of Finance

The Manager of Finance serves as the Chief Financial Officer for the City of Denver and directs the financial management and accounting policies and practices of the City and its departments and offices. Through the City Controller, the Manager of Finance receives monthly reports from the Head Start Director that include but are not limited to monthly progress report towards goals and objectives, monthly Head Start enrollment reports, monthly financial reports, including variance reports, credit card receipts, and numbers of meals and snacks provided through the United States Department of Agriculture, and any new communications received from the Office of Head Start. The Office of Finance designates a representative to the Office of Children's Affairs to ensure regular, prompt, and thorough fiscal and accounting information and to be available for regular communication to the Policy Council.

MANAGER OF FINANCE

The Manager of Finance has the following responsibilities:

- A designed representative to Denver Great Kids Head Start to ensure regular, prompt and thorough fiscal and accounting information is available for regular communication from Policy Council, as needed
- Register and countersign all Head Start contracts.
- Participate in periodic performance audit.
- Participate in annual independent audit.

Office of Human Resources

Office of Human Resources (OHR) is responsible for all personnel matters related to employees of the City and County of Denver, including all of Denver Great Kids Head Start employees. OHR provides personnel policies regarding the hiring, evaluation, termination, compensation of all City personnel, and conduct of City personnel, including Head Start staff. OHR has designated a

specific Personnel Analyst to work with the Office of Children’s Affairs and Denver Great Kids Head Start.

Office of Human Resources

The Office of Human Resources has the following responsibilities:

- Setting program personnel policies and subsequent changes to those policies for career service employees.
- Developing regulatory standards of conduct for all city employees and agents of the City by rule.

Policy Council

As mandated in federal regulations at 45 CFR 1301.3 and in section 642 (a) (c) (2) of the Head Start Act, Denver Great Kids has had an established Policy Council since being designated as a Head Start agency in 1998. The Policy Council was established through city ordinance under Section 2-143 of Division 2 of Article VIII of Chapter Two of the Revised Municipal Code. Per this Ordinance, the Policy Council is responsible for, and has the power to perform all actions necessary to deliver Head Start program services in accordance with the Head Start Act, 45 CFR 1301, et.seq, and all other applicable Federal, state, and local laws, rules, regulations, ordinances, and executive orders, as may be created and amended from time to time.

Per City Ordinance, the Policy Council consists 21 members. There are currently two parent representatives (and their alternates) from each delegate agency participating in Denver Great Kids Head Start (there are 6 delegate agencies resulting in 12 parent representatives). With the addition of a seventh delegate agency in July 2018, the City Ordinance will be amended to allow for 14 parent representatives. In addition to the parent representatives, there are 9

community representatives on the Policy Council. Five of these representatives are nominated by the Mayor and four are nominated by the City Council. The Policy Council then elects all nominated community representatives. The Policy Council develops and recommends procedures for how and when members of the Policy Council are elected, including the election of officers.

The Denver Great Kids Head Start Policy Council operates through by-laws that were previously established by the governing body at the inception of the program. Subsequent amendments to the by-laws are approved by the Policy Council and in some cases, by the governing body in the event that proposed changes impact ordinance-related provisions.

POLICY COUNCIL

The Policy Council has the following responsibilities:

- Participate in the development, amendment and approval of grantee-wide long and short-term goals and objectives.
- Participate in the selection and approval of delegate agencies.
- Participate in activities that promote the active involvement of parents in supporting Head Start
- Approve all funding applications submitted to the Office of Head Start.
- Participate in and approve the annual program self-assessment and any action plans resulting from the self-assessment.
- Participate in grantee-sponsored program planning efforts; providing recommendations for changes in program focus plans; and approved all new proposed activities
- Participate in program monitoring efforts individually and through Policy Council committee.
- Participate in budget planning for Head Start expenditures, including establishing and modifying, when necessary, policies of reimbursement necessary for Policy Council participation.
- Receive, review and approve program and financial monthly reports.
- In collaboration with the Career Service Authority, participate in the recruitment, selection and approval process of hiring/terminating Head Start staff at the grantee office.

Policy Committees

In accordance with Federal regulations at 45 CFR 1301.3 each delegate agency operating Head Start under the umbrella of Denver Great Kids Head Start has established policy committees and perform the duties and responsibilities detailed in this regulation. Four of our current delegate agencies also serve as autonomous grantees under the Early Head Start program and in September 2017, each created a policy committee comprised of Head Start parents.

Parent Committees

In accordance with Federal regulations at 45 CFR 1301.4, all delegate agencies have established parent committees that fulfill the responsibilities detailed in 45 CFR 1301.4 (b)

Relationships

Training is an important element of relationship building with our governing body and with our policy council. Since our governing body is comprised of publicly elected officials there is very little turnover until general election time and turnover occurs. A comprehensive training session was held with the Governing Body shortly after the release of the Head Start regulations in September 2016. Roles and responsibilities, changes in eligibility determination processes, and the new duration requirements were among the items covered by a national consultant during this training session. Subsequent to this training session, training and program and policy updates are shared with the governing body members at each meeting. With that being said, DGKHS does meet with the Governing Body members twice yearly and training is a standing agenda item for all meetings.

A new Policy Council is seated on a yearly basis during the first week of November. Comprehensive training is provided to all incoming members and this training includes but is not

limited to roles and responsibilities of policy council members, overview of the Head Start program and, in particular Denver Great Kids Head Start; its rich history, past accomplishments, goals and objectives and its overall role within the Office of Children's Affairs. On-going training is provided to the policy council at regularly scheduled meetings. The council meets in 11 of the 12 calendar months. Content area training is provided to the policy council when appropriate and as required by relevant requirements specified in Subpart A, (Eligibility, Recruitment, Selection, Enrollment and Attendance; Subpart B (Program Structure); Subpart C (Education and Child Development Program Services); Subpart D (Health Program Services); Subpart G (Transition Services); Subpart I (Human Resources Management); and Subpart J (Program Management and Quality Improvement).

2. Human Resources Management

a. Structure: Denver Great Kids Head Start is a program within the Mayor's Office for Children's Affairs (Please refer to Organizational Chart in the Appendix). There are six full-time staff that comprise the core Head Start team. They include the Head Start Executive Director, the Head Start Executive Assistant, the Director of Disabilities and Mental Health Services, the Director of Family Services (this person is also responsible for community engagement), the Health Services Director and the Head Start School Readiness Director.

In addition, an auxiliary program of Denver Great Kids Head Start is the Five BY Five program. The Five BY Five program is a collaboration between the Office of Children's Affairs, Head Start and Early Head Start programs in Denver. This collaboration links Head Start classrooms and 21 cultural venues in and around Denver and provides free or in many cases unlimited admissions for families to key institutions such as the Denver Zoo, the Denver Museum of

Nature and Science and the Denver Art Museum. These cultural venues are also the source of important professional development opportunities for Head Start staff as they link classroom activities to museum-related training activities.

- b. Criminal Background Checks:** All Denver Great Kids Head Start staff are City employees and fall under the employment rules of the City of Denver Office of Human Resources. Criminal Backgrounds Checks are part of the city hiring process. In addition, Denver Great Kids Head Start has established policies and procedures at Section 2.G.6 of its' Policies to conform to Section 648A (g) of the Head Start Act as well as Federal regulations found at 45 CFR 1302.90 (b).
- c. On-boarding staff and volunteers:** All newly hired staff go through an extensive on-boarding process that occurs over a six-month period during which time staff are considered probationary. They are required to complete a series of training modules that are required of all city employees such as new employee orientation, fiscal rules and ethics and accountability. In addition to these required training sessions newly hired staff are immersed in training covering Denver Great Kids Head Start policies and procedures, operating procedures and its program governance structure. Newly hired staff are shadowed by senior staff or the Head Start Executive Director during their six-month probationary period as they acclimate to their position, the office culture and city government.

Denver Great Kids Head Start does utilize volunteers in some aspect of its operation on occasion and follows its Policies and Procedures stated in Section 2. G.4. of its Manual.

Each delegate agency operating Head Start under the umbrella of Denver Great Kids Head Start has established on-boarding procedures for new hires as well as an orientation process (including criminal background checks for regular volunteers and consultants.

- d. Staff Training and development:** DGKHS values and financially supports training and professional development for all Head Start staff at all levels of the operation including city staff, delegate agency staff and vendor staff. In addition to the allocation of the allotted PA 20 funds in the amount of \$90,078.00, Denver Great Kids invests in excess of \$194,000.00 of operational dollars (PA 22) into training and professional development activities.

In order to assist teachers in accurately capturing child assessment data Denver Great Kids purchased Ipads for all HS classrooms to support staff in their documentation and planning for children in their development. This has improved the accuracy and ease of reporting and the result has be progressively better data.

Teachers participate in a needs-based assessment within delegate agencies to gain a better understanding of how they feel and express their desire to increase their competencies and skills. All education managers/directors and coaches have participated in Practice-Based Coaching training and implement PBC in their program. The need for coaching is based on data, anecdotal records, and/or request by teacher and coaches are available at all agencies in accordance with regulations at 45 CFR 1302.92 (c).

The Classroom Assessment Scoring System (CLASS) is used as an assessment tool to evaluate the interactions between students and teachers. Teachers will have the opportunity to collaborate with an expert coach or participate in a reciprocal peer coaching activity to fulfill

their individual professional development plans. The teacher will be observed and meet with a coach. Reciprocal peer coaching will be provided with the help of an Education coach or manager. Coaching logs are kept and include all contact with teachers as well as goals, action steps, duration and the signatures of the participants and the date of the next session will be completed. Coaching forms and log sheets of coaching hours are maintained in the classroom and entered manually into a collective spreadsheet and available to DGKHS upon request.

An added feature of the Denver Great Kids Head Start program is that all City Office Director staff are CLASS reliable and conduct classroom observations as requested across all delegate agencies. This allows our program first-hand information on an important measure of our overall quality and where and how best to target coaching services and activities. In addition, the City School Readiness Director has a coaching credential and is available to assist or coach staff directly.

All teachers across Denver Great Kids Head Start have individualized professional development plans, participate in trainings throughout the year and in most cases, have one to two weeks pre-service trainings. DGKHS maintains a goal of 80% of the teaching staff with a Bachelor's degree or higher. This far exceeds the regulatory requirements.

3. Program Management and Quality Improvement

a. Program oversight systems:

The City Office is responsible for monitoring delegate and vendor agencies in accordance with Section II. E. of the Denver Great Kids Head Start Policy Manual. Monitoring consists of

regularly scheduled of on-site visits, interviews, meetings records and file reviews and review and analysis of delegate or vendor agency generated data. Our program monitoring efforts are not limited to program-only services, but also include contractual and financial management monitoring. These monitoring functions are memorialized as contract requirements for receiving Head Start funds from the City. Monitoring provides an opportunity for the City Office staff to observe and share promising or best practices to enhance program operations across Denver Great Kids Head Start. With the assistance of the Director of Research and Analysis, (a co-funded position within the Office of Children's Affairs), Denver Great Kids Head Start is positioned to draw critical data elements from multiple local, regional, state, or national sources with the goal of having data shape program activities and priorities. This staff member works closely with the Head Start staff in creating data collection instruments to provide the program with key measures of program performance. Data is collected in the key areas of enrollment and attendance, health, disabilities services, family services and outcomes and school readiness.

Denver Great Kids Head Start created an abbreviated PIR template in 2014 that included several key metrics that our program was interested in, particularly in health (physical and socio-emotional). Therefore, questions from the Head Start PIR report we extracted and rolled into a reporting template and collected in the months of December and March of each year. The goal was to provide program staff with more "real time" information during the program year to enable modifications to program operations and practices and make any needed adjustments in advance of the preparation and submission of the PIR in August

of each year. These additional reports have helped improve our performance metrics which were already very good.

Results from all monitoring visits are written and shared with community and service provider agency directors and, when necessary identify needed corrective action and due dates with an offer from the City to provide training and/or technical assistance. All monitoring reports are distributed within 2 weeks of the monitoring visit. Our philosophy guiding program monitoring is one of problem-solving solutions by providing training and/or technical assistance. Our monitoring philosophy is not intended to “catch” any partnering agency doing something wrong, but to strengthen promising practices.

Program monitoring is often a joint activity in collaboration with service provider staff and is focused in the areas of children’s health, dental and mental health, health and safety, disabilities services and nutrition services. In these cases, vendor service provider agency staff accompany City Head Start staff.

In September 2016 Denver Great Kids Head Start revised its Health and Safety Monitoring instrument and aligned it to the Caring for Our Children best practices manual. Copies of the manual were purchased by the program and distributed to all delegate agencies and training was provided. This instrument continues to be used in all health and safety monitoring that is scheduled yearly according to established monitoring procedures.

b. Continuous Improvement:

As described above Denver Great Kids Head Start has developed and implemented numerous practices and strategies that reflect our overall continuous improvement

philosophy. To reiterate, these include rigorous program and fiscal management, health and safety monitoring, enrollment and attendance, disabilities services, socio-emotional development services, school readiness services, and family services outcomes.

c. Budget and staff support:

As previously stated, Denver Great Kids Head Start uses data to shape programming and budget. A prime example was the analysis of TS Gold scores in math. In reviewing our child assessment scores in the math domain in 2015 we found that our scores were sufficiently low by our standards and that we needed to somehow develop an innovation that would help raise our performance. Program staff conducted a best practice literature review and identified the Erikson Institute in Chicago, Illinois as a national leader in early math acquisition. As a result, a collaboration was established, and our program has contracted with the Institute with the intention of improving our teachers' abilities to teach math and math concepts. It has been the first such multi-year collaboration in the country between the Institute and a Head Start program. Our results have been phenomenal, and we have seen our math scores rise each year. We are currently in our third cohort of training for math enhancement and it has been well-received and highly recognized by the Institute and they have expanded to work with other Head Start programs across the country.

Budget formulation is a process that is embedded in our self-assessment and continuous improvement efforts. The Head Start grant is set up in the City's financial management system. The budget is developed by City Head Start staff, the Policy Council, the financial team, and the Mayor's designee (the Executive Director of the Office of Children's Affairs.

Each member of the City Head Start team is responsible for proposing a “content area budget” for both program operations and what we refer to in our budget as program supports. These specific investments are reviewed and analyzed yearly during the self-assessment process to determine if continued investment is warranted or if an innovation should be considered. We have funded math coaching, CLASS training, dance and movement classes, financial literacy and health literacy in the past based on our collective identification that investment was warranted.

Each City Head Start staff is responsible for his/her content area budget and proposes and tracks individual purchases to support their content area. Budgets are reconciled continuously. Overall responsibility for budget formulation, contract development and expenditure monitoring and reconciliation rests with the Head Start Executive Director, with additional support from the finance team in the City’s Controllers Office.

Section II – Budget/Budget Narrative

The following budget narrative reconciles to the budget contained in the SF-424A, section 6 and entered into HSES. Denver Great Kids Budget has been Denver Great Kids Head Start is applying for \$9,098,570.00 in PA 22 dollars and \$90,078.00 in PA 20 dollars for a total of \$9,188,648.00 to support the delivery of comprehensive Head Start services to 1,153 children and their families for the program year beginning July 1, 2018 thru June 30, 2019 in accordance with the Head Star Grant Application Instructions with Guidance – Version 3 issued by the Administration for Children and Families. Head Start services will be delivered through seven delegate agencies according to the enrollment and funding allocations described below.

Questions 1 – 3 are addressed in the SF-424A questions 4 and 5 from Page 18 of the grant application instructions are addressed below and number accordingly, although the numbering is non-compatible with this application.

4. The key features of the organization’s financial and property management system and internal controls in place to maintain effective control and accountability for grant funds, property, and other assets meet the requirements for financial management at 45 CFR §75.302 and internal controls at §75.303. The Denver Great Kids Head Start 2017-2018 Policies and Procedure Manual and the City and County of Denver Fiscal Rules are applied to the Denver Great Kids Head Start program. These fiscal policies and procedures outline how we implement our fiscal system and provide guidelines for the day to day processes that ensure how to safeguard assets and check the accuracy and reliability of accounting data. The links to the manuals are below:

https://www.denvergov.org/content/dam/denvergov/Portals/713/documents/headstart/HeadStartPoliciesAnd%20ProceduresManual_02-02-2018.pdf

5. The non-federal match, including the estimated amount per source and the valuation methodology used are referenced in the Denver Great Kids Head Start 2017-2018 Policies and Procedure Manual Section 3. Non-Federal Share (link above), which follows the proposed non-federal match allowable per 45 CFR §75.303 and Section 1303.4. Federal financial assistance granted under the Head Start Act and will not exceed eighty percent of the total costs of the program. Twenty percent of total program costs will be acquired from non-federal sources. To satisfy the federal matching or cost-sharing requirement, DGKHS along with Contractors and Delegates will account for the allowable in-kind costs under the

Head Start Act and the applicable Uniform Guidance. That portion of the total costs of the program provided by the grantee agency in the form of in-kind donations or cash match received from third parties or contributed by the agency. In-kind contributions must be provided, and cash expended during the project period along with federal funds to satisfy the matching requirements.

<https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/fiscal-accountability.html>

City Head Start Operations (PA 22):

1. **Personnel:** The City Office consists of 8.52 staff members including the following: Head Start Executive Director, Head Start Office Manager, Health Director, Family Services Director, Disabilities and Mental Health Director, School Readiness Director, 5 By 5 Program Director (.65 FTE), Contract Administrator (.15 FTE) and Director of Research and Analysis (.42 FTE). In addition, all financial management services are provided to DGKHS and the Office of Children’s Affairs through a formal Service Level Agreement with the Controller’s Office within the Department of Finance.

Cost: \$649,950.00

2. **Fringe:** The City Office covers fringe benefits including, health, dental, and life insurance. It also includes a portion of the retirement benefits for each City employee. All employer taxes required by Federal, state and local governments are also paid from the City Office budget on behalf of Head Start employees. Finally, the City Office accrues vacation and sick time for the purpose of payout at the time of employee retirement or departure.

Cost: \$205,418.00

3. Out of Town Travel

Cost: \$0

4. Supplies: The City Office budget includes general office supplies, specialty supplies for children with disabilities, and other operating expenses such as copying, phones, and cell phones.

a. General Supplies: \$9,000.00

b. Disabilities Supplies: \$2,000.00

Cost: \$11,000.00

5. Contractual: The City contracts with six delegate agencies to provide comprehensive Head Start services. The agencies and amounts are as follows:

Delegate Agency Operations:

<u>Delegate Agency</u>	<u>PA 22 Funding</u>	<u>PA 20 Funding</u>	<u>Total</u>
Catholic Charities	\$1,218,209.00	\$5,508.00	\$1,223,789.00
Clayton Early Learning	\$1,255,693.00	\$5,752.00	\$1,261,445.00
Denver Public Schools	\$1,886,662.00	\$8,642.00	\$1,895,304.00
Family Star Montessori	\$212,406.00	\$973.00	\$213,379.00
Mile High Early Learning	\$1,755,470.00	\$8,041.00	\$1,763,511.00
Sewell Child Dev	\$374,834.00	\$1,717.00	\$376,551.00
Volunteers of America	\$499,779.00	\$2,290.00	\$502,069.00
Delegate Agency			
Totals:	\$7,203,053.00	\$32,995.00	\$7,236,048.00

Cost: \$7,236,048.00 (\$7,203,053.00 PA 22 and \$32,955.00 PA 20)

In addition, the City Office contracts directly with four vendors to provide specialized supplemental comprehensive services and training for Head Start children, families, and delegate agency staff. These contracts include:

Comprehensive Services:

<u>Contracted Service</u>	<u>Amount</u>
Disabilities Services	\$242,400.00
Speech, Language & Hearing	\$17,628.00
Nutrition	\$64,540.00
Health, Dental and Mental Health	\$437,164.00 (\$421,081.00[PA 22]; \$16,083.00 [PA 20])

Cost: \$761,732.00 (\$745,649.00 PA 22; \$16,083.00 PA 20)

Contractual Total: \$761,732.00 (\$745,649.00 PA 22; \$16,083.00 - PA 20)

6. **Other:** This cost category includes several line items including the following:
- a. *Staff and local travel:* The City compensates staff reimburses staff for local travel to and from official meetings.
Cost: \$2,000.00
 - b. *General Admin:* Cost: \$15,000.00
 - c. *Child Care:* \$6,800
 - d. *Mileage/Transportation:* \$1,900
 - e. *Program Support:* The City Office supports activities that improve the Head Start experience for children. Included in this line item is the following

- Transition Services: \$18,000.00
- Five by Five Program: \$ 5,000.00
- CLASS training and coaching: \$ 3,000.00
- Math Enhancement: \$45,000.00
- Dance and Movement: \$60,000.00
- Health and Wellness \$36,000.00
- Financial Literacy: \$10,000.00
- Health Literacy: \$10,000.00

Cost: \$187,000.00

f. *Committee Support:* The City Office supports the on-going work of various operating committees that function as planners and decision makers within DGKHS. Among these committees are Policy Council (including Program Committee and Finance Committee) and Health Services Advisory Committee. DGKHS has budgeted funds to support the overall functioning of these groups as follows:

- Policy Council:
 - 1. Food: \$8,000.00
 - 2. Facilities: \$1,400.00
 - Total: \$9,400.00
- Health Services Advisory Committee:
 - Food: \$1,500.00
- School Readiness
 - Food: \$ 500.00

- Health:
Food: \$ 500.00

- Disabilities:
Food: \$ 500.00

- Family Services:
Food: \$ 500.00

Cost: \$12,900.00

g. *Communication and Community Engagement:* The City Office generates data-driven reports that inform program planning and decision-making as well as provide key metrics to the DGKHS governing body, Policy Council members, key stakeholders, and the general public. In addition, all monthly reports that are generated through the Head Start Office are translated into Spanish, the predominant language spoken by parents, in addition to English. DGKHS is very active in conducting city-wide recruitment efforts to ensure full enrollment at all delegate agencies. The following line items constitute this cost category:

- Translations: \$7,500.00
- Head Start Annual Report: \$2,400.00
- Comprehensive Community Assessment: \$1,000.00
- Head Start Recruitment: \$15,000.00
- CCR Analytics (Family Outcomes): \$6,000.00
- FDC: \$6,000.00

Cost: \$37,900.00

h. *City Office Training and professional development:* DGKHS provides city Head Start staff with \$14,000.00 for professional development and the City Controller’s Office with \$6,000.00 for a total of \$20,000.00.

Cost: \$20,000.00

Other Total: \$ 283,500

7. **Occupancy:** \$0

8. **Indirect:** \$0

Total Federal (PA 22): \$9,015,788.00

Training and Technical Assistance (PA 20): DGKHS utilizes its full allocation of PA 20 funding to support activities that are managed directly by the City Office and funds that are allocated directly to delegate and vendor agencies and incorporated into their contracts. The City Office engaged Policy Council, and delegate, and vendor agency staff in discussions about the most effective and efficient approach to planning, delivering and investing limited PA 20 funding.

The activities include the following:

- a. **Content Area Training:** City Office staff is each budgeted funds to ensure that content area training for school readiness, health and mental health, disabilities, fiscal operations and family services is provided to partner agency staff and parents. Funds are used to cover meetings costs, meeting materials, books and other related materials.

The allocation is the following:

- School Readiness: \$4,500.00
- Health: \$4,500.00
- Disabilities: \$4,500.00

- Family Services: \$4,500.00

Cost: \$18,000.00

- b. Policy Council Training:** The City Office supports training for the Policy Council which includes training on roles and responsibilities as well as other training as determined by Council members.

Cost: \$11,000.00

- c. Parent Training:** The City Office collaborates with other community agencies such as Focus Points and Emily Griffith Opportunity School to plan parent training in areas such as ESL and GED but does not financially support either. We anticipate adding additional parent training such as *Conscious Discipline, Motivational Interviewing, Positive Solutions for Parenting, and Touchpoints.*

Cost: \$12,000.00

Total City Managed Training: \$41,000.00

- a. Specialized Training:** The budget amounts noted above under comprehensive services incorporate specialized training in the areas of health and mental health. These are PA 20 training costs that are rolled into the scope of work for Denver Health and Hospital Authority.

Cost: \$16,083.00

- b. Delegate Agency Training:** Each delegate agency receives PA 20 funding directly as reflected in the delegate agency operations descriptions above.

Cost: \$32,995.00

Total training costs: \$90,078.00

Grant Totals: PA 22 - \$9,098,570.00

PA 20 - \$90,078.00

Total - \$9,188,648.00

Non-Federal Share: The required Non-Federal share for the DGKHS grant totals \$2,297,162.00.

All delegate, vendor and other contract agencies are required to provide the standard Head Start match per their contract and this amounts to \$2,085,195.00. The grantee provides \$211,967.00 to complete the total matching requirement. The City match is derived from the donated Five by Five Program admissions that are tracked.

Salary Compensation:

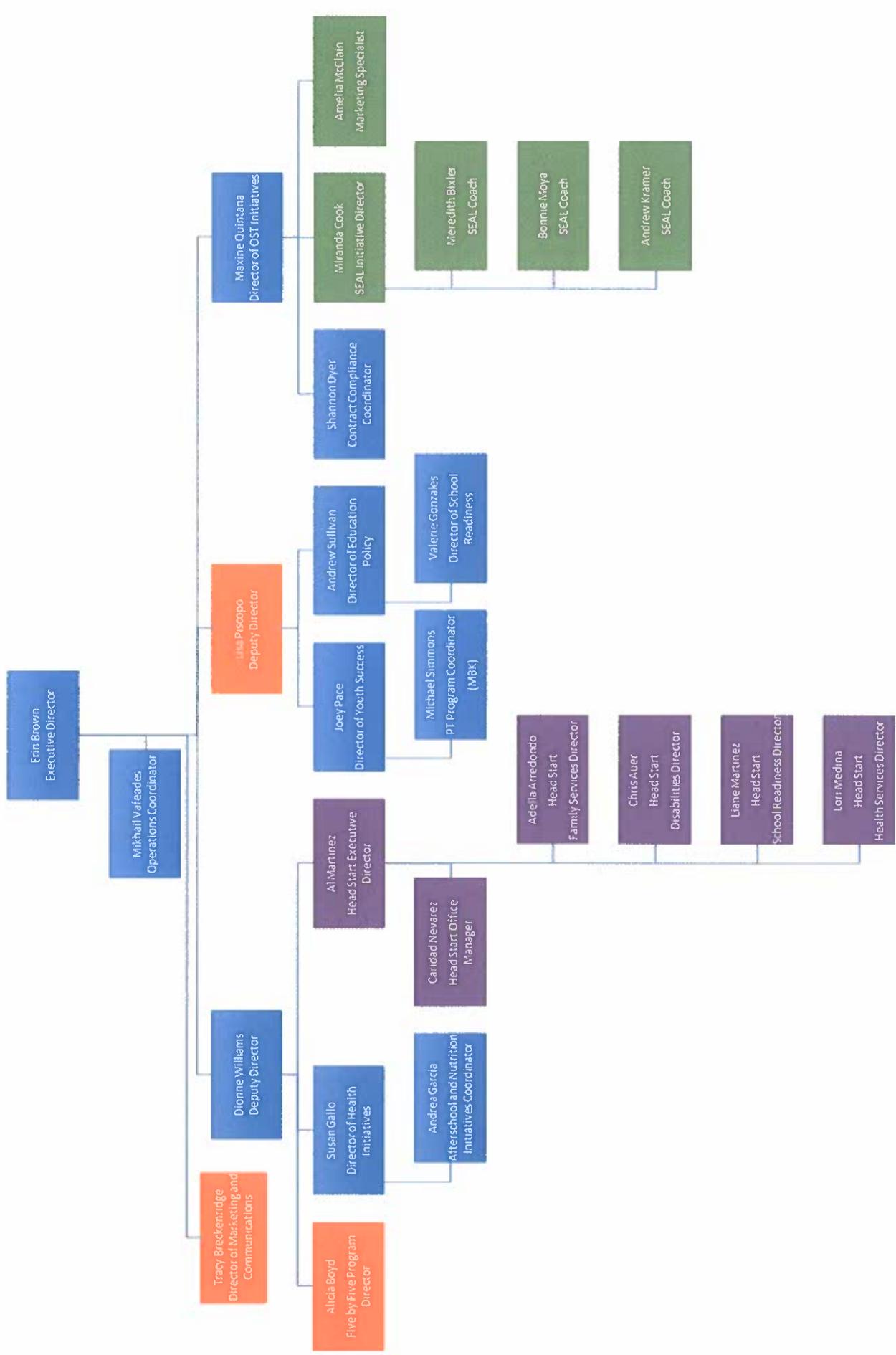
No employee paid with Head Start dollars earns a salary greater than a Level II Executive, or \$189,600.00.

Delegate Agency's Budget Narrative: Each delegate agency has prepared and submitted individual program budgets and budget narratives that reconcile to the amounts described above under the heading number 5, Contractual in the budget narrative. A description of these costs is summarized in the following table titled Delegate Agency Budget Narrative Table.

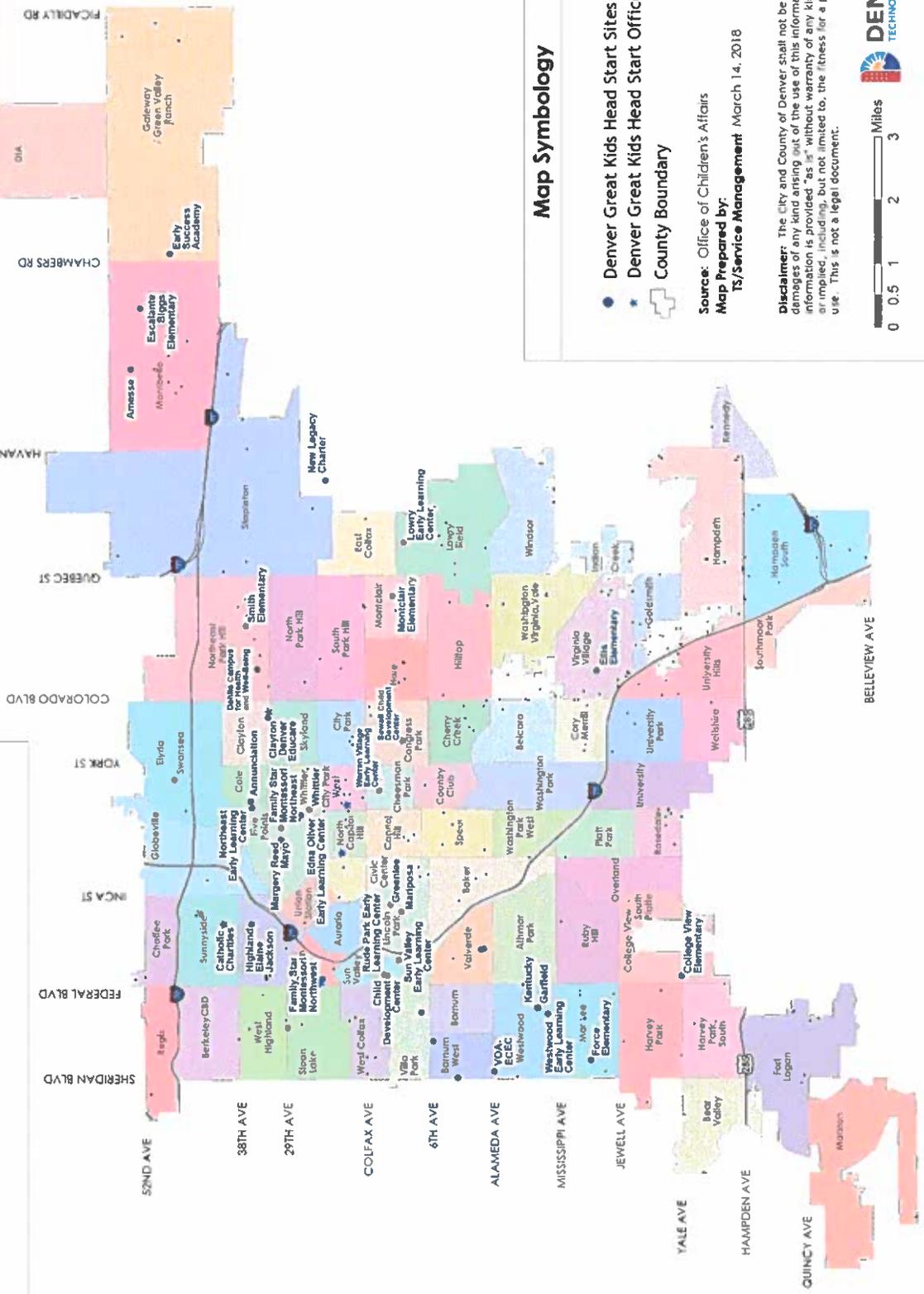
Specific detail for all budget categories is included in the budget documents for each delegate agency and entered into HSES.

Delegate Agency Budget Narrative Table

	Catholic Charities	Clayton Educare	Denver Public Schools	Family Star Montessori	Mile High Montessori	Volunteers of America	Sewall
Personnel	750,181	778,875	1,249,369	161,281	1,345,580	383,676	301,536
Fringe <i>(SS Medicare, Health, Workers Comp, etc.)</i>	222,729	202,508	354,554	35,482	321,259	99,888	57,292
Travel <i>(National and local travel)</i>	2,500						
Equipment <i>(\$5,000 or more)</i>							4,736
Supplies <i>(Office, content area supplies, building supplies, and miscellaneous other supplies)</i>	14,000		46,697	3,569		1,824	5,360
Other <i>(Rent, utilities, occupancy, indirect)</i>	31,967	159,063	15,239	13,047	10,115	10,477	2,727
Contractual <i>(Professional Services)</i>		121,000	80,966		86,400	6,204	4,900
Total	1,223,789	1,261,445	1,895,304	213,379	1,763,511	502,069	377,551
Non-Federal Share	305,947	315,361	473,826	53,345	440,878	125,517	94,138
Source							
Total Amount	1,529,736	1,576,806	2,369,130	266,724	2,204,389	626,586	470,689



**2018-2019 Denver Great Kids
Head Start Sites**
Head Start Federal Grant
Office of Children's Affairs



Map Symbolology

- Denver Great Kids Head Start Sites
- ★ Denver Great Kids Head Start Offices
- County Boundary



Source: Office of Children's Affairs
Map Prepared by:
TS/Service Management March 14, 2018

Disclaimer: The City and County of Denver shall not be liable for damages of any kind arising out of the use of this information. The information is provided "as is" without warranty of any kind, express or implied, including, but not limited to, the fitness for a particular use. This is not a legal document.



Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
<p>Program Governance</p>	<ul style="list-style-type: none"> • Organization of Policy Council minutes that reflects establishment of quorum and votes cast and establishes accountability. • Policy Council agenda, minutes, and records are organized and translated into Spanish. • The program is very strong in involving parents and community partners. • 311 has information regarding Denver Great Kids Head Start and delegate agencies. • Office of Children's Affairs website is operational and includes extensive information on DGKHS, including Governing Body and Policy Council members and functions. • Governing Body held meetings in March and September 2017, and reviewed documentation on the progress of school readiness and mental health and disabilities. They also received progress reporting on meeting grant goals. At the March meeting the Governing Body approved the 	<p>No actions noted</p>	

**Self-Assessment Analysis 2017 - 2018
Denver Great Kids Head Start**

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>timeline to release an RFP to procure delegate agencies for the next five-year grant cycle that would be released in June 2017. At the September meeting they approved the selection of the 7 agencies that were selected to be delegate agencies.</p> <ul style="list-style-type: none"> ● All delegate and vendor agency contracts were funded and approved by the Governing Body on time and in advance of contract start date. ● Policy Council Finance and Program committee meets monthly and delegate agency finance directors meet regularly with the grantee and Controller's Office. ● Annual Report posted on website in January 2017. ● Policy Council minutes and special reports provided to City Council oversight committee, and controller along with Mayor's designee. ● Responsibilities of Governing Body and Policy Council are spelled out in one document and shared with 		

**Self-Assessment Analysis 2017 - 2018
Denver Great Kids Head Start**

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>Governing Body members and Policy Council.</p> <ul style="list-style-type: none"> • Denver Great Kids Head Start staff attend every Policy Council meeting and provide content area specific updates. • Denver Great Kids Head Start staff attend delegate agency Policy Committee meetings. 		
Planning	<ul style="list-style-type: none"> • Completed the Community Assessment (CA) Update in December 2017. • Results of CA update are incorporated into delegate agency planning as part of delegate agency self-assessment processes and grant update for 2017/2018 grant year. • All children enrolled in DGKHS have obtained a student ID number to assist in capturing longitudinal data on child outcomes and the lasting impact of Head Start. • DGKHS staff completed a review of the revised Head Start regulations to begin the process of amending current policies and 	<ul style="list-style-type: none"> • Need to engage stakeholders in planning process to establish goals for next grant cycle. 	<ul style="list-style-type: none"> • Conducted planning retreat with stakeholders to develop goals and framework for the next five-year grant cycle. • DGKHS Policies and Procedures Manual was updated to conform to the new regulations. All revisions approved by the Policy Council.

**Self-Assessment Analysis 2017 - 2018
Denver Great Kids Head Start**

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>procedures. Anticipated changes to be approved by the Policy Council incrementally but by the April 2018 PC meeting.</p> <ul style="list-style-type: none"> Developed and implemented an RFP timeline as well as the RFP documents themselves and implemented it as planned. 		
Record-Keeping and Reporting	<ul style="list-style-type: none"> The PIR, child assessment data, CLASS observations and other information are used in program planning. Documentation from bi-monthly management team meetings and Program Design and Management (PDM) meetings are maintained, up to date, and shared with appropriate parties. Monitoring reports include review of child and staff files to ensure that all required information is included, and that confidentiality is maintained. Delegate expenditures analyzed monthly. Policy Council Program-Finance committee review monthly expenditures and make 	No actions noted.	

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
<p>Ongoing Monitoring</p>	<p>recommendations for greater clarity and funds transfer.</p> <ul style="list-style-type: none"> • Timeline established, and work is being done to engage program staff on data needs, templates, and intended use of data itself. • The mid-year PIR continues to provide a snapshot of select Head Start metrics and used for program planning. This mid-year PIR is collected in December and March of each program year in addition to the August report. • Ongoing monitoring ensures quality programming and accountability practices are in place. • Compliance and quality-based monitoring conducted in teams across all delegate and vendor agencies. Policy on program monitoring was amended and is fully operational. • DGKHS developed and began using a revised health and safety monitoring instrument that aligns with Caring for Our Children Best Practice Standards. The tool was 	<ul style="list-style-type: none"> • Expand the mid-year PIR to capture relevant family services and health metrics 	<ul style="list-style-type: none"> • Mid-year PIR template mended for the December 2017 report

**Self-Assessment Analysis 2017 - 2018
Denver Great Kids Head Start**

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>used in the fall 2017 monitoring cycle.</p> <ul style="list-style-type: none"> • All safe environment issues noted in September/October 2017 and reviews were corrected by 10/30/2017. • DGKHS implemented a "Standard" process for ERSEA monitoring and provided monitoring and eligibility training to all staff conducting monitoring. A 15-20 percent sampling of files for ERSEA was conducted for each classroom. • DGKHS implemented rigorous monitoring efforts in 2017-2018 including a review of monthly in-process and data tracking reports to ensure timeliness of referral process, and IEP implementation. • Monitoring procedures were revised to align with the new 2016 Head Start regulations. 		
Human Resources	<ul style="list-style-type: none"> • Grantee staff are well qualified. • Criminal Background Checks for all Head Start staff are completed before staff are hired. 	No actions noted.	<ul style="list-style-type: none"> • DGKHS implemented the hiring process to fill the vacant Health Director position in January 2017.

**Self-Assessment Analysis 2017 - 2018
Denver Great Kids Head Start**

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<ul style="list-style-type: none"> Immunizations and health records are up to date per Centers for Disease Control and Prevention, ESPDT Program, Colorado Department of Public Health and Environment and the Primary Care Provider requirements. Time/pay accounting. Orientation manual. Orientation meetings and trainings. Denver Office of Human Resources handles personnel-human resources services for grantee staff. 		
Fiscal Management	<ul style="list-style-type: none"> DGKHS continues to receive fiscal support through a Service Level Agreement (SLA) with the City's BMO with services being provided by Controller's Office staff. Greater transparency achieved in financial operations and greater engagement of Policy Council in exercising financial responsibilities for Head Start operation. Variance reports are prepared each month by the delegate and 	No actions noted.	<ul style="list-style-type: none"> Continue to work with the Controller's Office to review and make improvements to fiscal monitoring.

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
<p>Family & Community Partnership</p>	<p>vendor agencies and the City Office.</p> <ul style="list-style-type: none"> • Developed a partnership with the City's Office of Financial Empowerment to support DGKHS with funding for financial literacy education training for parents and financial case management for Head Start staff. • Developed a partnership with Mpowered to support Head Start families with Financial Literacy. • The Head Start program works collaboratively with all participating parents to identify and continually access, either directly, or through referrals, services and resources that are responsive to each family's interests and goals. • Strong connections and collaborative work with delegate agencies ensuring that parents are provided opportunities for growth that reflect their needs, strengths, desires, and input so they become strong partners in the education of their child. 	<ul style="list-style-type: none"> • Continue engaging community partners to create a richer environment full of positive and educational opportunities for children, families, and staff. • Create records of parent involvement activities from each delegate agency to analyze their effectiveness. • Better communication between CCAP and Head Start is needed to ensure continuity of care and payment. • Housing in Denver and immigration are ongoing struggles for Head Start families more supports are needed in this area. • Support agencies with role clarity around implementation of the Culture of Wellness program (i.e., key staff to support coordination and implementation efforts. 	<ul style="list-style-type: none"> • Provide Head Start parents with an opportunity to provide feedback regarding program operations and services. • In conjunction with delegate agencies identify data analysis of parent engagement/involvement opportunities. • Head Start has launched a request for MOU outlining key requests for supports from Denver Human Services (DHS) which would support better collaboration with all DHS programs including Child welfare, CCAP etc.. • Continue to provide PFCE Framework training sessions and opportunities to share how the framework is being implemented in FPA's and work with the community for Family Engagement Workshops.

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<ul style="list-style-type: none"> • Continuously introducing Family Services staff to community agencies and resources that support Head Start's work with parents. • The Head Start program works in mutual partnership with all participating parents to identify and continually access, directly or through referrals, services and resources that are responsive to each family's interests and goals. • Staff provide opportunities for continuing education and employment training and other employment services through formal and informal networks in the community. • High participation by parents, families, and community agencies during Parent Committee meetings and other family engagement events. • Utilization of vendors for supplemental HS services for health, dental, mental health, disabilities, and nutrition as well as 		<ul style="list-style-type: none"> • After securing funding in partnership with the Disabilities and Mental Health team DGKHS will be able to offer Family Services staff reflective guidance to support their day-to-day work and interactions with families. • Identify ways for the DGKHS grantee-office to receive data on the status of Family Partnership Agreement data from delegate agencies.

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>partnerships with screening vendors.</p> <ul style="list-style-type: none"> • The implementation of various parent trainings such as Positive Solutions. • Continue to use data and track data to show visits and track outcomes for Five By Five. • Successful in sustaining the Culture of Wellness in Preschools program with strategic investment of health initiative funding from DGKHS. • Strong evidence of quality family partnerships agreements. • Secured multiple private grants to support parenting education. • Identified external partner to support the program in gathering family outcomes data in Head Start • The Head Start Health and Family Services team partnered to provide "Lunch and Learn" opportunities to collaborate in common areas. 		

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
ERSEA	<ul style="list-style-type: none"> • The program enrolls children in most need of Head Start services and has an active recruitment process through each delegate agency designed to inform families of Head Start eligible children of the available services while encouraging the families to apply for admission into the program. • At least 10 percent of the total number of enrollment opportunities is made available to children with disabilities or who meet the definition of children with disabilities. • Eligible children enter the program within 30 days of a vacancy to ensure funded enrollment is maintained. • Eligibility & recruitment guidelines and policies are clearly spelled out from grantee office. • Overall, staff is proficient in completing the family/child eligibility forms correctly in accordance with performance standards. 	<ul style="list-style-type: none"> • Submitting monthly enrollment reports in a timely and accurately manner by some delegate agencies. • Maintaining enrollment at greater than 99 percent overall. • Some delegate agencies need support maintaining monthly attendance above 85%. • Continue to find more community agencies that serve children and families from low-income population to collaborate with to continue to reach children with the greatest needs for Head Start 	<ul style="list-style-type: none"> • DGKHS will continue to provide grantee-wide recruitment support. • Continue providing consultation and support to agencies with attendance who falls below 85 percent. • Continue providing on-going support on implementation of Head Start regulations around enrollment and attendance. • Initiated steps to work closer with the Denver Human Services Foster care team that would lead to more foster care children being enrolled in Head Start. • Continue intensive City-wide recruitment efforts to reach children with Head Start families.

**Self-Assessment Analysis 2017 - 2018
Denver Great Kids Head Start**

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<ul style="list-style-type: none"> Expanded marketing efforts at the City level to promote the Head Start program and to emphasize the importance of early childhood education. This effort has helped Denver Great Kids Head Start ensuring full enrollment and develop waitlists. Implemented a grantee-wide universal selection criteria system that assigns 59.5 percent of points developed by DGKHS and are uniform across all six delegate agencies and allowing 40.5 percent of points to be developed by each individual agency. Maintained full enrollment throughout the entire program year. DGKHS re-wrote the ERSEA policies to ensure full alignment with the new Head Start performance standards 		
Facilities	<ul style="list-style-type: none"> All Head Start classrooms are licensed by the City of Denver. All Head Start classrooms have been assigned a level 4 rating through 	No actions noted.	<ul style="list-style-type: none"> Continue to coordinate follow up visits with delegate agencies to sites/classrooms where health and safety issues are identified to confirm

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>Colorado Shines Quality Rating and Improvement System.</p> <ul style="list-style-type: none"> • All Head Start classrooms are monitored a minimum of once yearly using the Revised Health and Safety tool that is aligned to Caring for Our Children standards. • Ongoing communication with City Child Care licensing department to ensure quality facilities. • Daily Health and Safety checks are implemented at delegate agency sites in addition to annual monitoring visits. 		<p>agency follow through on recommended strategies for action, and improvements.</p>

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
<p>School Readiness</p>	<ul style="list-style-type: none"> • Child progress is monitored three times per year. • All six delegates participate in the state 's computerized child outcomes system called Teaching Strategies GOLD. • Classroom Assessment Scoring System (CLASS) training and ongoing tools is provided for all six delegate agencies by City staff. • CLASS observations are conducted to support coaching and training efforts ongoing. • Identified opportunities to share resources and trainings across delegate agencies. • Coaching is available to increase classroom quality and staff competencies. • All teaching staff participates in 15 or more hours of staff development each year. • Over 85% of the teaching staff has a BA or higher degree. • CLASS data is shared from all program classrooms with the School Readiness Director to 	<ul style="list-style-type: none"> • Continue to collaborate with data manager to ensure information is gathered in a timely manner and that it is of benefit to the continuous improvement process. • Provide information in a timely manner to ensure training and resources are available when data indicates change is needed. • Monitor teacher qualifications and support delegates to ensure quality staff. • Continue to provide information to staff on the CLASS. • Collaborate with Education Coordinators to identify teachers scoring in the high range on the CLASS in Instructional Support. • Continue to educate the school district about HS and the high-quality services provided. • Continue to promote DGKHS and its TS Gold results within the school district and let them know that DGKHS uses the Creative Curriculum same as DPS. 	<ul style="list-style-type: none"> • Continue to work with Education Coordinators, and Data Management Coordinator to ensure timely information on child outcomes. • Prepare reports three times a year to present to management team on trends and patterns across programs and what the implications are for DGKHS. • Review delegate agency curricula for compliance with the new Head Start Performance standards. • Ensure information is provided to families in a timely manner and encourage families to attend orientation sessions on Choice. • Work with delegate agencies to support maximum use of teacher retention dollars

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>identify training and coaching support.</p> <ul style="list-style-type: none"> • Staff participated in Pyramid Plus training. • CDA training cohorts are offered across all delegate agencies. • DGKHS provided supplemental funding to delegate agencies to support quality teaching and teacher retention efforts. • DGKHS financially supports the Five By Five program to design and implement training for Head Start teachers to enhance learning and connect the cultural venue training to classroom and home activities. 	<ul style="list-style-type: none"> • Continue to support teacher recruitment and retention 	

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
<p>Communication</p>	<ul style="list-style-type: none"> • Communicating with the family in their primary language. Some Family Service Coordinators are bilingual, meeting minutes, flyers, forms, etc. are translated. Use of language line occurs regularly. • American sign language interpretation is available to all Denver Great Kids Head Start delegate agencies at no cost to them. • Organized meeting schedule. E-mail and voicemail communication occurs regularly. • Grantee content area Directors attend each other's meetings. • Website is available to internal/external public. • Policy Council and governing body members receive meeting packets in a timely manner to review before the meeting, so they are better prepared. • Improved communication between grantee office, delegate, and vendor agencies through bi-monthly management team 	<p>No actions noted.</p>	

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>meetings and Program Design and Management meetings.</p> <ul style="list-style-type: none"> • DGKHS is using EZ Text to send reminders to Policy Council members for upcoming meetings. • Ordinances for budget reach Mayor, City Council in a timely manner. • Contracts to Mayor, City Council Oversight Committee made timely. • Finance Officers Group meetings. • Annual Report provided to stakeholders in December 2017. • DGKHS conducts monthly Delegate Liaison check-in meetings to facilitate communication. 		
Disabilities	<ul style="list-style-type: none"> • Memoranda of Understanding in place with Rocky Mountain Human Services and Denver Public Schools. • Each delegate agency is utilizing regularly occurring multi-disciplinary meetings to ensure progress of children with disabilities and at risk. 	<ul style="list-style-type: none"> • Need to continue to collaborate with education and mental health staff to meet the needs of children with challenging behavior. 	<ul style="list-style-type: none"> • Training on trauma informed care presented at cross-content area meetings, and an objective has been added to the DGKHS grant application as an additional strategy to address challenging behavior. • Classroom observations conducted in partnership with School Readiness Director.

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<ul style="list-style-type: none"> Ongoing collaboration between disabilities, mental health and education staff in the provision of consultation and support services to classrooms. 		<ul style="list-style-type: none"> Implementation of Conscious Discipline. Over 30 DGKHS staff and parents attended PEAK Parent Center Conference on Inclusion
Health and Wellness and Social-Emotional Development	<ul style="list-style-type: none"> On-going health team meetings (monthly) to ensure best practice and data analysis with health vendors and delegate health team members. Conduct tri-annual Health Services Advisory Committee (HSAC) meetings with an emphasis on parent engagement and topics identified through data analysis. Utilized \$8,000 in funding to support positive parenting classes from the Temple Hoyne Buell Foundation. Submitted application to Temple Hoyne Buell for \$19,000 to support Conscious Discipline and parenting classes. Submitted applications to private grant funders to support social/emotional health activities. 	<ul style="list-style-type: none"> Continue to look for and secure additional funding opportunities to support social and emotional development when Colorado Health Foundation grant concludes. Need to continue to support the capacity of delegate agencies in meeting the needs of children with challenging behavior. Determine each delegate agency's plan to improve dental outcomes, and follow up for children. Continue to engage Health Team and each Delegate agency on supports for healthy child outcomes and family engagement with relation to BMI (cardiovascular risk factors) Denver Health has identified need for additional RN to 	<ul style="list-style-type: none"> Successful grant application to the Temple Hoyne Buell Foundation in the amount of \$19,000 to support parent activities related to social/emotional development. Successful grant application to the Caring for Colorado Foundation in the amount of \$50,500 to support social-emotional development of children and provide reflective processing for Family Services Staff to support family needs around social-emotional development. Successful grant application to the Tony Grampsas Youth Services Fund for \$28,000 to support social-emotional development.

Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<ul style="list-style-type: none"> • Successfully completed progress report and related outcomes for Colorado Health Foundation grant. • Culture of Wellness Program (COWP) components continue to be implemented in all DGKHS agencies; the fourth year of COWP is underway. CoWP staff are attending and presenting at management meetings and content area meetings to increase understanding of program and role clarity. • Continued high performance of PIR indicators in the areas of screenings, and medical homes. • Continued partnership with Denver's safety-net hospital and community health system, Denver Health. • Head Start children can commence using the Denver Health School-based Health Centers, making access to a medical home and primary care more accessible. • Continue to update Health Manuals annually to provide 	<p>support the day to day operations and ongoing training of delegate staff.</p> <ul style="list-style-type: none"> • Marion Down's Center has transitioned to new database system. DGKHS has identified issues with timely and complete reports for delegates. 	<ul style="list-style-type: none"> • Continue on-going monthly health team meetings. • Prioritizing list of funding opportunities provided by City grant contractor. • Continue parent/family satisfaction survey and/or focus groups. • Continue to develop marketing materials to support HSAC outreach and recruitment. • Mid-year PIR to be reviewed in December and March. • Continue to emphasize the importance of oral health, utilizing a health literacy focus to include education and incentives for family engagement importance of oral health, utilizing a health literacy focus to include education and incentives for family engagement. • Accepted into UCLA Health Institute to support efforts in health outcomes. Oral health, Staff wellness, common childhood illness, mental

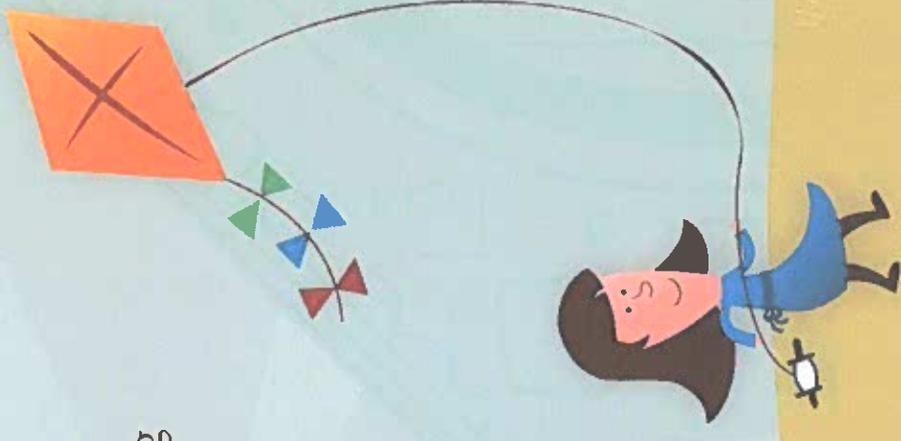
Self-Assessment Analysis 2017 - 2018 Denver Great Kids Head Start

Self-Assessment Summary			
Program Area	Strengths	Needs Improvement	Actions
	<p>support and guidance for delegate agencies.</p> <ul style="list-style-type: none"> • Implemented sustainability model for components of the Culture of Wellness Program (i.e. I am Moving, I am Learning (IMIL), Integrated Nutrition Education Program (INEP), Workplace Wellness, Parent Wellness Workshop Series. • Continue to work with delegate agencies to support parents attending HSAC. • Nutrition Consultants continues to visit sites three times per year, in addition to providing ongoing guidance, training and consultation. • Collaboration meetings held monthly with DGKHS, CoWP, Denver Health, and Nutrition Consultants to increase communication and clarity of roles. 		<p>health, eating healthy, and obesity/diabetes prevention.</p> <ul style="list-style-type: none"> • Identified funding that could be utilized to support additional RN from Denver Health to increase availability and support to the delegate agencies. • DGKHS is working closely with Marion Down's on continuous communication and updates regarding the new database. Marion Down's has provided information needed to the delegates in an acceptable temporary format.

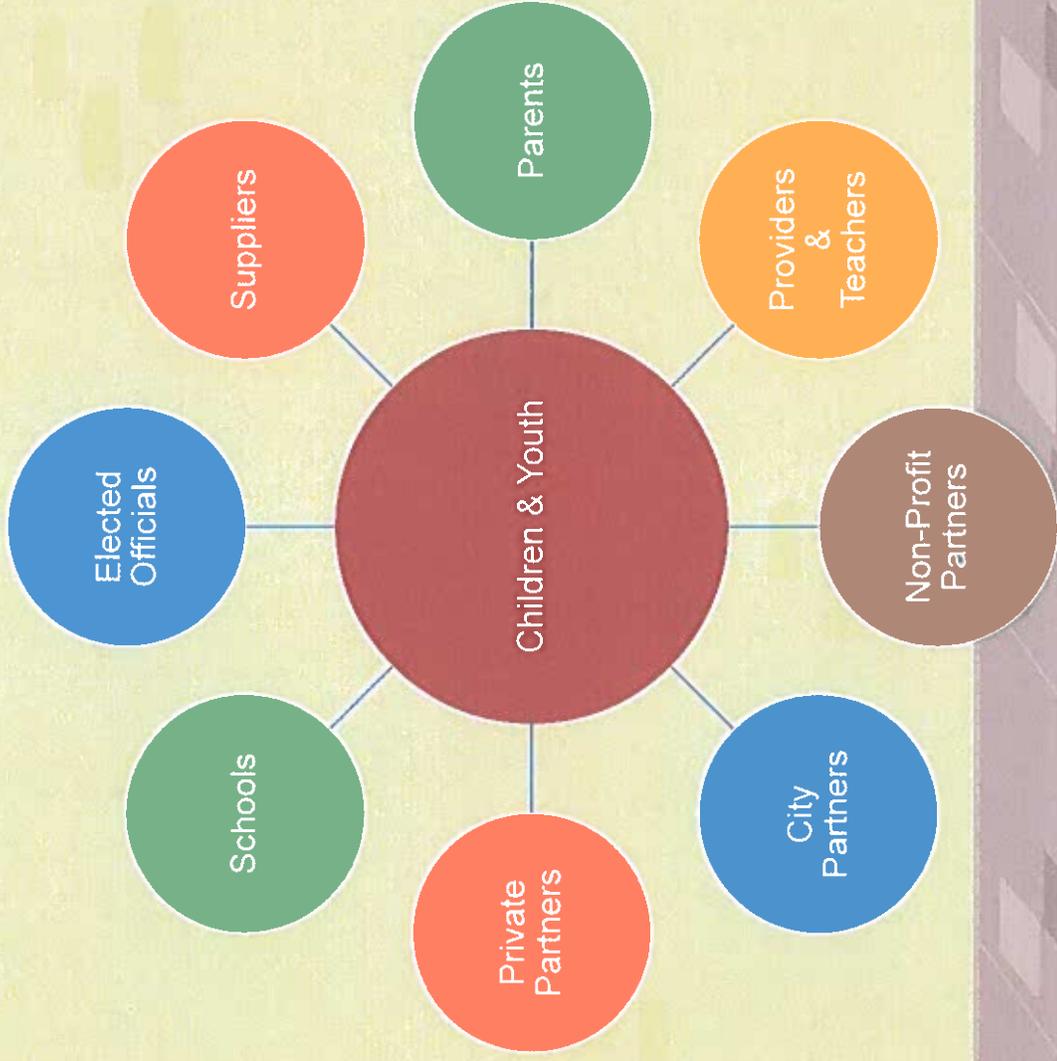
Office of Children's Affairs

The role of the Office of Children's Affairs (OCA) is to support City agencies, the community and its service providers in achieving three major goals:

1. Ensure that all children have their basic needs met
2. Ensure that all children are ready for kindergarten
3. Ensure that all children and youth have the opportunity to succeed academically and professionally



Office of Children's Affairs: Who we Serve



Office of Children's Affairs: Core Services

Advocacy

Coaching
Parents/Kids

Communication

Convening/
Partnership

Operations

Oversight
Councils

Planning Provider
Services

Policy
Recommendation

Program
Evaluation

Program
Monitoring

Site Visits

Technical Program
Support



Office of Children's Affairs: Our Programs and Initiatives

DGKHS

- School Readiness
- Mental Health & Disabilities
- Family Services
- Health Services
- Budget & Admin
- Grant Management

OST Initiatives

- DAA
- SEAL Initiative
- Healthy Lifestyles
- DQUAC

Five by Five

- Cultural Partnerships
- School Readiness
- Data & Tracking
- Professional Development

Basic Needs

- Healthy Meals Program/CACFP
- Summer Food
- Food Desert Policy
- Nutrition consulting & advocacy

ECE

- Countdown to Kindergarten
- Birth to Eight

Youth Success

- My Brother's Keeper
- Mayor's Youth Commission
- Mentorship
- Mayor's Youth Awards
- Mile High Scholars

Education Policy

- Birth to Eight Education Compact
- Legislative Agenda
- Education Policy

Data & Policy

- Status of Denver's Children Book Community Assessment
- Children's Cabinet
- GIS/Mapping
- OCA Dashboard

Transportation & Mobility

- My Ride Pilot
- RTD Youth Pass
- MY Denver Bikes
- Vision Zero

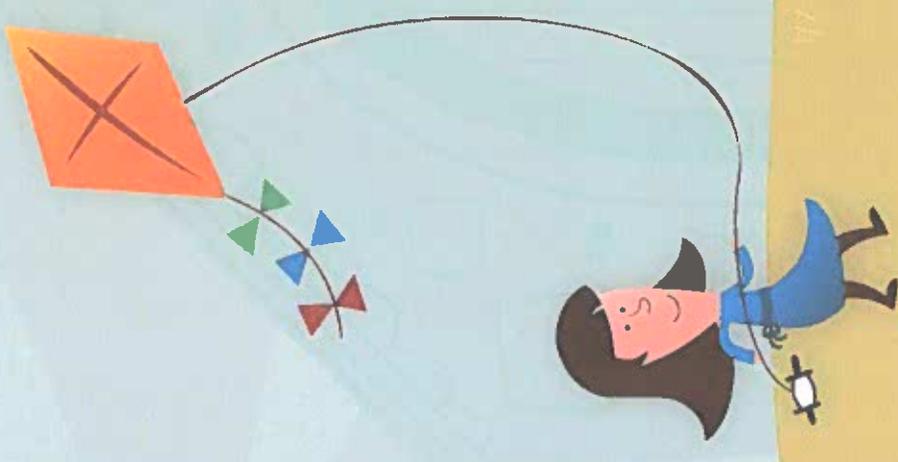
Communications

- Website Management
- Social Media
- Press/Media
- Open Records
- Recruitment
- Bulletins & Briefs



Office of Children's Affairs: Goals for Children & Youth

- 1. Basic Needs**
- 2. Healthy Weight**
- 3. Early Childhood Education**
- 4. 3rd Grade Reading Levels**
- 5. Post-Secondary Success**
- 6. Disconnected Youth/Young Adults**



POLICY COUNCIL
Meeting of March 27, 2018
Junta del 27 de marzo del 2018



Delegate Agency Reports



Denver Great Kids Head Start

March 2018 Catholic Charities Policy Council Delegate Report

Program Updates

Last Policy Council Meeting Date: February 28, 2018

- **Update on last Policy Council/Committee meeting:**
 - Training provided on the Family and Community Engagement Framework and Assessment

- **Strengths/Highlights:**
 - Provided a full week of staff training for all ECE staff including Psychological First Aid, School Readiness, CLASS, Early Language Development, Standard Precautions, Child Abuse and Neglect, Math, Focus Area Two Monitoring, Guidance, Medication Administration, and CPR/First Aid.

- **Needs/Challenges:**
 - Filling open staff positions is a continuing focus for our program with an emphasis on Bi-Lingual staff and Floater Teachers

Financial Updates

- **USDA Meals:**
 - In February We served 7528 meals and are claiming \$15194.00 in reimbursement.

- As of January 30, 2017, we have expended \$867,510 of our total Head Start grant award of \$1,537,637 which is 56% of the total grant.

Next Policy Committee Meeting is scheduled for March 20, 2018 from 4:30-6:00pm



Denver Great Kids Head Start

March 2018, Clayton Early Learning Policy Council/Committee Report

Program Updates

Last Policy Committee Meeting Date: 2/1/18

- **Update on last Policy Committee meeting:**
 - HIPPY Advisory Committee
 - ERSEA Report
 - Financial Update and Review
 - Federal Updates
 - None

- **Strengths/Highlights:**
 - National Nutrition Month is being celebrated during March. Activities include: Healthy Snacking; Healthy Hydration; and Going Further with Food. There will be food tastings, green smoothies and building fruit and vegetable rocket ships for families and children.
 - Speak Up for Kids will be held March 14th. We have several staff and some families attending the event. Clayton Early Learning is partnering with Colorado Children's Campaign and Children's Hospital to support the event.

- **Trainings:**
 - Interdisciplinary staff and Family Engagement team members will participate in a training with the Region VIII office on the Head Start Parent, Community, Family Engagement Framework on March 23rd.
 - Rocky Mountain Early Childhood Conference will be held March 16-17. Several staff and family members will be attending from Clayton Early Learning. Clayton Early Learning Family Engagement Team members and Research and Evaluation Team members are presenting on Parental Depression during the conference.
 - Family Engagement Team members attended the DGKHS content meeting on March 1st at the Rose Andom Center and corresponding presentation on Domestic Violence and Reporting Child Abuse and Neglect.
 - Clayton Early Learning Fatherhood Committee will partner with Denver Early Childhood Council on a grant to provide a six week session for father figures beginning March 12th.



- **Needs/Challenges:**
 - We continue to seek supports for recruitment of children and better collaboration with Denver CCAP.
 - We are working with our Health Services Advisory Committee to look at licensing regulations as they pertain to approved documentation of children's physical exams and immunizations.

Financial Updates

- **USDA Meals:** For February 2018 date we claimed \$12,752.22 in reimbursement and served 5992 meals and/or snacks. (No) USDA/CACFP claims reduced or rejected for any reason.
- **Financial Status:** As of January 31, 2018, we have expended \$740,653 for our total Head Start grant award of \$1,424,825.00 which is 52% of the total grant.
 - Also we have reported \$168,800 of our non-federal share total of \$356,206.00 which is 47% of total non-federal share.

Next Policy Committee Meeting Date (April 5, 2018 @ 5:30 pm @ Clayton Educare Multipurpose Room).



Denver Great Kids Head Start

March 2018, Denver Public Schools Parent Policy Committee Report

Program Updates

Last Parent Policy Committee Meeting Date:

- March 14, 2018

Update on last Parent Policy Committee meeting:

- Ice-Breaker about favorite thing to do during Spring Break
- Roll call, establish quorum, Council Report, Approval of agenda & last month's minutes
- Meeting Agreements
- Self-Assessment Presentation on
 - Finance & Governance by Delegate Director, José C. Paz, and
 - Family Services by Family Services Supervisor, Stephanie David
- Recruitment Plan Presentation by Family Services Supervisor, Stephanie David
- Selection Criteria Review and Approval Request by Family Services Supervisor, Stephanie David
- Parent Policy Committee Budget
- Family Services Resources by Family Liaisons
- Center Reports

Strengths/Highlights:

- The second round of CACFP (Child and Adult Care Food Program) findings were minimal and corrections are in process.
- In addition to most DPS ECE teachers, paraprofessionals, and Head Start Management Staff, 4 parent policy council members and officers attended the Rocky Mountain Early Childhood Conference at the Convention Center.
- One parent policy committee officer will attend the National Head Start Association conference in Anaheim, CA in April.
- Parent Policy Committee attendance and interest continue to be outstanding and meetings have been productive.
- The DPS Head Start Delegate Director attended the New Head Start Director Initiative training at UCLA from February 27 to March 1, 2018.

• Trainings:

- DPS Head Start and all DPS ECE Staff had a Professional Learning event on February 2, 2018, which focused on Problems of Practice.



- DPS Head Start teachers, paraprofessionals and support staff attended the 4th DPS Head Start Professional Learning Day on March 2, 2018. Other DPS Early Childhood Education and DGKHS staff were invited. Topics included Books in the Classroom presented by Denver Public Library.
- DPS Head Start teachers, paraprofessionals and support staff will attend the 5th and final DPS Head Start Professional Learning Day on April 20, 2018. Other DPS Early Childhood Education and DGKHS staff will be invited. The topic will be presented through a collaboration between the Denver Public Library and the Denver Museum of Nature and Science.

- **Needs/Challenges:**

- The availability of permanent and substitute Paraprofessionals in DPS ECE has been declining due to gentrification and the increased cost of living in Denver. DPS Human Resources department has developed a concentrated effort and DPS Head Start will assist with this effort. Two classrooms have experienced a challenge in securing a qualified and long-term paraprofessional.
- The transition from our current management databases to a central and secure DPS Head Start management database process (PROMIS) has been slower than anticipated for reasons beyond our control. The initial expectation was to transition to it mid school-year. However, in-depth training from PROMIS has started in February 2018 and the revised expectation is to start using it with new enrollments during the month of April in preparation for the 2018-19 school year.
- Corrections to the Health & Safety as well as the CACFP finding by DGKHS have been slower than desired.

The next DPS HS Parent Policy Committee is scheduled to take place on April 11, 2018 from 11:30 am to 1:30 pm. at La Alma Recreation Center.



Denver Great Kids Head Start

March 2018 Family Star Inc. Delegate Agency Policy Council Committee Report

Program Updates for March 2018

Last Policy Council Committee Meeting Date: 3/13/18

- **Update on last policy committee meeting:** The program is continuing to plan and prepare for a temporary Primary classroom addition at the NW location. March's Family Night was a Health and Resource Fair that included six conference-like sessions on various topics. Each session was provided in Spanish and English, with Spanish being the primary language and simultaneous English translation at some sessions. This is a part of our commitment toward greater linguistic justice.
- **Strengths:** March's Family Night: Health and Resource Fair was successful with several interesting topics from community partners such as Cooking Matters, Servicios de la Raza, the Denver Public Library, etc. The Fair was designed to have children remain with their families for greater opportunities to bond. Recently, there was a new Board of Director's President elected, Ally Dodge. Ally was formerly a parent of a child at Family Star, was member and Chair of the Policy Council and has been a Board member for the past few years. Ally is focused on creating better partnerships between the Board and Policy Council/Committee as well as the staff.
- **Trainings:** Several staff attended the Rocky Mountain Early Childhood Conference while the two additional Parent Educators recently completed the Parents as Teachers Foundational 2 training.
- **Needs/Challenges:** Several details are underway for the temporary classroom including the search for a Primary Teacher to support on a permanent basis. They have identified a substitute (a founding teacher at Family Star) to get the classroom started after the return of Spring Break but she is only able to work for a few months.

Financial Updates

USDA Meals: For 2/28/18 date we claimed \$8313.07 in reimbursement and served 5,829 meals and/or snacks. (NO or Yes) USDA/CACFP claims reduced or rejected for any reason.

Financial Status: As of 12/31/2017 we have expended \$109,097 of our total Head Start grant award of \$218,194.00 which is 50% of the total grant. Also, we have reported \$27,274.25 of our non-federal share total of \$54,548 which is 50% of total non-federal share, with a grand total award of \$272,742.50.

**Next Policy Council/Committee Date (Date, Time, Location): 4/10/18; 5:30 pm – 7:00 pm;
Northwest Center**

**Denver Great Kids Head Start
March 2018
Mile High Early Learning
Policy Committee Report**

Program Updates

Last Policy Council/Committee Meeting Date: February 21, 2018

- **Update on last Policy Council/Committee meeting:** The Policy Committee approved the Program Goals and Objectives and the Head start Grant Program Option Amendment. Training was given by Kris Weigl the Head Start Nurse and she went over the Head Start Performance Standards for the health component.
- **Strengths/Highlights/Trainings:** Not only was the month of February a short month it was also a quiet month. We did have a Professional Development day on the 19th we had our annual Child Abuse and Standards Precaution training. In the afternoon all the teaching staff had a chance to work on TSG, finish home visits or work in their classrooms.
- **Needs/Challenges:** Our challenge continues to be staffing. We have several teacher openings across the program and the Program Director position at Rude Park is open. We also have a few teachers out on medical leave and this also creates an opening at a site. This school year has been especially challenging with the staff openings that we have had and continue to have. The HR department is working diligently to fill our openings and we are using internal subs to support the openings due to medical leaves. Hopefully with the spring we will fill most of the open positions and staff will continue returning from their medical leave.

Financial Updates

- **USDA Meals:** For January 2018 we claimed \$25,178.36 in reimbursement and served 13,234 meals and/or snacks. No USDA/CACFP claims reduced or rejected for any reason.
- **Financial Status:** As of January 2018 we have expended \$1,036,133.91 our total Head Start grant award of \$1,778,991.00, which is 58% of the total grant. Also, we have reported \$163,178.55 of our non-federal share total of \$428,142.00, which is 39% of the total non-federal share.

**Next Policy Committee Meeting
April 18, 2018
5:30-7:30**

Rude Park Early Learning Center, 1275 Decatur Street, Denver CO, 80204

Program Updates

Last Policy Committee Meeting Date: 1/18/18

- **Update on last Policy Committee meeting:**
- **Strengths/Highlights:**
 - Partnered with DGKHS for planning and implementation of Conscious Discipline training to all teachers
 - Conversations and reflections underway regarding culturally responsive organizational policies
- **Trainings:**
 - Teachers attended Erickson Math Institute
 - Teachers attended Incredible Years TCM
 - Family Service workers continue with Family Development Credential
 - Plan for teacher training in Conscious Discipline
 - Staff and parents attended PEAK Parent training in February
- **Needs/Challenges:**
 - Now fully staffed, will shift primary focus from growth and stabilization to seamless program delivery and continued quality improvement; additional coaching and professional development as well as increased services to families.

Financial Updates

- USDA Meals: For **08/17** date we claimed **\$1,238.73** in reimbursement and served **639** meals and/or snacks. (No) USDA/CACFP claims reduced or rejected for any reason.
- USDA Meals: For **09/17** date we claimed **\$6,016.57** in reimbursement and served **2,996** meals and/or snacks. (No) USDA/CACFP claims reduced or rejected for any reason.
- USDA Meals: For **10/17** date we claimed **\$7,198.91** in reimbursement and served **3,601** meals and/or snacks. (No) USDA/CACFP claims reduced or rejected for any reason.
- USDA Meals: For **11/17** date we claimed **\$6,957.37** in reimbursement and served **3,469** meals and/or snacks. (No) USDA/CACFP claims reduced or rejected for any reason.



COLORADO BRANCH

- Financial Status: As of 10/31/17 date we have expended \$199,248.00 our total Head Start grant award of \$500,657 which is 40 % of the total grant. Also we have reported \$49,769.00 of our non-federal share total of \$125,165.00 which is 40% of total non-federal share.

Next Parent Policy and Engagement Committee Meeting **January 25, 2018 10:00am – 12:00pm**
at the Early Childhood Education Center in the Teacher Work Room.

VII. OLD BUSINESS

a) RMECC Report Out

VIII. OTHER

a) Program Content Area Reports



Policy Council Content Area Reports

March 27, 2018

Disabilities and Mental Health By Chris Auer, Head Start Disabilities and Mental Health Services Director Office: 720-913-0894 Email: Christopher.Auer@denvergov.org	
Last meeting: March 27, 2018	Next meeting date: April 24, 2018

Disabilities and Mental Health Update:

DGKHS received notice of an award in the amount of \$50,000 from the Caring for Colorado Foundation, with a grant term of April 1, 2018 through March 30, 2019. This grant will fund staff through Denver Health to provide direct services to children and their families, as well as provide support to family services staff working with families on social and emotional development. Chris and Liane have been providing direct support to agencies in regard to children with challenging behavior, but not identified as having a disability. We are also working on supporting parent trainings at DPS, Clayton, and Catholic Charities.

Data March 10, 2018

Delegate	Children with IEPs	Percentage Enrolled
Catholic Charities	32	31/224 = 14%
Clayton	22 (including home-based)	22/236=9%
Denver Public Schools	33	33/302=11%
Family Star	6	6/37=16%
Mile High	22	22/269=8%
VOA	9	9/85=11%
Total	124	108/1153= 11%



Family Services By Adella Arredondo, Head Start Family Services Director Office: 720.913.0882 Email: adella.arredondo@denvergov.org	
Last meeting: March 1, 2018 from 1:30-4:00pm at the Rose Andom Center: 1330 Fox Street	Next meeting date: April 5, 2018 from 1:30-4:00pm at a location TBD

Highlights from the Family Services Meeting:

The last meeting was held at the Rose Andom Center a domestic violence resource center. A presentation on what constitutes domestic violence, how domestic violence can turn into child abuse and much more on resources and supports available at Rose Andom were presented. Two staff were able to conduct role play and engage others in a “what would you do” situation. In addition, all staff present took a tour of the facility. All the feedback received about this event has been very positive, staff really found this helpful and informative for their work.

Selection Criteria

A specific group has been established to review and make any changes to the current universal selection criteria factors that are used to provide Head Start children points for Head Start eligibility. The group will review the Community Assessment and look at changes or trends in data from our community to propose changes to the universal selection criteria factors. If you are interested in joining this work group, please let Adella know.

Financial Literacy Classes – *mpowered*

Denver Great Kids Head Start has partnered with *mpowered* to offer a variety of financial education classes to empower Head Start parents and families to transform their financial futures. Classes range from credit, to money management (budgeting) to student loans. Individual classes are requested by centers and DGKHS coordinates each class, trainer and any other resources or supports needed.



Health Services By Lori Medina, Head Start Health Services Director Office: 720-913-0895 Email: lori.medina-anderson@denvergov.org	
Last meeting: February 23, 2018	Next meeting date: March 23, 2018 Health Services Advisory Committee: April 27, 2018

Health Services Advisory Committee (HSAC) 2017-2018 Meetings

- **Mark your calendars! The Health Services Advisory Committee will meet on April 27, 2018. It will be held at the Clayton Educare Multipurpose Room. Parents are encouraged to attend from 9-10:30 a.m. Meeting will still be held, even though NHSA is also scheduled during this week. Please recruit other parents to attend on your delegate's behalf.**

Health Program Updates:

Culture of Wellness in Preschools presented at the last Health team meeting and completed their Mid-Year Report. We have implemented state of the art nutrition education through our CoWP in the classrooms as well as for parents and staff. CoWP partners with our Nutrition Consultant to deliver strong and consistent messages. Through these efforts, we have seen increases in fruit and vegetable consumption in preschoolers, 95% of parents that participate in Wellness Workshops have gained knowledge on healthy beverage choices, 72% of staff say they are more physically active at work, and 89% of Teachers report that preschoolers are more active. CoWP has reached over 33,000 students, parents, and Teachers through their work with DGKHS and other preschools

The Health team continues to focus efforts for the remainder of the school year on follow up for children and families. Mid-year Program Information Data indicates that we continue to excel in the areas of support for children's health needs. 97.5% of our children have been identified as having health insurance. 93.3% of these children have completed health exams within the first half of our program year. 79% of our children are identified as maintaining a "healthy weight." 92% of our children have been identified as having a dental home. The Health team continues to work with families on follow up dental education and care. The plan going forward will be to have the Health team and Family Services team to train, brainstorm, and plan together on how to maximize follow up efforts.

We have contracted with Denver Health for additional RN to support our children and training of staff.

State licensing requirements have evolved and require constant tracking and training to have staff fully prepared to work with children. In addition, licensing representatives were present at the last Health team meeting to discuss specifics on interpretation of the regulations.

Health file audits will be completed within the next month.



School Readiness By Liane Martinez, Head Start School Readiness Director Office: 720-913-0884 Email: liane.martinez@denvergov.org	
Last meeting: February 27, 2018	Next meeting date: March 20, 2018

Education Updates:

Erikson math topics covered last month.

<p>Make a Shape</p> <ul style="list-style-type: none"> • Let's Do Math! Find Your Shape! • The Important Book of Polygons • Big Ideas of Shape • Shape Composition - Pattern Block Puzzles • Video Analysis: Evidence of Children's Thinking • Cognitive Development & Learning Progressions • Research Lesson: "Feel for Shapes" 	<p>How Do We Measure Up?</p> <ul style="list-style-type: none"> • Measurement Exploration • Diving into Measurement • Let's Talk About the Reading – Wally's Rulers • Video Analysis: Evidence of Children's Thinking • Big Ideas of Measurement • Learning Progression & Implications for Teaching • Research Lesson: "Just Right for Me"
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Shapes, did you know that children enjoy and are curious about the different attributes in a shape. Are there points? Are there corners? Is it smooth? How many sides etc. help them to see, feel and describe what they are seeing and soon they will be able to describe geometric shapes

Notice measurement everywhere, cooking, baking, temperature, capacity, blocks, buildings, comparing sizes. Measurable attributes include length, height, width. Capacity has many real-life applications, sand and water play, cooking, putting toys away and serving food for example.

Next month Erikson math training dates are April 19th and 20th.

The Rocky Mountain Early Childhood conference was held on March 16th and 17th I was able to attend with many of our staff and parents.

"To love what you do and feel that it matters - how could anything be more fun?"

Katharine Graham | 1917 - 2001 | American publisher & Pulitzer Prize winner

IX. MILEAGE AND CHILD CARE REIMBURSEMENT



Reimbursement Form

Date: _____ Event Type: _____

Event Address: _____

Requestor Information

Name:	Delegate Agency:
Home Address:	Phone Number:

Reimbursement Information

Check one for each question

Are you requesting reimbursement for mileage? <i>Only one driver per vehicle will be reimbursed</i>	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Are you requesting reimbursement for childcare?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Requestor signature: _____ Date: _____

INTERNAL USE ONLY

Total miles round trip: _____
Total amount of mileage reimbursement (total miles x0.535) = _____
Childcare Reimbursement total: _____
TOTAL REIMBURSEMENT AMOUNT: _____
11002/0104101/Y10022017_2018
Fund/Org/Project Grant/Account (s) Mileage: 661000, Childcare: 680400
Reimbursed by: _____ Date: _____

X. MEETING ADJOURNMENT

2017-2018 Policy Council Schedule

DGKHS Policy Council meetings are scheduled on the 4th Tuesday of the month from 5:45pm-7:15pm. The standing meeting location is Clayton Educare 3751 Martin Luther King Blvd. Denver, CO 80205



August '17

Wk	Su	M	Tu	W	Th	F	Sa
1			1	2	3	4	5
2	6	7	8	9	10	11	12
3	13	14	15	16	17	18	19
4	20	21	22	23	24	25	26
	27	28	29	30	31		

September '17

Wk	Su	M	Tu	W	Th	F	Sa
4						1	2
5	3	4	5	6	7	8	9
6	10	11	12	13	14	15	16
7	17	18	19	20	21	22	23
8	24	25	26	27	28	29	30
9	31						

October '17

Wk	Su	M	Tu	W	Th	F	Sa
10	1	2	3	4	5	6	7
11	8	9	10	11	12	13	14
12	15	16	17	18	19	20	21
13	22	23	24	25	26	27	28
14	29	30	31				

November '17

Wk	Su	M	Tu	W	Th	F	Sa
14				1	2	3	4
15	5	6	7	8	9	10	11
16	12	13	14	15	16	17	18
17	19	20	21	22	23	24	25
18	26	27	28	29	30	31	

December '17

Wk	Su	M	Tu	W	Th	F	Sa
18						1	2
19	3	4	5	6	7	8	9
20	10	11	12	13	14	15	16
21	17	18	19	20	21	22	23
22	24	25	26	27	28	29	30
23	31						

January '18

Wk	Su	M	Tu	W	Th	F	Sa
23		1	2	3	4	5	6
24	7	8	9	10	11	12	13
25	14	15	16	17	18	19	20
26	21	22	23	24	25	26	27
27	28	29	30	31			

February '18

Wk	Su	M	Tu	W	Th	F	Sa
27					1	2	3
28	4	5	6	7	8	9	10
29	11	12	13	14	15	16	17
30	18	19	20	21	22	23	24
31	25	26	27	28	29	30	31

March '18

Wk	Su	M	Tu	W	Th	F	Sa
31					1	2	3
32	4	5	6	7	8	9	10
33	11	12	13	14	15	16	17
34	18	19	20	21	22	23	24
35	25	26	27	28	29	30	31

April '18

Wk	Su	M	Tu	W	Th	F	Sa
36	1	2	3	4	5	6	7
37	8	9	10	11	12	13	14
38	15	16	17	18	19	20	21
39	22	23	24	25	26	27	28
40	29	30	31				

May '18

Wk	Su	M	Tu	W	Th	F	Sa
40			1	2	3	4	5
41	6	7	8	9	10	11	12
42	13	14	15	16	17	18	19
43	20	21	22	23	24	25	26
44	27	28	29	30	31		

June '18

Wk	Su	M	Tu	W	Th	F	Sa
44						1	2
45	3	4	5	6	7	8	9
46	10	11	12	13	14	15	16
47	17	18	19	20	21	22	23
48	24	25	26	27	28	29	30
49	31						

July '18

Wk	Su	M	Tu	W	Th	F	Sa
50	1	2	3	4	5	6	7
51	8	9	10	11	12	13	14
52	15	16	17	18	19	20	21
53	22	23	24	25	26	27	28
54	29	30	31				

Policy Council Meetings	
August 22, 2017	DGKHS Policy Council Meeting
September 26, 2017	DGKHS Policy Council Meeting
October 24, 2017	DGKHS Policy Council Meeting
November 28, 2017	DGKHS Policy Council Meeting
December 19, 2017	DGKHS Policy Council Meeting
January 23, 2018	DGKHS Policy Council Meeting
February 27, 2018	DGKHS Policy Council Meeting
March 27, 2018	DGKHS Policy Council Meeting
April 24, 2018	DGKHS Policy Council Meeting
May 22, 2018	DGKHS Policy Council Meeting
June 26, 2018	DGKHS Policy Council Meeting

Other Important Dates

November 11, 2017	DGKHS Orientation @ Clayton
March 16 & 17, 2018	Rocky Mountain Early Childhood Conference
April 23-27	National Head Start Conference