



DENVER GREAT KIDS
HEAD START

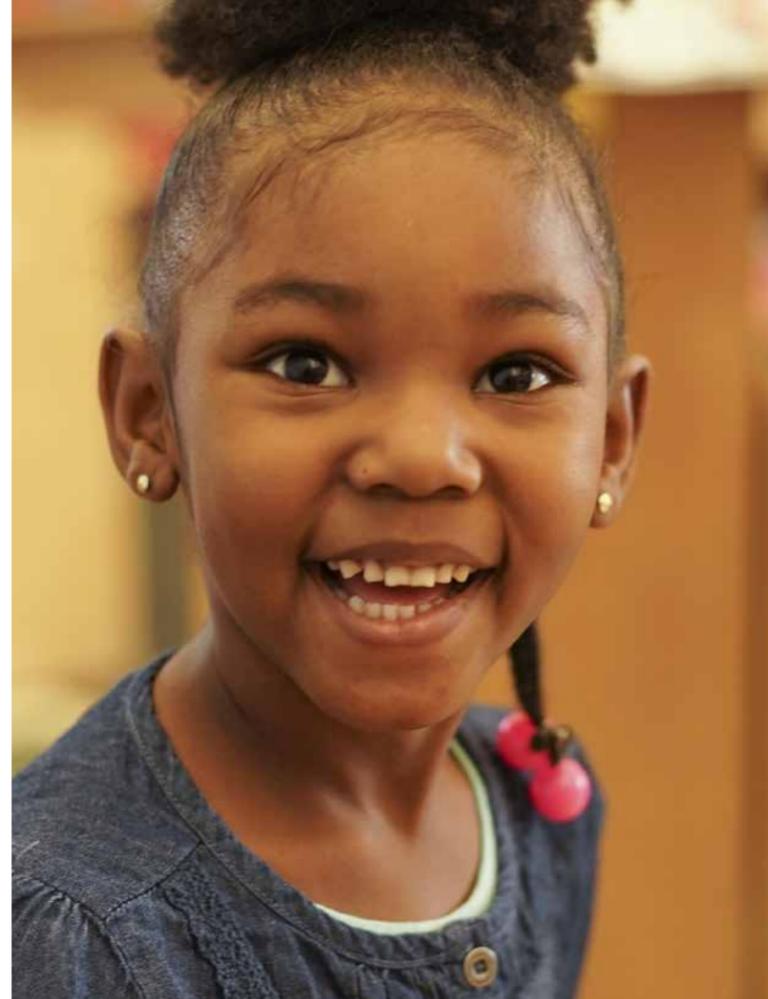
2017

ANNUAL REPORT

2018



DENVER
CHILDREN'S AFFAIRS



November 2018

DEAR FRIENDS,

During the 2017 - 2018 program year, Denver Great Kids Head Start (DGKHS) excelled in preparing over 1,400 children for success in school and in life, while at the same time effectively and efficiently managing all aspects of program operations. We continue to make strategic, data-driven investments based on program metrics which enhance children's learning in the classroom. In 2017-18 DGKHS focused on health and wellness, dance and movement classes promoting structured physical activity, math coaching and training for teachers and various quality teaching activities that promote teacher retention and credentialing.

DGKHS is an integral part of the city of Denver's early childhood care and education landscape as a funder of Head Start delegate and vendor agencies, and as an innovator of programs and interventions designed to support parents in fulfilling their role as their child's primary educator. Our child assessment scores reflect tremendous performance across several early learning domains and affirms our progress towards closing the achievement gap for the children enrolled in our program.

In 2017, with the approval of our Governing Body and Policy Council, DGKHS launched a competitive process to select delegate agencies for the next five-year grant cycle (2018 - 2023). The emphasis of the RFP was on providing greater full-day programming in order to enrich the classroom learning experience. As a result, over 80 percent of children enrolled in center-based programs receive full day services.

On behalf of the Office of Children's Affairs, I am proud to present our 2017 - 2018 Denver Great Kids Head Start Annual Report to our governing body, DGKHS Policy Council, seven delegate agencies, numerous community partners, and the citizens of Denver.

Sincerely,

Al Martinez, Ph.D.

Denver Great Kids Head Start Executive Director

PROGRAM OVERVIEW

Denver Great Kids Head Start (DGKHS), a program of the Office of Children’s Affairs in the City and County of Denver, is funded to serve 1,153 children and their families. Since 1997, the vision of DGKHS is to prepare Head Start children to enter kindergarten confidently with the social, physical, emotional, and cognitive skills necessary for continuing school success. Established as a grantee/delegate agency model, DGKHS is unique in its ability to leverage the strengths of delegate agencies with the organizational infrastructure and reach of the City and County of Denver. In 2017-2018, DGKHS conducted a competitive procurement process for selecting providers. Seven providers were selected to act as delegate agencies to provide Head Start services during the next five-year cycle: Catholic Charities Archdiocese of Denver, Clayton Early Learning, Denver Public Schools, Family Star Montessori, Mile High Early Learning, Sewall Child Development Center, and Volunteers of America.

DGKHS employs a shared governance model comprised of the Governing Board, which includes both elected and appointed members, and the Head Start Policy Council. The Governing Board represents the key oversight components required by the Head Start Act which are embedded within the structure of the City and County of Denver including the Mayor of Denver, a representative from Denver City Council, the Denver Auditor, the Executive Director of the Office of Human Resources, the Chief Financial Officer and the city Controller. The Head Start Policy Council includes a majority membership of parents elected by their peers representing each delegate agency and community representatives appointed by the Mayor and City Council.

Through committed partnerships with staff, the governing board, community organizations, and parents, DGKHS is able to ensure that all enrolled children and their families have a solid foundation for school readiness and are fully prepared for kindergarten.

PROGRAM HIGHLIGHTS

This year, DGKHS added a new delegate agency to provide services to Head Start children and conducted a strategic planning process in partnership with the Policy Council, Governing Board, and DGKHS staff and families. DGKHS used this process to review and revise high reaching comprehensive program goals and objectives. DGKHS subsequently completed a baseline grant application to the Office of Head Start for the project period of 2018-2023. The accepted application includes strategies to best meet the needs of DGKHS children and families as informed by parents, staff, community assessment data, and ongoing program monitoring.

During 2017-2018, DGKHS served a total of 1,495 children and their families, including 210 children experiencing homelessness. Ninety percent of enrolled children were from families with income below 100 percent of the federal poverty level. In 2018 the income threshold is \$25,100 for a family of four.

DGKHS continues to serve a more diverse population of children and families than the national Head Start average. Twenty-seven percent of children identified as Black/African American and 60 percent identified as Hispanic/Latino Origin. Children represented a wide range of languages.

Approximately 36 percent of children speak Spanish as their primary language, followed by African languages (4 percent), Middle Eastern (2 percent) and European/Slavic languages as the most predominant.

During the 2017-2018 program year, 981 DGKHS parents and guardians completed a survey about how they benefitted from participation in DGKHS programs and services. Ninety-five percent of respondents found the program very helpful to their children and 88 percent found the program helpful to themselves personally.

DGKHS children demonstrated significant achievement on domains of school readiness as measured by the Teaching Strategies GOLD outcome assessment tool. On average, over 90 percent of DGKHS children achieved widely held expectations in the areas of cognitive, physical, social-emotional and literacy in the spring of 2018.

A variety of trainings and events were held during the year to help parents and staff improve their skills in partnership with the Rose Amond Center, the Gathering Place, MPowered, and the Office of Human Rights and Community Partnerships among others. Through these trainings, families and staff built skills in recognizing and preventing domestic violence, developed awareness of community supports, increased financial literacy, and developed awareness of federal rule changes that may impact immigrant families.

DGKHS was also successful in strengthening its partnerships within the City and County of Denver and the broader community to support children and their families. DGKHS secured over \$96,000.00 from private foundations to support the social and emotional well-being of children and families. DGKHS also strengthened its Memoranda of Understanding with Denver Public Schools to support children with disabilities and ensure coordination of school readiness activities and transition to kindergarten. In addition, DGKHS initiated and executed a new Memorandum of Understanding with Denver Human Services to ensure coordinated recruitment and streamlined service delivery to positively impact family functioning and well-being.



WHAT OUR PARENTS ARE SAYING

“I guess what I’m trying to say is that by being a part of Catholic Charities Head Start program we all learned to be more united and encouraging and good citizens in our community.”

Catholic Charities Head Start Parent

“The sky is not the limit – if you reach for the moon, you will land on a star.”

DPS Head Start Parent

“Parents have resources and help here!”

VOA Head Start Parent

“Family Star helped us transition into public school and helped us feel comfortable with him going to ‘big-boy’ school.”

Family Star Parent

“She loves to come to school and is always smiling when I pick her up. We are very happy she will be in the full day class next year.”

Mile High Early Learning Parent

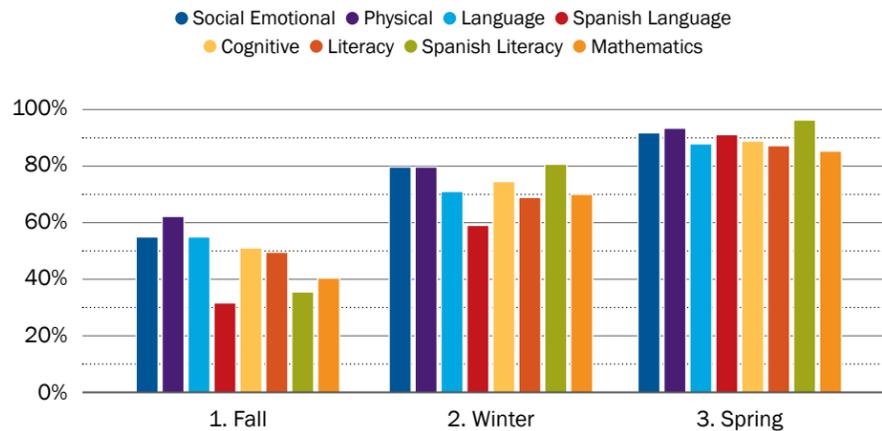


SCHOOL READINESS



In addition to a variety of qualitative and quantitative assessment tools, DGKHS utilizes the Teaching Strategies GOLD outcome assessment tool to measure each child’s progress towards widely held expectations in six domains of school readiness. DGKHS reviews and analyzes aggregated and disaggregated results formally three times per year, and findings are shared with the Policy Council, Governing Board, and management team to ensure continuous improvement. The following chart presents a summary of average growth achieved for all children enrolled in DGKHS across all delegate agencies for all domains of learning.

TS GOLD – All Children | Fall 2017, Winter 2017, Spring 2018



Scores indicate that DGKHS children are well prepared for kindergarten and lifelong learning. In spring 2018, over 90 percent of DGKHS children achieved widely held expectations in the following areas: Social-Emotional, Physical, Spanish-Language, and Spanish-Literacy. Further, 89 percent of children achieved widely held expectations in Cognitive, and 88 percent in Language. In the area of Mathematics, children demonstrated a 210 percent growth in scores from Fall to Spring.



ERIKSON MATH

DGKHS continues to collaborate with the Erikson Institute Early Math Collaborative to provide professional development training to 59 teachers and coaches to increase the quality of math instruction and ensure all children enrolled in DGKHS are fully prepared in this critical domain of learning. Since our partnership with the Early Math Collaborative started in 2015, DGKHS has seen increases in math scores as measured by the TS GOLD outcome assessment tool. This year, the feedback from staff has been very positive. Some of the post-evaluation comments were:

- **“The classroom strategies provided are great!**
- **“The training is wonderful in supporting with number relationships and facilitating the work in the classroom.”**

COACHING

All delegate agencies have implemented a research-based coordinated coaching strategy. DGKHS tracks monthly coaching logs to ensure that all staff have appropriate coaching support. DGKHS also provides opportunities for coaches to meet and share strategies and gives technical assistance to coaches to increase competencies.

CLASS

The Classroom Assessment Scoring System (CLASS) is a tool used by the Office of Head Start to measure the quality of teacher-child interactions, which directly relates to positive learning outcomes for children. Three domains are measured on a scale from 1 (low) to 7 (high). Large scale studies have shown the average preschool classroom scores are higher in Emotional Support and Classroom Instruction than Instructional Support. Similarly, DGKHS classrooms assessed during 2017-2018 scored higher in emotional support, and near the national mean in all three domains.

CM DANCE

CmDance collaborated with DGKHS to provide dance, music and movement classes in 36 classrooms across all delegate agencies. The programming provided by CmDance is aligned with the Head Start Early Learning Outcomes Framework in several areas: Perceptual, Motor, Physical Development, Social Emotional Development (by interacting in positive actions with trusted and less familiar adults, children expressing confidence in self and in their own skills, sense of belonging to community, and cooperative play with other children) and Mathematical Concepts (movement to beats and counting).



TRANSITION

Support for kindergarten transition is a priority for DGKHS and its delegate agencies. Each agency has a plan to support transitions, including individual kindergarten transition meetings with families and inviting representatives from local schools to share information with families. Staff and families attend school choice meetings together to ensure that information regarding kindergarten transition to Denver Public Schools is understood. Each delegate agency also engages parents in meetings and volunteer opportunities by developing relationships, providing newsletters, parenting classes and other trainings or workshops. At the end of the program year, every child transitioning to kindergarten receives a backpack that contains materials relating to all developmental domains.



TEACHER QUALIFICATIONS

This year DGKHS made significant strides towards increasing and improving the quality of teachers in its programs.

- **80 percent of DGKHS staff held a BA degree or higher.**
- **Forty-five percent of teachers and teacher assistants are bilingual in English and in Spanish.**
- **Two of our agencies continue to host Child Development Associate classes and provide opportunities for staff to engage in professional development.**
- **Ongoing staff development opportunities are held during professional development days and weeks within our programs.**
- **Staff receives training to increase their knowledge and skills so they can provide high quality comprehensive services.**
- **Individualized professional development plans are on file.**

DGKHS staff plan and provide training in Head Start 101, Classroom Assessment Scoring System (CLASS) overview, and Family Engagement. DGKHS staff are also reliable in the CLASS, have taken the Family Development Credential course, are trained in Conscious Discipline, and have attended the UCLA Health Care Institute to provide health classes to families in the next program year.



OFFICE OF HEAD START REVIEW EVENTS

DGKHS completed the full cycle of monitoring events under the Office of Head Start's aligned monitoring system for the current project period. DGKHS was fully compliant in all areas and all events of the monitoring cycle. For more detailed information on these review events please visit our website at: www.denvergov.org/childrensaffairs.



CONTENT AREA HIGHLIGHTS

PARENT, FAMILY AND COMMUNITY ENGAGEMENT

DGKHS is privileged to have substantial support from the community. This year, 1,458 persons provided volunteer services, and of these, 799 were current or former Head Start parents. DGKHS also actively supported Head Start families during the year. Of the 1,412 families enrolled in DGKHS, 1,214 or 86 percent received a family service including: support for basic needs, adult education, health education, parent education, English as a Second Language, and housing assistance.

DGKHS made significant strides to partner with and engage community resources to support DGKHS children and their families. During the year, DGKHS connected with the Rose Amond Center Purposity and the Gathering Place to provide resources and information on supports available to families and their children experiencing poverty and homelessness. The Office of Human Rights and Community Relations shared information to staff on proposed rule changes at the federal level. DGKHS also initiated a Memorandum of Understanding with the Denver Department of Human Services to streamline services for Head Start families.

DGKHS supported nine delegate agency staff obtain a Family Development Credential, requiring 90 class hours, from the University of Connecticut. DGKHS staff provided ongoing consultation and served as portfolio advisors. Through a grant from the Caring for Colorado Foundation, DGKHS provided reflective processing sessions for family services staff to increase the relationship-based competencies of staff to serve DGKHS families.

DGKHS also continued its partnership with MPowered Financial Literacy to provide 26 financial literacy classes to 168 DGKHS parents. Eighty-nine participants would recommend the class to a friend, and 78 percent of participants stated the class increased their ability to achieve parenting, career, and life goals.

DGKHS supported recruitment efforts with bus and light rail advertising, a billboard near the major intersection of I-25 and 6th Avenue, social media, radio PSA's and talk shows and through community agencies and partners.

DGKHS partnered with CCR Analytics to survey DGKHS parents on how they benefitted from the program. Nine-hundred eighty-one parents completed the survey, and 95 percent found the program very helpful to their children, 88 percent reported the program was helpful to themselves personally, and 88 percent found the program helpful to their families.

HEALTH AND WELLNESS

Every year DGKHS supports families in getting their children ready for the school year, for later learning, and beyond. It is critical for children to be healthy and safe, so they can engage in learning. At the start of every year the staff are working diligently to get children enrolled into the program. Staff ensure that children are current on their immunizations, and if they are needing support in updating – staff are ready to do that.

Staff are trained on the Colorado Department of Public Health and Environment requirements for immunization records, and they can inform parents of this requirement. Immunization status must be determined prior to a child beginning school. If the child is lagging, staff members- with the support of Denver Health team will provide resources to the family and put a plan in place so that the child can begin school and maintain their immunization requirements on a set schedule.

In addition, if the family has personal or religious beliefs for not complying with the immunization requirements, they must provide a signed exemption for the child's file.

At the beginning of the 17-18 program year, 91 percent of children enrolled were up to date on all immunizations appropriate for their age. By the end of the same program year, 96 percent were all up to date on immunizations appropriate for their age. The remaining children were either on a schedule to get updated, or exempt.

The table below summarizes select health services indicators for the program year.

Program Information Report (PIR) Performance Indicator	Number at Beginning of Enrollment Year	Percentage at Beginning of Enrollment Year	Number at End of Enrollment Year	Percentage at End of Enrollment Year
Children with Health Insurance	1459	97.6%	1487	99.5%
Children with a Medical Home	1462	97.8%	1483	99.2%
Children with up-to-date immunizations, or exempt	1362	91.1%	1440	96.3%
Children with a Dental Home	1267	84.7%	1438	96.2%
Children receiving a dental exam	—	—	1356	91%



NUTRITION

DGKHS strives to set the standard of excellence in nutritious meals and nutrition education throughout the early care and education community. We know that healthy eating helps children learn and grow to reach their potential. We believe nutritious food provided in a supportive environment teaches children eating habits that last a lifetime. Minimally processed foods and meals that are high in fruits and vegetables are served at all DGKHS centers.

By partnering with Nutrition Consultants, LLC, Rocky Mountain Prevention Research Center and Anschutz Medical Center Dietetic Internship Program we maintain the highest nutrition standards. We provide culturally sensitive nutrition information to our families and community partners as part of our ongoing relationships within the Denver area and beyond.



CULTURE OF WELLNESS IN PRESCHOOLS PROGRAM

The Culture of Wellness in Preschools Program (COWP) collaborated with DGKHS to provide wellness activities at 22 preschool sites. The program increases fruit and vegetable consumption in preschoolers through fun and healthy nutrition education lessons, encourages more physical activity through structured play and movement activities, educates parents on how to increase healthy eating and physical activities through Parent Wellness Workshops, and creates healthy promoting policy and environmental changes in the preschool setting using a strategic planning process.

- **54 classrooms received 12-15 Nutrition Education lessons, reaching 876 children.**
- **54 classrooms received two physical activity coaching sessions, resulting in 107 total coaching sessions – reaching 876 children.**
- **152 parents participated in the Parent Wellness Workshops**
- **211 DGKHS staff participated in Workplace Wellness activities, including Toss-It-Together salad events, two walking clubs, and 10 Water Challenges**
- **131 policy, system, and environment changes focused on child and staff behaviors related to healthy eating and physical activity were implemented across 17 centers**



PARENT OUTCOMES FROM PARENT WELLNESS WORKSHOPS

- **87 percent reported that their preschooler eats more than 1 kind of fruit per day because of the workshop**
- **76 percent reported that their preschooler eats more than 1 kind of vegetable per day because of the workshop**
- **80 percent of parents set a goal of increasing physical activity**
- **76 percent of parents set a goal of eating more vegetables.**
- **71 percent of parents set a goal of reducing sugary sweetened beverages**

MENTAL HEALTH AND SOCIAL EMOTIONAL DEVELOPMENT

DGKHS contracts with Denver Health and Hospital Authority (DHHA) for the implementation of a mental health consultation model provided by licensed mental health staff. This model provides administrative, classroom, and staff consultation to support positive social and emotional development and individual, child, and family mental health support and referral. A range of training opportunities are also provided to staff and parents. All services are outcome based with pre and post measures utilizing: DECA-C, Pre-K CHILD, qualitative surveys, and Program Information Report data.

This year, DGKHS secured over \$96,000.00 in private funding to provide: staffing for the overall mental health program, parent training support, and reflective processing sessions for DGKHS family services staff. Through a combination of private and Head Start funding, from July 2017 through June 2018, a total of 3,774 hours was served at DGKHS sites by DHHA staff. During this time, DHHA provided services or facilitated a referral for mental health services for 197 children.

DISABILITIES

DGKHS contracts with Sewall Child Development Center for supplemental disabilities services to ensure that all programs and services are fully inclusive, evaluations for suspected disabilities are conducted on-site, direct services to support children with disabilities are integrated into the regular classroom, and parents have the training and support necessary to build skills to advocate for their children. This year, over forty DGKHS parents, staff, and Policy Council members were supported to attend the PEAK Parent Center Inclusion Conference. DGKHS served 188 children (13 percent of actual enrollment) with a variety of disabilities, including: Health Impairment, Speech/Language, Developmental Delay, and Autism.

ENROLLMENT AND ATTENDANCE

DGKHS Average Monthly Enrollment 2017-2018											
Month	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	Apr '18	May '18	Jun '18
Number	887	1153	1153	1153	1153	1153	1153	1153	1153	1153	1153
Percent	88%	89%	88%	86%	85%	86%	86%	86%	87%	85%	82%

Note: The DGKHS operating capacity to serve children decreases over the summer months when not all classrooms are open and the percentage for these months reflects the operational capacity. During 2017-2018, DGKHS served approximately 26 percent of the eligible population with OHS funded slots as determined by the community assessment.

Analysis of attendance shows that the primary reasons for absence were: parent choice/appointments (39 percent), followed by illness (34 percent).



FINANCIAL AUDIT

Please refer to the City's most recent completed audit and combined Annual Financial Reports, which can be found at:

WWW.DENVERGOV.ORG/CONTROLLER

FINANCIAL REPORT

Head Start is federally funded through the Office of Head Start (OHS). The following table outlines the funds received and expended by the Office of Children's Affairs, Denver Great Kids Head Start for program year 2017-2018. Also, enclosed is the budget forecast for program year 2018-2019 in which Denver Great Kids Head Start was awarded an COLA (Cost of Living Award) in the amount of \$258,967.

FINANCIAL REPORT – DENVER GREAT KIDS HEAD START						
	2017-18 Award	% of Total 16-17 Award	2017-18 Actual Expended	% of Total 17-18 Actual Expended	2018-19 Awarded	% of Total 18-19 Award
City Office						
Personnel	664,108.36	7.03%	668,435.99	7.15%	638,284.84	6.76%
Fringe Benefits	184,242.00	1.95%	196,434.86	2.10%	13,687.40	0.14%
Supplies	9,000.00	0.10%	11,930.32	0.13%	9,000.00	0.10%
Other General Admin	21,096.64	0.22%	19,076.64	0.20%	15,000.00	0.16%
Program Support	46,000.00	0.49%	197,284.47	2.11%	232,043.88	2.46%
Committee Support	12,900.00	0.14%	14,319.14	0.15%	12,900.00	0.14%
Communication & Community Outreach	25,900.00	0.27%	25,220.17	0.27%	31,900.00	0.34%
Training	61,000.00	0.65%	56,159.80	0.60%	61,000.00	0.65%
Other	12,200.00	0.13%	8,728.11	0.09%	12,700.00	0.13%
Total City Office	1,036,447.00	10.97%	1,197,589.50	12.81%	1,026,516.12	10.87%
Vendors (Comprehensive Services)						
Sewall Child Development	242,400.00	2.57%	242,400.00	2.59%	242,000.00	2.56%
Denver Health	433,508.00	4.59%	430,450.85	4.61%	460,874.00	4.88%
Nutrition Consultants	64,540.00	0.68%	64,539.65	0.69%	64,540.00	0.68%
Hearing/Speech/Language	17,628.00	0.19%	17,628.00	0.19%	17,628.00	0.19%
Total Vendors (Comprehensive Services)	758,076.00	8.02%	755,018.50	8.08%	785,042.00	8.31%
Strategic Investments (Professional Service Contracts)	158,085.00	0.00%	158,085.00	0.00%	191,043.88	0.00%
Total Strategic Investments (Professional Service Contracts)	158,085.00	0.00%	158,085.00	0.00%	191,043.88	0.00%
Delegates (Contractual Services)						
Catholic Charities	1,552,920.00	16.44%	1,552,920.00	16.61%	1,258,560.00	13.32%
Clayton Early Learning	1,415,063.00	14.98%	1,415,063.00	15.14%	1,297,191.00	13.73%
Denver Public Schools	1,770,214.00	18.74%	1,770,214.00	18.94%	1,947,455.00	20.61%
Family Star	218,194.00	2.31%	218,194.00	2.33%	222,000.00	2.35%
Mile High Montessori	1,712,569.00	18.82%	1,712,569.00	18.82%	1,778,992.00	19.36%
Volunteers of America	500,657.00	5.30%	500,657.00	5.36%	389,395.00	4.12%
Sewall Child Development Center					518,161.00	5.48%
Total Delegates (Contractual Services)	7,236,040.00	76.59%	7,236,040.00	77.42%	7,445,013.00	78.80%
Federal Share	9,188,648.00	96%	9,346,733.00	98%	9,447,615.00	98%
Non-Federal Share (In-Kind)	2,297,162.00	24%	2,336,683.25	25%	2,361,903.75	24%
Total Head Start Grant Award	11,485,810.00		11,683,416.24		11,809,518.75	
NON-Head Start Grants	'17 Estimated Awards		'17 Actual Awards		'18 Estimated Awards	
Beull Foundation, Caring for Colorado Foundation	88,800.00	100%	88,800.00	212.44%	96,100.00	100%

GOVERNING BOARD

Mayor of Denver, Honorable Michael B. Hancock
City Council, Paul D. Lopez
Denver City Auditor, Timothy M. O'Brien, CPA
Chief Financial Officer, Brendan Hanlon
City Controller, Beth Machann
Office of Human Resources, Executive Director, Karen Niparko

DENVER GREAT KIDS HEAD START STAFF

Al Martinez, Ph.D., Head Start Executive Director
Adella Arredondo, Family Services Director
Christopher Auer, MA, PMP, Disabilities and Mental Health Director
Alicia Boyd, MA, Five By Five Program Director
Liane Martinez, MA, School Readiness Director
Lila Medina, Fiscal Administrator
Lori Medina, Health Services Director
Caridad Nevarez, Office Manager
Lisa Piscopo, Ph.D., Director of Research and Analysis



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