DEAR FRIENDS,

During the 2018 – 2019 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 2018-19 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. To further support teacher retention and quality teaching initiatives, DGKHS made application and received $250,000.00 from the City General Fund that was distributed directly to delegate agencies in the form of mini-grants.

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 2018-2019, DGKHS was found to be in full compliance in all areas of the Office of Head Start Focus Area 1 federal review. In addition to full compliance, DGKHS was recognized as having an exemplary/innovative school readiness practice with the Five By Five Program.


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. The vision of DGKHS is to prepare all enrolled Head Start children to enter kindergarten confidently with the social, physical, emotional, and cognitive skills necessary for continuing school success. Established in 1997 as a grantee/delegate agency model, DGKHS is unique in its ability to leverage the strengths of community-based delegate agencies providing classroom-based services with oversight provided by the organizational infrastructure and reach of the City and County of Denver. Delegate agencies include: 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 ensures that all enrolled children and their families have a solid foundation for school readiness and are fully prepared for kindergarten.

PROGRAM HIGHLIGHTS

During 2018-2019, DGKHS served a total of 1,493 children and their families, including 250 children (17 percent) experiencing homelessness and 37 children in foster care. Ninety percent of enrolled children met eligibility criteria with family income below 100 percent of federal level, or their families received public assistance. In 2018, the income threshold is $25,100 for a family of four.

DGKHS continues to serve a diverse population. Approximately 59 percent of enrolled children identify as Hispanic/Latino origin, and 37 percent of children speak Spanish as their primary language. Twenty-eight percent identify as Black/African-American, 16 percent Biracial/Multi-Racial and 3 percent American Indian/Alaskan-Native.

During the 2018-2019 program year, 1,035 parent and guardians completed a survey about how they and their children benefitted from Head Start services. Eighty-four percent of parents/guardians found the program helpful to themselves, and 92 percent reported the program as very helpful to their children. Of the areas surveyed, parents and guardians found the program most helpful in “Families as Lifelong Educators” and “Families Engaged in Transitions”.

DGKHS children demonstrated significant achievement in domains of school readiness as measured by the Teaching Strategies GOLD outcome assessment tool. The percentage of children achieving widely held expectations in the Spring and who participated in all checkpoints included: Cognitive (88 percent), Language (87 percent), Literacy (83 percent), Math (82 percent), Physical (92 percent), and Social/Emotional (88 percent).

DGKHS was one of 31 programs selected out of 100 plus applicants to the UCLA Health Care Institute. This is a three-year health literacy project, focusing on treatment of common childhood illnesses, oral health, and diabetes/obesity prevention. This past year, 162 families participated in “Don’t Worry, Be Healthy” classes on treatment of common childhood illnesses. Participating families received a variety of materials to support their child’s health in the home.

DGKHS was found to be in full compliance in all areas of the Office of Head Start Focus Area 1 federal review. This review is conducted of all Head Start programs to assess compliance with Head Start Program Performance Standards. In addition to a statement of full compliance, DGKHS was recognized as having an exemplary/innovative school readiness practice with the Five By Five Program. This program provides all Head Start and Early Head Start families in Denver with access to 21 cultural institutions at no cost. Head Start and Early Head Start teachers also receive a pass that allows entry to these same venues for the staff member and his or her family. Each year, approximately 40,000 visits are made by Head Start and Early Head Start families to these cultural venues.
**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.

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**ERIKSON MATH**

Recognizing the importance of a strong math foundation for school and career success, DGKHS has contracted with the Erikson Institute Early Math Collaborative to provide on-site professional development since 2015. This initiative provides training two days, four times per year for the development of math champions (classroom teaching staff) and instructional leaders. Each session is focused on three hours of hands-on/minds-on exploration of the foundational big ideas of math. In the afternoon, participants focus on how math champions will apply their understandings in the classroom and share ideas with colleagues. The following comments were shared from participants in post surveys:

- Spatial relationships are an important part of math learning and can be incorporated easily into lessons.
- I will think about big ideas in lesson planning – representation, perspective, transformation.
- I love Erikson trainings and learn more each time.
- There is so much to gain by asking open ended questions when engaged in a sorting activity.

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**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.

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**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) including: Emotional Support, Classroom Instruction, and Instructional Support. DGKHS classrooms assessed during 2018-2019 scored higher in Emotional Support and Classroom Instruction, and near the national mean in Instructional Support. DGKHS classrooms are scored two times per year, and all DGKHS content area staff are CLASS reliable observers.
CM DANCE

DGKHS continues to partner with CMDance 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

DGKHS maintains Memoranda of Understanding with Denver Public Schools, and Rocky Mountain Human Services to ensure seamless transition of children into Head Start and subsequently to kindergarten. 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. At the end of the program year, every child transitioning to kindergarten receives a backpack that contains materials relating to all developmental domains. This past year, 633 children (42 percent of actual enrollment) transitioned to kindergarten.

TEACHER QUALIFICATIONS

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

- 86 percent of DGKHS staff held a BA degree or higher.
- Ongoing staff development opportunities are held during professional development days and weeks within our programs.
- Staff receive 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 participated in a Focus Area 1 monitoring review in May 2019 and was determined to be fully compliant with all Head Start regulations. During the review, the Five by Five Program was showcased as a program highlight for its unique approach to school readiness within DGKHS. For more detailed information on the review event 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, 1,213 persons provided volunteer services, and of these, 594 were current or former Head Start parents. DGKHS also actively supported Head Start families during the year. Of the 1,408 families enrolled in DGKHS, 1,268 or 90 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 hosted a number of events to honor parents for their contributions to the program. In September, DGKHS hosted a Parent Xtravaganza with over 200 families and staff in attendance. Families had the opportunity to participate in a variety of health and wellness workshops, and community resource tables. Parents from each program were honored for their outstanding service to DGKHS. In May, DGKHS hosted a parent recognition breakfast and honored fourteen parents for achievements made and contributions to DGKHS. Each family received a professional photo session, and family posters highlighting their achievements were held on public display in the Webb Building Atrium.

Fourteen family services staff participated in Relationship-Based Reflective Processing facilitated by Denver Health and Hospital Authority (DHHA) mental health staff to increase competencies related to supporting family social and emotional well-being and self-care. One hundred percent of participants were glad that they participated, and 100 percent strongly agreed that their reflection skills improved.

DGKHS continues to support recruitment efforts including Lamar Advertising in RTD busses and billboards, direct mail campaigns, and outreach with local agencies and the community. DGKHS maintains a Memorandum of Understanding with Denver Human Services to streamlines services and support the enrollment of foster care children into DGKHS programs.

DGKHS partnered with CCR Analytics to survey DGKHS parents on how they benefitted from the program. One-thousand thirty-five parents completed a survey, and 92 percent of parents found the program very helpful to their child, and 84 percent found the program very helpful to their family.

HEALTH AND WELLNESS

DGKHS partners with DHHA, the second oldest and largest community health program in the country, as well as the medical home for the majority of Head Start children, to ensure that all enrolled children receive comprehensive wellness services.

Delegate agency staff are trained on the Colorado Department of Public Health and Environment requirements for immunization records, and they can inform parents of this requirement. Staff work with families and DHHA to ensure that all children have access to a medical home and are up-to-date on a regular schedule of immunizations. Staff also ensure that all children have access to a dental home and have received a dental exam within 90 days of enrollment.

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 2018-2019 program year, 82 percent of children enrolled were up to date on all immunizations appropriate for their age. By the end of the same program year, 95 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.

<table>
<thead>
<tr>
<th>Program Information Report (PIR) Performance Indicator</th>
<th>Number at Beginning of Enrollment Year</th>
<th>Percentage at Beginning of Enrollment Year</th>
<th>Number at End of Enrollment Year</th>
<th>Percentage at End of Enrollment Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children with Health Insurance</td>
<td>1433</td>
<td>95.9%</td>
<td>1484</td>
<td>99.4%</td>
</tr>
<tr>
<td>Children with a Medical Home</td>
<td>1425</td>
<td>95.4%</td>
<td>1481</td>
<td>99.2%</td>
</tr>
<tr>
<td>Children with up-to-date immunizations, or exempt</td>
<td>1227</td>
<td>82.2%</td>
<td>1422</td>
<td>96.2%</td>
</tr>
<tr>
<td>Children with a Dental Home</td>
<td>1264</td>
<td>84.7%</td>
<td>1443</td>
<td>96.7%</td>
</tr>
<tr>
<td>Children receiving a dental exam</td>
<td>-</td>
<td>-</td>
<td>1333</td>
<td>89.3%</td>
</tr>
</tbody>
</table>
Nutrition
DGKHS strives to set the standard of excellence in nutritious meals and nutrition education throughout the early care and education community. 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
DGKHS partners with the Culture of Wellness in Preschools Program at the Rocky Mountain Research and Prevention Center, University of Colorado. This 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.

- 59 classrooms received a Physical Activity and Nutrition Education lesson
- 824 children participated in Physical Activity lessons
- 884 children participated in Nutrition Education lessons
- 16 additional classrooms and 227 participated in summer Physical Activity sessions
- 179 DGKHS staff participated in Workplace Wellness activities
- Every child participating in lessons consumed more fruits and vegetables after the program completed

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.

- 56 teachers received classroom focused consultation
- 218 children received child-focused consultation
- 176 staff received training outside of the classroom
- CHILD (classroom assessment tool) – 79 percent of classrooms showed improvement in transitions, 79 percent showed improvement in staff-child interactions
- DECA-C (child assessment tool) – 78 percent showed reduction in withdrawal/depression, 69 percent of children improved in initiative

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 past year, DGKHS supported over 30 parents and staff to build advocacy skills through participation in the PEAK Parent Center annual conference on inclusion. DGKHS served 199 children with a variety of disabilities including: health impairment, speech/language, orthopedic impairment, autism, intellectual disabilities, and non-categorical/developmental delay.

Enrollment and Attendance

<table>
<thead>
<tr>
<th>Month</th>
<th>Aug '18</th>
<th>Sep '18</th>
<th>Oct '18</th>
<th>Nov '18</th>
<th>Dec '18</th>
<th>Jan '19</th>
<th>Feb '19</th>
<th>Mar '19</th>
<th>Apr '19</th>
<th>May '19</th>
<th>Jun '19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>1,095</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
<td>1,153</td>
</tr>
<tr>
<td>Percent</td>
<td>88%</td>
<td>89%</td>
<td>88%</td>
<td>86%</td>
<td>85%</td>
<td>83%</td>
<td>85%</td>
<td>86%</td>
<td>85%</td>
<td>84%</td>
<td></td>
</tr>
</tbody>
</table>

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 2018-2019, 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 for the 2018-2019 program year by the Office of Children’s Affairs, Denver Great Kids Head Start. Also included is the forecasted budget for the 2019-2020 program year.

<table>
<thead>
<tr>
<th>Award</th>
<th>% of Total 18-19 Award</th>
<th>% of Total 2018-2019</th>
<th>% of Total 18-19 Award</th>
<th>% of Total 2018-2019</th>
<th>% of Total 18-19 Award</th>
<th>% of Total 2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Office Personnel</td>
<td>644,278.84</td>
<td>6.82%</td>
<td>643,679.92</td>
<td>6.81%</td>
<td>654,892.72</td>
<td>6.78%</td>
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<td>Fringe Benefits</td>
<td>204,731.28</td>
<td>2.17%</td>
<td>203,144.17</td>
<td>2.15%</td>
<td>213,158.28</td>
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<td>Supplies</td>
<td>11,090.00</td>
<td>0.12%</td>
<td>8,891.39</td>
<td>0.09%</td>
<td>12,000.00</td>
<td>0.12%</td>
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<tr>
<td>Other General Admin</td>
<td>37,000.00</td>
<td>0.38%</td>
<td>15,618.07</td>
<td>0.17%</td>
<td>20,000.00</td>
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<td>Program Support</td>
<td>226,049.88</td>
<td>2.39%</td>
<td>232,878.99</td>
<td>2.46%</td>
<td>270,107.00</td>
<td>2.80%</td>
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<td>Committee Support</td>
<td>12,000.00</td>
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<td>11,821.45</td>
<td>0.13%</td>
<td>12,817.00</td>
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<tr>
<td>Communication &amp; Community Outreach</td>
<td>31,000.00</td>
<td>0.34%</td>
<td>24,939.53</td>
<td>0.26%</td>
<td>31,500.00</td>
<td>0.33%</td>
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<td>Training</td>
<td>61,000.00</td>
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<td>0.66%</td>
<td>68,718.00</td>
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<tr>
<td>Other</td>
<td>8,700.00</td>
<td>0.09%</td>
<td>12,861.94</td>
<td>0.14%</td>
<td>53,700.00</td>
<td>0.56%</td>
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<td>Total City Office</td>
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<td>1,215,912.06</td>
<td>12.87%</td>
<td>1,336,893.00</td>
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<tr>
<td>Comprehensive Services (Contractual Services)</td>
<td>785,042.00</td>
<td>8.31%</td>
<td>786,691.47</td>
<td>8.33%</td>
<td>745,104.00</td>
<td>7.72%</td>
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<tr>
<td>Disabilities (Sewall)</td>
<td>242,000.00</td>
<td>2.56%</td>
<td>242,000.00</td>
<td>2.56%</td>
<td>242,400.00</td>
<td>2.51%</td>
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<tr>
<td>Mental Health/Healthy Dental (DHHA)</td>
<td>460,874.00</td>
<td>4.88%</td>
<td>460,478.12</td>
<td>4.87%</td>
<td>417,164.00</td>
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<tr>
<td>Nutrition (Nutrition Consultants)</td>
<td>64,540.00</td>
<td>0.68%</td>
<td>64,540.10</td>
<td>0.68%</td>
<td>64,540.00</td>
<td>0.67%</td>
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<td>Hearing and Language (Marion Downs)</td>
<td>17,628.00</td>
<td>0.19%</td>
<td>19,673.25</td>
<td>0.21%</td>
<td>21,000.00</td>
<td>0.22%</td>
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<tr>
<td>Total Comprehensive Services</td>
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<td>8.31%</td>
<td>786,691.47</td>
<td>8.33%</td>
<td>745,104.00</td>
<td>7.72%</td>
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<tr>
<td>Delegates (Contractual Services)</td>
<td>7,445,013.00</td>
<td>78.80%</td>
<td>7,445,011.47</td>
<td>78.80%</td>
<td>7,575,850.00</td>
<td>78.44%</td>
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<td>Catholic Charities</td>
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<td>1,258,558.47</td>
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<td>1,280,683.00</td>
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<tr>
<td>Clayton Early Learning</td>
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<td>13.73%</td>
<td>1,297,191.00</td>
<td>13.73%</td>
<td>1,319,995.00</td>
<td>13.67%</td>
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<tr>
<td>Denver Public Schools</td>
<td>1,947,455.00</td>
<td>20.61%</td>
<td>1,947,455.00</td>
<td>20.61%</td>
<td>1,981,717.00</td>
<td>20.52%</td>
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<tr>
<td>Family Star</td>
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<td>222,000.00</td>
<td>2.35%</td>
<td>225,882.00</td>
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<tr>
<td>Mile High Early Learning</td>
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<td>19.18%</td>
<td>1,812,251.00</td>
<td>19.18%</td>
<td>1,844,131.00</td>
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<td>Sewall Child Development Center</td>
<td>389,395.00</td>
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<td>389,395.00</td>
<td>4.12%</td>
<td>396,205.00</td>
<td>4.10%</td>
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<tr>
<td>Volunteers of America</td>
<td>518,161.00</td>
<td>5.48%</td>
<td>518,161.00</td>
<td>5.48%</td>
<td>527,237.00</td>
<td>5.46%</td>
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<td>Total Delegates (Contractual Services)</td>
<td>7,445,013.00</td>
<td>78.80%</td>
<td>7,445,011.47</td>
<td>78.80%</td>
<td>7,575,850.00</td>
<td>78.44%</td>
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<tr>
<td>Total Federal Share</td>
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<td>100.00%</td>
<td>9,447,015.00</td>
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<td>9,457,847.00</td>
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<tr>
<td>Non-Federal Share</td>
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<td>78.80%</td>
<td>7,447,015.00</td>
<td>78.80%</td>
<td>7,575,850.00</td>
<td>78.44%</td>
</tr>
<tr>
<td>Non-Federal Share (In-Kind)</td>
<td>2,361,903.75</td>
<td>25.00%</td>
<td>2,361,903.75</td>
<td>25.00%</td>
<td>2,454,461.75</td>
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<tr>
<td>Non-Federal Share Grants</td>
<td>103,882.25</td>
<td>1.35%</td>
<td>13,591.47</td>
<td>0.14%</td>
<td>25,159.00</td>
<td>0.26%</td>
</tr>
</tbody>
</table>
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
Christopher Auer, MA, PMP, Disabilities and Mental Health Director
Alicia Boyd, MA, Five By Five Program Director
Liane Martinez, MA, School Readiness Director
Mary McNeill, Family Services 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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201 West Colfax Avenue, Dept. 1107, Denver, CO 80202
Main Number: 720.913.0880 – Fax Number: 720.913.0929
www.denvergov.org/childrensaffairs