



Denver Great Kids Head Start

**2014-2015
Policies and Procedure Manual**

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Section1: Philosophy

- A. Developmentally Appropriate Practice
- B. Discipline
- C. Staff Development
- D. Confidentiality

Section 1.A. Developmentally appropriate practice

Effective date: 1/1/00

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POLICY:

Denver Great Kids Head Start is committed to programming that is developmentally and linguistically appropriate for the cognitive, social, emotional and physical needs of young children. This philosophy is based on the guidelines adopted by the National Association for the Education of Young Children, the Colorado Quality Standards and the Head Start Program Performance Standards.

Developmentally appropriate practice defines the quality of interaction between adult and child as well as the characteristics of curriculum, materials, classroom organization and schedule, equipment, and the physical environment.

An important characteristic of developmentally appropriate practice is the use of divergent questioning, where the teacher acts as helpful adviser and uses open-ended questions to lead children to a deeper exploration of language and concepts while they play.

Denver Great Kids Head Start delegate agencies and vendors shall adopt and follow policies and procedures that:

- Ensure developmentally appropriate practice in the program in all interactions with children;
- Educate parents in developmentally appropriate practice, its history and research foundation, the way it looks in a classroom, and its use by parents in family life;
- Ensure staff follow developmentally appropriate practice by using management tools such as policies and procedures, training, supervision, and evaluation;
- Ensure no child is left alone or unsupervised.

I. Center-based programs will use the following developmentally appropriate practices:

1. The classroom is organized to be a caring community of learners.
2. Staff show respect for children and always treat them with dignity.
3. Children are given opportunities to interact with other children and adults.
4. The environment is organized into various interest centers connected to curriculum goals and the interest centers contain many opportunities for children to explore new and familiar things through individual and group activities.
5. Children follow a consistent daily routine that includes opportunity for individual, small group and large group activities.
6. Teachers follow curriculum goals for children based on observations of the children and on the assessment of each child's development.
7. Curriculum goals for each child cover areas of pre-literacy, pre-math and early science, so that children explore key concepts and tools of intellectual inquiry through age-appropriate activities.
8. Staff and parents train each other on the child's development and on developmentally

appropriate practice. Staff and parents plan together for effective methods to meet the individual child's needs.

II. Home-based programs will use the following developmentally appropriate practices:

1. Staff show respect for children and always treat them with dignity.
2. Parents are recognized as the primary educators of their children and are supported in that role.
3. Home visitors and parents together set curriculum goals for the children based on observations of each child's progress, on the assessment of children's development or on other approved developmental checklists and portfolios, and on each child's individual needs.
4. Staff individualizes planned activities to meet the needs of specific children.
5. Staff and parents share information with each other on the child's development and on developmentally appropriate practice. They plan together to meet the individual child's needs using the most effective methods.

III. Programs may use a combination of curricula, all of which use developmentally appropriate practices with the appropriate performance standard components.

Section 1.B. Discipline

Effective Date 1/1/00

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STATEMENT OF PHILOSOPHY:

Discipline is an interaction with a child; it is not something that is done to a child. Positive discipline is an effective way of permanently eliminating undesirable behavior in children by encouraging them to take control over their own behavior, thus increasing self-esteem in children. The task of Head Start teachers is to provide children with the skills and tools needed to control their behavior effectively. In this way, children learn to regulate themselves. When children are having difficulty gaining self-discipline, the staff and parents work together to create a plan to meet the individual child's needs. This is a process that takes love, patience, time, and effort.

POLICY:

It is Denver Great Kids Head Start's policy that staff and volunteers use positive discipline methods that promote increased social competence and enhance children's self-worth. The use of physical punishment, emotional punishment or total isolation of a Head Start child is prohibited.

EXAMPLES OF PRACTICES:

1. Use positive communication skills with children to develop positive social interactions, a healthy self-image and self-control appropriate to the child's age.
 - a) State directions positively; say what the child may do rather than what he or she cannot do.
 - b) Use problem-solving techniques, cause and effect reasoning, and negotiating skills.
 - c) Use "I" messages.
2. Use direct strategies with children that prevent, avert or decrease, negative behaviors.
 - a) Teach children coping skills.
 - b) Redirect or distract.
 - c) Reinforce positive behavior.
 - d) Rely on natural and logical consequences.
3. Use reflective time only when the child is acting out or is over-stimulated and needs to "cool down." An adult sits with the child until he or she gains control of his or her behavior. Once the child calms down, it is important for the adult to "reflect" with the child on what happened, how the child may feel, and what could have happened to prevent the behavior. Again, this is a process and it will take time for some children to gain control over their behavior even with adult help. For children who have limited language skills, the adult may have to give the child the words to use. If some children are not able to discuss their behavior after they have calmed down,

the teacher must still allow them to re-enter the play situation. However, the teacher must also within the same day follow-up with the child and discuss the issue in order to reflect on the behavior. It is important for children to engage in self-reflection in order to begin to understand the cause and effect between behavior and consequences. It is this process that ultimately gives children an internal motivation for control.

4. When a staff member feels a particular child is not understanding the limits, the staff member should do the following:
 - a) Involve the parent in helping to solve the problem. (Consider sources of stress or trauma at home or in the classroom.)
 - b) Examine the classroom management for positive ways to affect the child's behavior by changing the schedule, physical arrangement of class, groupings of children or by individualizing curriculum.
 - c) Consult with a supervisor and/or delegate disabilities mental health lead.
 - d) With the input of parent(s), refer the child for additional support services, which may include health, mental health, and/or special education.
5. Any child who does not respond to normal positive discipline approaches and limit setting may have other physical or emotional problems. The staff should seek ongoing support, consultation, and in-service training to handle children who are acting out in the classroom. Staff members should first consult with their immediate supervisor.
6. Additional ideas on positive discipline approaches are available:
 - a) In the Creative Curriculum and other curricula guides.
 - b) By consulting with the Education Coordinator.
 - c) By consulting with disabilities/mental health staff.
7. The following practices are prohibited:
 - a) Physical and/or emotional punishment – The use of physical force or emotional abuse may not be used as a disciplinary measure. Examples of prohibited physical force include spanking, slapping, pulling of hair and arms, or jerking a child. Examples of prohibited emotional abuse include verbally humiliating a child, threatening a child, yelling, shouting or taunting a child.
 - b) Isolation – Confining a child to a small area and/or keeping the child away from classmates. Examples of prohibited practices include keeping the child inside when the other children go out to play or having the child eat in an area separated from the other children.
 - c) Other practices - Examples of prohibited practices include denying food or rest as a form of punishment or punishing a child for toileting accidents.

Section 1.C. Staff Development

Effective Date: 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start will provide quality and on-going training for staff in all service areas. These trainings will be offered through classes, workshops, local and national conferences.

Denver Great Kids Head Start recognizes staff training and development as essential to maintaining a high quality program.

Denver Great Kids Head Start will design staff development programs based on program improvement goals and will seek outside funding as needed to support these efforts in a systematic way.

Denver Great Kids Head Start delegate agencies will take part in grantee as well as agency level staff development. All Head Staff will complete 15 hours of staff development yearly as part of the performance standards requirement of 15 hours.

Delegate agencies will coordinate their staff development plans with Denver Great Kids Head Start.

Denver Great Kids Head Start staff development and training progress and results will be measured and reported to Denver Great Kids Head Start. Denver Great Kids Head Start will aggregate and analyze the results and that information will be included in program improvement planning.

Individual staff evaluations will be conducted annually at each agency and will include staff development goals and measures.

Section 1.D. Confidentiality

Effective Date: 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

It is Denver Great Kids Head Start's policy that all information obtained about children, families, and employees is to be held in confidence. Employees of Denver Great Kids Head Start and Denver Great Kids Head Start delegate agencies and contractors may share the confidential information only on a "need to know" basis with other employees or professional consultants who are providing services to children, families or employees.

Each delegate will develop specific policies and procedures to manage confidential information appropriate to their organizational structure.

CONFIDENTIAL MATERIAL:

Material in a child's file, whether or not a child is enrolled in a center.

Confidential information, written or verbal, about a child, a child's family, or an employee that is shared with the staff for the purpose of providing services to that child, family or employee.

Employee personnel and human resources records.



Section 2 Program Design & Management

- A. Program Governance
 - A.1 Policy Council - Shared Governance
 - A.2 City and County of Denver Ordinance
 - A.3 Dispute Resolution Between Policy Council and Governing Body
 - A.4 Policy Council Meetings
 - A.5 Community Complaint Resolution
 - A.6 Informed Governance
 - Attachment A
 - A.7 Conflict of Interest
- B. Planning
- C. Communication
- D. Record Keeping/Reporting
- E. Ongoing Monitoring
- F. Self Assessment
- G. Human Resources
 - G.1 Human Resources and Career Services Hiring Guidelines
 - G.2 City and County of Denver Code of Conduct
 - G.3 City and County of Denver Drug & Alcohol
 - G.4 Volunteers
 - G.5 Staff Physicals
 - G.6 Criminal Background Checks

Section 2.A.1. Policy Council and Governing Body: Shared Governance

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

PROCEDURES FOR CITY AND POLICY COUNCIL, FOR SHARED DECISION-MAKING UNDER 45 C.F.R. 1304.50, Appendix A, Denver, Denver Specification included in appendices.

Purpose: Denver Great Kids Head Start is committed to the principles of shared governance, as expressed in the Head Start Performance Standards and other rules and regulations. As a City agency, Denver Great Kids Head Start must also follow the laws, rules and regulations that govern the City and County of Denver. In order to bring together these two sets of rules to assure proper and timely management of Denver Great Kids Head Start program, these procedures detail the way in which the Denver Great Kids Head Start Policy Council and the legal authorities of the City and County of Denver will interact to fulfill their obligations for shared governance, as detailed in the Denver specification of duties under 45 C.F.R. 1304.50, attached.

Allocation of Duties: Denver Great Kids Head Start and the City and County of Denver will follow the local specification of duties, to conform with 45.C.F.R. 1304.50 attached. In order to show the detail on allocation of duties of the governing body, which is the City and County of Denver performing its duties under the City Charter and the Colorado Constitution, this chart shows the division of duties for Mayor, City Council, Manager of Finance, Auditor and the Office of Human Resources.

Policy Council: Regular meetings, at least six times a year, to set budgets, approve plans, and other mandated duties, plus additional study sessions as requested. Members shall represent various program options within delegate agency operation. At the beginning of each program year, the Policy Council will adopt a calendar of regular meetings for the year with selection of times, days, dates and locations by a majority vote of the members. By-laws from the previous Policy Council will be used to govern voting procedures. The Policy Council will be trained in those by-laws prior to the vote. Policy Council may amend the calendar and the by-laws as it deems necessary throughout the year.

Mayor's Office: A representative of the Mayor's Office, selected by the Mayor, will attend Policy Council meetings, be available for communication to the Policy Council, at its choice, and to receive communication from the Policy Council. The Mayor's representative will receive and review copies of all meeting notices and minutes and federal correspondence.

City Council: The Denver Great Kids Head Start Executive Director or designee will attend the Denver City Council Health, Safety, Education and Services Committee meetings as required to present grant applications, budget, and other action items

requiring City Council approval, as detailed in the Denver specification of Appendix A, (attached). The calendar for presentations will be developed with the Chair of the Health, Safety, Education and Services Committee to support City budget approval as required by the City Charter and to support all required federal grant applications, required federal audits, and other actions required of Head Start grantees. The chair of the Health, Safety, Education and Services Committee Human Capital Agenda has an open invitation to attend meetings of Policy Council to hear comments, concerns and other program information, in order to facilitate regular and open communication between Policy Council and Denver City Council. The chair of the Health, Safety, Education and Services Committee will receive copies as requested of all meeting notices, minutes, agendas and federal correspondence concerning the operation and administration of Denver Head Start programs.

Mayor's Manager of Finance: The Manager of Finance designates a representative to Denver Great Kids Head Start to ensure regular, prompt and thorough fiscal and accounting information and to be available for regular communication from Policy Council, as needed.

Auditor: The Auditor designates a representative to ensure that established internal policies and procedures are in place to safeguard funds.

Office of Human Resources: Office of Human Resources (OHR) is the City's personnel agency and designates a representative to Denver Head Start. OHR will assist as requested in personnel matters relating to the Director and will follow all regular City procedures related to the hiring of other Denver Great Kids Head Start City staff. Office of Human Resources'; interview protocols allow the agency to form interview committees that include members of the Policy Council. These protocols allow each agency to refine job descriptions, scope of searches and other elements of staff recruitment that provide opportunities for participation by Policy Council members in accordance with the requirements of the Performance Standards.

Section 2.A.2. City and County of Denver Ordinance

Effective Date: 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/1408

POLICY

Background: The City and County of Denver has established the office of Denver Great Kids Head Start and the composition of the Policy Council.

Please refer to the attached Ordinance No. 319 as amended.

Section 2.A.3. Dispute Resolution Between Policy Council and Governing Body

Effective Date: 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Background. The City and County of Denver administers the Denver Great Kids Head Start program and the Head Start Policy Council participates in policy making or in other decision about the Head Start program. The composition of the Head Start Policy Council is defined in the Head Start Program Performance Standards, 45 C.F.R. 1304.50. This policy states that the Policy Council shall consist of 51% current Head Start parents and 49% community representatives. The governing body consists of the five entities of city government, e.g., the Mayor, Manager of Finance, City Council, Auditor, and the Office of Human Resources. These governing entities and the Denver Great Kids Head Start Policy Council have the responsibility to adopt a procedure to resolve internal disputes. This policy statement contains such procedure and may at times be referred to as an impasse procedure.

Dispute Resolution Process:

1. Lists of mediators from professional mediation associations and the City Attorney's office will be provided by the Policy Council and the governing entities.
2. If a disagreement occurs between any of the governing entities of the City and County of Denver and the Denver Great Kids Head Start Policy Council, the governing entity in question and the Head Start Policy Council chair will declare that a dispute is at an impasse.
3. Within ten (10) business days of the declaration of impasse, the following activities shall happen:
 - A. The Chairperson of the Denver Great Kids Head Start Policy Council and a designee of the Denver Great Kids Head Start Policy Council, the Denver Great Kids Head Start Executive Director, and either the Mayor's designated representative, the City Council's designated representative, the Manager of Finance's designated representative, the Auditor's designated representative or the Director of the Office of Human Resources, as appropriate, shall participate in at least two (2) meetings during which the parties will attempt to identify solutions on a proposed action. A third meeting may be scheduled at the discretion of the parties involved with additional individuals invited to discuss the issue.
 - B. The parties may upon mutual agreement invite presentation at any mediation from other content experts to present information relevant to the matter in dispute. The parties will report on the results of these meetings to the Policy

Council. This step must be accomplished within ten (10) business days of the last mediation.

- C. The summary of the substance of the discussions on each matter in dispute and the report on the results of this negotiation will be presented to the Policy Council for approval or disapproval by the parties participating in the dispute resolution process.
4. Approval or disapproval of the previously proposed action or the new action identified by mediation will be by majority vote of a quorum of the Policy Council as defined in the Denver Great Kids Head Start Policy Council by-laws.
 5. If the internal process outlined above does not successfully resolve the matter, the parties will submit to mediation by a trained mediator using the respective lists of mediators established by the parties.
 - A. Selection of the mediator will occur in the following manner: The parties shall each submit the name of a mediator candidate from the lists provided by the Policy Council and the governing entity. The mediator needs to have experience with local government law, federal contract obligations, and diverse communities. The parties shall attempt to agree on a mediator from among their two named mediators. If the parties cannot agree on a selection, the parties will toss a coin to determine which party will designate the first person on the list to be invited to mediate. If that mediator is unavailable, then the parties will begin the process of mediator selection again. The mediator shall be retained by contract by the City and County of Denver through the Denver Head Start Office or by purchase order issued by the Purchasing Division of the Department of General Services.
 - B. The parties shall submit to the Mediator for two meetings; mediation cannot exceed fifteen days (15) from Step 4 in the dispute resolution process.
 - C. The parties and the mediator will report the results of the mediation on each issue in dispute to the full Policy Council.
 - D. The Policy Council will approve or disapprove the previously proposed action or the new action identified by mediation by majority vote of a quorum of Policy Council members as defined in the Policy Council by-laws.
 6. If no mutual agreement has been reached after mediation, the Governing entity (Mayor) with legal and fiduciary responsibility shall resolve the matter.

Section 2.A.4. Policy Council Meetings

Effective Date: 2/1/04 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Policy Council designates the days and times of Policy Council meetings. Meetings will occur on a monthly basis and more often if decided by the Policy Council.

The Chairperson and/or Secretary or designee notify each member of the Policy Council one week in advance of each meeting directly, or through the City Head Start Office staff.

In case of inclement weather or dangerous road conditions, Policy Council members will be notified by 3:30 p.m. on the day of the meeting. Closures will follow Denver Public Schools' closure. Policy Council members may also call the Head Start Office direct line for recorded information (720) 913-0880.

Section 2.A.5. Community Complaint Resolution

Effective Date: 1/24/06 *Revision Date:* 7/1/14 *Approval Date:* 8/26/14

POLICY

The purpose of this policy is to offer Head Start parents or members of the community the opportunity to register complaints with the Denver Great Kids Head Start program. Individuals can file complaints if they feel they, or their child, have not been treated fairly, courteously, respectfully, and/or may also file a complaint against any aspect of the program in which the parent or community member is dissatisfied.

All complaints must be submitted in a timely manner from the point of the incident or from the point of becoming aware of the incident.

The first attempt at resolution of the complaint should be made at the level closest to the source of the complaint. If the complaint is with a particular center, delegate agency or vendor agency, initial attempts should be made to resolve the complaint at that level.

Complaints are viewed as an opportunity to enhance programming to be more responsive to the needs of the community.

If the complaint is related to the provision of special education services under the Individuals with Disabilities Act of 2004 (IDEA), individuals should follow appropriate due process procedures as described in this law. These procedures are required to be explained at the time permission for formal evaluation is obtained and at subsequent Individual Education Plan meetings. The grantee Disabilities Director is available if parents and community members have questions about rights and entitlements.

PROCEDURES

The individual has the right to have a support person assist him/her during any stage of these procedures. The support person may be any person the individual chooses. Every effort will be made to communicate with the individual in their dominant mode of communication throughout the process.

1. Individuals should first attempt to resolve the issue at the level closest to the source of the complaint. Every effort should be made to address concerns with the agency (vendor or delegate) from which the complaint originates.
2. If the complaint cannot be resolved with the agency, individuals may submit a grievance, in writing, to the Executive Director, Denver Great Kids Head Start.
3. A meeting will be scheduled to work on the resolution within 10 working days of receipt of the grievance letter.
4. Attending this meeting may be the Head Start Executive Director, the staff involved (if any), a staff member to take notes, and anyone else determined appropriate by the Head Start Executive Director.

If the parent feels that the complaint still has not been resolved, a letter should be submitted to the Policy Council Chair describing the disagreement and suggestions for a favorable outcome.

1. The Policy Council will review the grievance at the next scheduled Policy Council meeting.
2. If not resolved at the full meeting, the Policy Council will select a committee of no less than three of its members to resolve the grievance (Grievance Committee is considered as ad-hoc committee according the Policy Council By-Laws).
3. The Grievance Committee can request a meeting with any parties involved.
4. The Grievance Committee will make written recommendations to the Policy Council.
5. The Policy Council can accept or deny the committee's report and will develop a final recommendation for resolution to the Office of Children's Affairs Director who will be responsible for following through with those recommendations.
6. At the next scheduled Policy Council Meeting, the Director of the Office of Children's Affairs will issue a report and the case will be closed.
7. All grievances will be kept on file for a period of five years.

Complaint Letter

The grievance letter must contain the following elements:

1. Description of the grievance (complaint) with specific names and dates
2. Actions taken to date
3. Recommendations for a satisfactory conclusion
4. Name and contact information (name and contact information will be kept confidential, if so stated)

Questions about the process can be directed to the Executive Director, Denver Great Kids Head Start.

Section 2.A.6. Informed Governance

Effective Date: 12/17/08 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

This policy statement contains standards of conduct for disclosing, addressing and resolving any conflict of interest, and any appearance of a conflict of interest, by members of the governing body, officers and employees of the Denver Head Start Office, members of the Denver Head Start Policy Council, and delegate agencies, contractors, vendors, consultants, or agents (including their officers, employees, and directors) who provide services or furnish goods to the Denver Head Start Office. This policy represents compliance with 42 U.S.C. 9837(c) (1) (C) and (c) (2) (C) as well as 45 C.F.R. §92.36 (b) (3).

Please refer to Appendix B for the Denver Great Kids head Start Policy for Informed Governance.

Section 2. A.7. Conflict of Interest

Effective 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

1. **POLICY:** This policy statement contains standards of conduct for disclosing, addressing and resolving any conflict of interest, and any appearance of a conflict of interest, by members of the governing body, officers and employees of the Denver Head Start Office, members of the Denver Head Start Policy Council, and delegate agencies, contractors, vendors, consultants, or agents (including their officers, employees, and directors) who provide services or furnish goods to the Denver Head Start Office. This policy represents compliance with 42 U.S.C. 9837(c) (1) (C) and (c) (2) (C) as well as 45 C.F.R. §92.36 (b) (3).

Section 2.B. Planning

Effective 1/1/00

Revision Date: 7/1/14

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POLICY

Denver Great Kids Head Start implements a systematic, ongoing process of program planning that includes consultation with the governing body (Mayor, Manager of Finance, City Council, Auditor, Office of Human Resources), Policy Council, and grantee and delegate agency staff in accordance with the Head Start Program Performance Standards (1304.51).

Every three years, Denver Great Kids Head Start conducts a comprehensive community assessment identifying community needs, strengths and service gaps for families and children. In response to the community assessment, three-year goals and objectives are developed in partnership with the governing body, Policy Council and grantee and delegate agency staff. During the other two years of the three-year funding cycle, the community assessment is updated. Annually, content area work plans are updated with input from content area administrators and coordinators, Policy Council Program Committee and grantee staff. The Health Services Advisory Committee approves the health work plan, and the Policy Council approves the Program Design and Management, Education, and Family and Community Partnerships, Disabilities/Mental Health work plans.

A program planning timeline is developed annually in June.

Section 2.C. Communication

Effective 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY

Denver Great Kids Head Start and its delegate agencies and vendors will support open and clear communication through their organizational structure, management systems and standard operating procedures. Written and spoken communications will be in plain language and in a language that is understood by the families. Delegate agencies and vendors must adopt, follow and document policies and procedures that ensure effective communication is maintained between Denver Great Kids Head Start, the agency, agency staff, parents and the community. Communication strategies will include but are not limited to:

- I. Regular meetings will be established and will include:
 - A. Governing Body meetings are scheduled twice yearly, in March and in September. The March meeting agenda includes the approval of the Head Start funding application and the September meeting agenda includes a report of annual performance and program accomplishments.
 - B. Bi-monthly management team meetings are established early in the grant year (July) and all parties are notified.
 - C. Program Design and Management Team Meetings are scheduled twice yearly, in February and August.
 - D. Monthly Policy Council meetings are scheduled and in addition to policy council members, delegate agency staff also attends.
 - E. All meeting agendas require regular reports from the director and summary minutes are prepared and distributed to all parties within 10 days of the meeting.
- II. Management systems will include but are not limited to:
 - A. Grantee staff communication methods include but are not limited to:
 1. Standing staff meetings with a regular calendar of times and days, meeting agendas and notes.
 2. Regular individual supervision meetings with standing times and dates by the director with each grantee staff member.
 - B. A Management Team will be established, consisting of delegate agency Head Start Directors, and vendor agency representatives along with City Head Start

staff and the Denver Great Kids Head Start Executive Director:

1. Management Team will set and follow a calendar of regular meetings to address management issues and to advise Policy Council and the Denver Great Kids Head Start Executive Director on matters of policy and management.

2. Working groups and committees of Management Team will follow these same requirements.

C. Files at Denver Great Kids Head Start Office will be set up for all policy and management meeting groups, clearly labeled and available for inspection in the office. The files will contain the calendars, agendas and materials passed out at each meeting.

D. The communication requirements of the “Communications” section of the Denver Great Kids Head Start Policy Manual apply to all management groups, both standing and ad hoc, that may be developed as the need arises and as the Denver Great Kids Head Start Executive Director approves. These groups may include but are not limited to family services coordinators, education coordinators, fiscal managers, mental health team members, nutrition, etc.

III. All types of communication with parents will be in plain language.

IV. Denver Great Kids Head Start delegate agencies and vendors for nutrition, disabilities, health and mental health shall adopt and implement policies, procedures, staff training and monitoring systems to ensure that communication is provided to families with limited English proficiency (LEP) in order for these families to participate fully in Head Start’s comprehensive services. These policies must include:

- Free translation services as needed and desired by families;
- Confidentiality policies and documentation;
- Every effort to provide teachers, teacher assistants or family services staff who can communicate with children in their own language;
- A system to notify families of the availability of translation services;
- Training for staff to know when such services are needed and how to access those services;
- A system to provide translations of key documents, notices and minutes in the languages used by families using the Head Start services of the agency.

Section 2.D. Record Keeping/Reporting

E Effective 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

Denver Great Kids Head Start will be accountable for the results it achieves for children and families:

- To the children themselves, that their time in the program prepares them for school and life success;
- To families who entrusted their children to the program;
- To public and private funders who invest in early childhood programs in order to document true improvements in the lives of young children and their families and to show the reasons for continuing investment;
- And to the people of the City and County of Denver who agreed to undertake this work on the grounds that it is a cost-effective investment in the next generation of Denver citizens.

Denver Great Kids Head Start will gather and analyze various data types to measure program effectiveness in order to identify and use more effective program strategies and eliminate less effective program strategies. This is a continuous improvement process...

Therefore, Denver Great Kids Head Start requires a strong information management system that can generate program reports as needed for the U.S. Department of Health and Human Services and the City, for program management and planning; and to track outcomes for children over time.

Denver Great Kids Head Start delegate agencies and vendors must take part in these activities as they are set up:

1. Work with Denver Great Kids Head Start to ensure their own data collection systems gather and record information required by the Denver Great Kids Head Start and work with Denver Great Kids Head Start to analyze and interpret delegate agency-specific data.
2. Assign each child enrolled in Head Start an identification number from Denver Public Schools (known as Project ID) to track student progress and to relate that progress back to program variables, such as curriculum, program option, teacher training and qualifications, and other factors.
3. Handle all information with highest respect and care for its confidentiality, according to the policy on confidentiality in this Policy Manual.

Denver Great Kids Head Start also will follow strict confidentiality standards and report its findings in aggregate numbers only; never by an identifiable individual.

Section 2.E. Program Monitoring

Effective Date: 10/26/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start is committed to providing excellent services to children and families that result in school readiness both for the child and the family. Therefore, in compliance with 45 CFR 1304.51 I(1)(2)(3), with the consultation and participation of the policy groups and, as appropriate, other community members, Denver Great Kids Head Start will conduct annual, on-going monitoring of all aspects of program services at its Head Start delegate agencies. Monitoring will assess compliance with Head Start Program Performance Standards, and child care licensing standards. This work will be conducted in the spirit of continuous quality and Risk Management improvement. This policy sets forth the system of program monitoring using both the delegate agency's self assessment and the Denver Great Kids Head Start delegate monitoring activities.

Delegate Agency's Self Assessment

Head Start Program Performance Standards require delegate agencies to conduct an annual Self Assessment. Denver Great Kids Head Start will review the results of each delegate's Self Assessment.

Delegates will provide these documents each January:

- Written procedures for program Self-Assessment;
- Minutes which reflect the involvement of the Policy Committee/Council throughout the entire process;
- The written results and a summary of the self assessment;
- Action plans;
- Verification of corrections

Denver Great Kids Head Start delegate agencies monitoring activities - Grantee staff will perform monitoring activities throughout the year. These activities will include but are not limited to:

- Site visits;
- Observations;
- Interviews;
- File audits;
- Review of records, reports, assessments, agreements, agendas, minutes, menus, curriculum, schedules, and logs;

Schedule of monitoring visits include:

- Program Design and Management (PDM) - meetings will occur twice yearly facilitated by the Head Start Executive Director. The agenda for these meetings may include:
 - Annual review and approval of grant application and related documents,
 - Delegate agency child outcome data
 - School Readiness Plan implementation
 - Annual review of policies and procedures

- Ongoing DGKHS compliance monitoring – including site performance indicators
- Program deficiencies and non-compliance
- Fiscal and Financial Management - Monitoring will occur monthly and throughout the year and will include:
 - Desk Audit
 - Fiscal Checklist
 - Administrative Costs
 - Annual review of policies and procedures
 - Site visits
 - Training budget
 - Bi-monthly meeting with financial managers
- Education and Child Health Development Services - All classrooms will be observed at least once during the program year and home visit observations will occur at least once a year
 - Two socialization activities will be observed
 - Annual review and approval of education focus plan
 - Annual review of school readiness plan implementation
 - Annual review of policies and procedures
 - Education Coordinators monthly meetings
 - Random sampling of classroom -10 percent
 - Certify pedestrian safety training within 30 days of enrollment by delegates - Education
- Family Engagement - Children’s files will be monitored at least once a year
 - Parent meetings will be monitored at least once a year for each delegate
 - Community partnerships will be monitored at least once a year
 - Annual review and approval of Family and Community Partnerships focus plan
 - Annual review of policies and procedures
 - End of Month Enrollment and Attendance Reports
 - Review monthly parent committee minutes and policy council minutes if applicable
 - Review Family Partnership Agreements for each delegate
 - Family Services Coordinators monthly meetings
- Disabilities Services - Data tracking forms are reviewed monthly and Children’s files will be monitored at least once a year
 - Classroom observations for disabilities will be made at least once a year or as requested
 - Review of disabilities enrollment and RFO process requirements and timelines
 - Annual review and approval of Disabilities focus plans
 - Annual review of policies and procedures

- Disabilities and mental health regular meetings
- Health, Mental Health and Nutritional Services - Children's files will be monitored at least once a year (delegate nurses conduct monthly chart reviews) – 10% random sampling
 - Nutrition will be observed through at least three site visits a year per delegate agency
 - Health Team meetings at least monthly
 - Annual review and approval of Health and Nutrition focus plan
 - Annual review of policies and procedures and as needed
 - Health Services Advisory Committee meets bi-monthly to provide monitoring oversight
 - Delegate Health Services Advisory Committees meet quarterly to provide monitoring oversight for delegate
- Facilities, Equipment and Materials and Equipment, used in Head Start Facilities - monitoring by Grantee staff
 - Health and safety reviews conducted annually in September and follow-up as needed
 - Transportation Services (NA)

Monitoring Results

In compliance with the Improving Head Start for School readiness Act of 2007, 641A (d) (1): Evaluation and Corrective Action for Delegate Agencies, the following procedures are established:

- A final report for each monitoring activity is written by grantee staff and presented to the Denver Great Kids Head Start Director for approval. The Head Start Executive Director will provide the delegate agency's Head Start Director and Executive Director with the completed report in a timely manner. The monitoring report will be provided to the delegate agency governing body by the delegate agency Executive Director in a timely manner.
- The City further reserves the right at all times to determine, in its sole discretion, that a delegate agency or a vendor is not in compliance with its contract, applicable federal, state or local laws, or any subsequent policy directive issued by the Head Start Executive Director, which noncompliance does not constitute a deficiency, as such term is defined by the federal government for Head Start purposes, at 45 C.F.R. 1304.3(a) (6).

In the event that any such non-compliance is identified as a result of Denver Great Kids Head Start's monitoring efforts, a written report of the non-compliance will be provided to the delegate agency's Executive Director and Head Start Director containing the findings of non-compliance.

The report will identify the specific area(s) of noncompliance will identify the areas of noncompliance to be corrected and will state the date upon which the Contractor is to correct the areas of noncompliance. If the Contractor is unable or unwilling to correct the specified areas of noncompliance within the time period designated by the City, then the City will issue a Notice of Findings of Deficiency which must be corrected, either immediately or pursuant to a Quality Improvement Plan in accordance with the procedures in contract.

Upon verification that appropriate and timely corrective action has been taken, a letter will be sent from the Denver Great Kids Head Start Executive Director to the delegate agency Executive Director and Head Start Director.

- In the event that the Head Start grantee agency identifies a deficiency as defined in Section 637 of the Head Start Act in a delegate agency through monitoring evaluation, the grantee agency must help delegate agency develop corrective plans, including timetables for addressing identified problems. Upon determining that a deficiency exists in the area of health and safety, written notice will be provided to the delegate agency within five days of becoming aware that a deficiency exists. The written notice may provide up to ten working days to remedy the conditions and/or systems contributing to a determination that a deficiency exists. Moreover, the Head Start grantee agency shall take action, which may include—
 - (A) Initiating procedures to terminate the designation of the agency unless the agency corrects the deficiency as programmed;
 - (B) conducting monthly monitoring visits to such delegate agency until all deficiencies are corrected or the Head Start agency decides to defund such delegate agency; and
 - (C) Releasing funds to such delegate agency—
 - (i) only as reimbursements except that, upon receiving a request from the delegate agency accompanied by assurances satisfactory to the Head Start agency that the funds will be appropriately safeguarded, the Head Start agency shall provide to the delegate agency a working capital advance in an amount sufficient to cover the estimated expenses involved during an agreed upon disbursing cycle; and
 - (ii) Only if there is continuity of services.

The City has the right at all times to determine, in its sole discretion, that Contractor has one or more deficiencies (“Deficiencies”), as such term is defined at 45 C.F.R. Section 1304.3(a)(6) and as such section may be amended from time to time. If the Director finds that the Contractor has Deficiencies, the Director will notify the Contractor in writing of such findings of Deficiencies (“Notice of Findings of Deficiencies”). The Notice of Findings will identify the Deficiencies to be corrected and will state that the Contractor is to correct the Deficiencies immediately or must instead develop a Quality Improvement Plan (the “Quality Improvement Plan”) to correct the Deficiencies.

- TERMINATION - Any termination of a delegate agency's contract will be processed in accordance with the contract terms and/or applicable federal regulations concerning termination of a contract with a delegate agency.
- Denver Great Kids Head Start will notify the delegate agency of contract termination and the delegate agency has ten work days to appeal the termination of the contract to DGKHS after the notification has been received.
- Denver Great Kids Head Start has twenty work days to respond to the delegate agency appeal.
- If the grantee sustains its decision to terminate the delegate agency contract, the delegate agency may, to the extent permitted by federal regulations, appeal in writing to the responsible HHS official within ten work days after the receipt of the grantee's final decision.

Section 2.F. Self Assessment

Effective Date: 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start will use current year OHS monitoring instruments, including the fiscal checklist and the safe environments checklist, in support of the annual self assessment, required under the Head Start Program Performance Standards.

The Denver Great Kids Head Start Executive Director, in consultation with the Policy Council and staff will propose an annual process, to review program performance. Policy Council will approve the process.

Denver Great Kids Head Start Policy Council members will be invited and encouraged to participate on focus area teams to conduct the self-assessment and will receive and approve the results.

The self assessment will be concluded in time for the results to be incorporated into program improvement planning, along with other information which may include the Head Start Program Information Report, the community needs assessment, child outcomes data, and other program information. All program improvement plans will be incorporated into the next Head Start application.

Section 2.G. Human Resources

Effective Date: 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

EMPLOYEE HANDBOOK:

Denver Great Kids Head Start requires delegate agencies to have a clear and accessible statement of its personnel policies and practices. This statement must be distributed to employees and supervisors. Each agency and vendor must conduct training on these personnel policies and practices for employees and supervisors.

Denver Great Kids Head Start recommends that agencies develop employee and supervisor handbooks but do not require them do so.

STAFF QUALIFICATIONS

Denver Great Kids Head Start will ensure that staff, substitute/temporary staff and consultants have the knowledge, skills, and experience they need to perform their assigned functions responsibly. Denver Great Kids Head Start delegate agencies will provide semi-annual reports on teacher, teacher assistant, and substitute education staff qualifications.

Denver Great Kids Head Start will also ensure that Performance Standards regarding human resources management are met, which include updated Program Information Memorandums.

Section 2.G.1. Human Resources and Office of Human Resources Hiring Guidelines

Effective Date: 01/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

Please see Rule 3 of the City and County Hiring Guidelines in the appendices.

Section 2.G.2. City and County of Denver Code of Conduct

Revision Date: 01/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

This policy statement sets forth the standards of conduct applicable to employees and Policy Council members of the Denver Great Kids Head Start Office concerning the award and administration of contracts for the administration of Head Start programs and the participation of grantee and delegate agency staff on Head Start Policy Councils or Head Start Policy Committees. Denver Great Kids Head Start affirms that the City's role as fiduciary agent, responsible for the administration of Head Start funds, and that its position of trust in the care of children requires the highest standards of conduct on the part of its Commissioners, Policy Council members, and employees and the employees, officers and directors of its delegate agencies and vendors.

Denver Great Kids Head Start affirms, too, the preference that Head Start gives parents in opportunities for employment for which they are qualified and for participation in governance unless they are employees or contractors of Denver Great Kids Head Start. This policy statement hereby directs that the Denver Great Kids Head Start Office and its delegate agencies shall comply with 45 C.F.R. 1304.50(b) (6) which states that no grantee or delegate agency staff (or members of their immediate families) may serve on Policy Councils or Policy Committees except parents who occasionally substitute for regular Early Head Start or Head Start staff or as otherwise permitted by 45 C.F.R. 104.50(b) (6).

This policy statement is further intended to comply with any and all requirements of the federal government to avoid "real or apparent conflicts of interest" in the award and administration of contracts as described generally at 45 C.F.R. §92.36 (b) & (c) .

Therefore, the Denver Great Kids Head Start Office will adopt, maintain and implement the mandates of the Denver Charter and the Denver Revised Municipal Code concerning the City's Code of Ethics with respect to the award and administration of contracts involving the expenditure of Head Start funds. For convenience purposes, the applicable Charter and Code are set forth below. In the event of any conflict between the provisions set forth below and the official version of such provisions, the official and binding version shall be the certified version contained in the records of the Denver City Clerk.

Each and every professional services contractor of the City and County of Denver that operates a Head Start program or provides professional services to Head Start program, shall adopt, maintain, and implement written policies concerning ethical standards of conduct of employees, officers and directors with respect to the award and administration of contracts involving the expenditure of Head Start funds. Each such contractor shall deliver a copy of its written policy concerning the ethical standards of conduct to the Denver Great Kids Head Start Director by attaching such copy as an

exhibit to the Head Start annual contract. Failure to submit such policy statements on a timely basis may result in the forfeiture of future financial awards of Head Start funds by the City.

The Denver Great Kids Head Start Office and its professional services contractors operating a Head Start program or providing professional services to Head Start programs shall further adopt, maintain and implement procedures to train and inform parents, employees, officers, directors and volunteers on the conflict of interest rules that apply to Denver Great Kids Head Start. Conflict of interest policies must be explained in all policy, staff and parent manuals and handbooks prepared by the City's delegate agencies. Conflict of interest policies and laws shall be discussed with each employee at the beginning and end of employment. The Denver Great Kids Head Start Office and its professional service contractors shall maintain a record of such discussions.

Please see City & County of Denver Code of Conduct Hiring Guidelines in the appendices.

Section 2.G.4. Volunteers

Effective Date: 10/26/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start and delegate agencies must assure that each staff member has an initial health examination (that includes screening for tuberculosis) and a periodic re-examination (as recommended by their health care provider or as mandated by State, Tribal, or local laws) so as to assure that they do not, because of communicable diseases, pose a significant risk to the health or safety of others in the Early Head start or Head Start program that cannot be eliminated or reduced by reasonable accommodation. This requirement must be implemented consistent with the requirements of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act.

Denver Great Kids Head Start is pleased to accept the services of parents and community members as volunteers to the Denver Great Kids Head Start administrative office from time to time. The use of volunteers assists Head Start in meeting its in-kind requirement of 20 percent to match the federal grant and to increase the number of adults who support Denver Great Kids Head Start's work with children and families.

PROCEDURE:

A. Volunteers at the City Office

When a person specifies that he or she would like to assist at the City Office, if it is determined that a need exists, he or she will receive a volunteer job description, orientation and training, a schedule, and a handbook of standards, policies and procedures. The volunteer will sign an agreement and will receive an evaluation on services rendered.

B. Resource Development

Staff and Policy Council will be trained on their responsibilities to educate the general public about Head Start and to help recruit volunteers. The grantee will also use presentations, mailings, and volunteer recruitment cards as a means of recruiting volunteers.

C. Referrals

The grantee will refer calls concerning volunteers that come in from community agencies and private citizens to delegate agencies. Callers will be asked for desired activities and locations. Based on the information received, the volunteer will be recruited for the grantee or forwarded to the appropriate delegate agency. It is up to each delegate agency then to follow volunteer Policy II.M. and its procedures stated in the policy manual, effective date January 1, 2000, to ensure the safety of the children. Each year, the grantee will review the volunteer policies and procedures of each delegate, as part of the regular review of delegate policies and procedures.

D, Student Interns

The grantee is committed to working with student interns. Internships are available through the Mayor's Office and are generally intended for college students and graduates and can be used to earn college credit.

Section 2.G.5 Staff Physicals

Effective Date: 10/26/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Performance Standard 1304.52: Staff and Volunteer Health

Grantee and delegate agencies must assure that each staff member has an initial health examination that includes screening for tuberculosis and a periodic reexamination (as recommended by their health care provider or as mandated by State, Tribal or local laws) so as to assure that they do not, because of communicable diseases, pose a significant risk to the health or safety of others in Early Head Start or Head Start program that cannot be eliminated or reduced by reasonable accommodation. This requirement must be implemented consistent with the requirement of the Americans with Disabilities Act and Section 504 of the Rehabilitation Act.

PROCEDURE:

1. Head Start Grantee Staff will receive an initial health examination as mandated by the Head Start Program Performance Standard 1304.52, Colorado Department of Human Services, the Division of Child Care, RULES REGULATING CHILD CARE CENTERS (LESS THAN 24 HOUR CARE) or the Child Care Rules and Regulations or other subsequently developed pilot child care rules and regulations.
2. The initial health examination must be dated no more than 6 months prior to employment or within 30 days after the date of employment.
3. The initial health examination will include a screening for tuberculosis.
4. The grantee staff member's licensed medical provider will determine periodicity of subsequent medical statements, tuberculosis testing and reexaminations, *at a minimum of every five years.*
5. Individuals other than parents who volunteer in the classroom on a weekly basis will provide documentation of tuberculosis screening. Tuberculosis screening of volunteers must be repeated every five years.

REFERENCES:

1. RULES REGULATING CHILD CARE CENTERS (LESS THAN 24 HOUR CARE), 2/04, 7.702.51
2. COLORADO TUBERCULOSIS REQUIREMENTS, Stephen Kudebeh, MS, PA-C, Denver Health Head Start Health Care Consultant, 11/21/05

Section 2.G.6. Criminal Background Checks

Effective Date: 2/1/08 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

This policy statement sets forth the criminal background check requirements for staff hired by the Denver Great Kids Head Start Program through the Office of Human Resources of the City and County of Denver. Consistent with Section 648A (g) of the Head Start Act of 2007, the following safeguards will be taken to ensure program compliance:

Before Denver Great Kids Head Start Program employs a staff paid in whole or in part by Head Start funds, the agency shall

1. conduct an interview with the individual (including participation of the Head Start Policy Council);
2. verify the personal and employment references provided by such individual; and
3. obtain –
 - A. a Colorado Bureau of Investigation criminal record check covering all Colorado jurisdictions or;
 - B. an IBC (Intelligent Background Check) for all Colorado counties.
4. Employees are not to be considered permanent until such a background check is completed.



Section 3 Fiscal Management

- A. Allocation of Costs
- B. Conference /Travel Policy
- C. Single Audit
- D. Financial Reporting to Policy Council/Policy Committee
- E. Fiscal Training for Governing Bodies
- F. Internal Control
- G. Property Management, Fixed Assets, Inventory
- H. Purchasing
- I. Budget

Section 3.A. Allocation of Cost

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start requires each delegate agency to submit its Single Audit report to the grantee as soon as the report is received from the agency's Certified Public Accounting firm. When audit deficiencies are cited in the Single Audit reports, a corrective action plan must be developed and presented to the delegate agency's governing board and that board must provide Denver Great Kids Head Start with a written copy of its approved plan within one week (five (5) business days) of the governing board's approval of the plan. The Single Audit must be bid out in order to get the best possible price and service.

PROCEDURES:

1. Delegate agencies forward a copy of the Single Audit report by mail or fax to the city office, as soon as it is received, with a cover letter citing deficiencies and a plan to correct the deficiencies (if applicable).
2. Delegate agencies respond within one week (five (5) business days) to any questions on the plan from the chief fiscal officer of Denver Head Start.
3. As needed, Denver Great Kids Head Start Executive Director, in conjunction with City's Controller's Office representative will set an appointment with the delegate agency's financial manager, executive director and/or Head Start director to discuss deficiencies and the corrective actions to be taken.
4. The City Controller's Office representative will report findings from the follow-up visit to the joint Program - Fiscal Committee of the grantee Head Start Policy Council.

Section 3.B. Conference/Travel Policy

Effective Date: 11/12/03 Revision Date: 7/1/14

Approval Date: 8/26/14

1. CONFERENCE SELECTION

Denver Great Kids Head Start Policy Council Program – Fiscal Committee reviews conference and workshop information to identify which conferences Denver Great Kids Head Start should be represented at. The joint committee will develop and recommend conference priorities based upon budget considerations. The joint committee will work with Delegate Agency staff to provide recommendations on upcoming conferences and training appropriate for parents and/or community representatives. The Grantee and Delegate Agencies will coordinate information on conferences and parent attendance. A list of conferences and attendees will be attached to the policy and will be updated at least annually or as needed.

2. CONFERENCE ATTENDEES SELECTION

The joint committee will use the following steps in selecting representatives to attend conferences.

- Parent and/or community representatives submit requests for conference and travel to the Committee. The requests must be in writing. An application form is available. Requests will include the following information:
 - The name of the conference based on the list of recommended conferences and workshops.
 - Description of person's interest in attending the conference or workshop.
 - Description of the benefit to Denver Great Kids Head Start by attending conference or workshop.
 - Description of the benefit to person by attending the conference workshop.
- The joint committee will review the selection criteria, which includes:
 - People may not attend two consecutive major conferences unless approved by Policy Council.
 - Travel requests and receipts must be reconciled from previous trips.
 - Number of previous conferences attended representing Denver Great Kids Head Start Grantee and/or Delegate Agency.
 - Consistent attendance at Policy Council/Committee meetings.
 - Availability of budget to support attendance.
 - After reviewing the requests, the joint committee may draw names if necessary to determine the final candidates. All travelers must agree to adhere to established City Travel Policies, Procedures and Protocols, and affirm this in writing. All travelers, including Head Start staff, program volunteers and Policy Council members must adhere to the City Code of Ethics.

- The Policy Council will approve all individuals selected for conference participation and make final recommendation to the Head Start Executive Director for final concurrence.

3. NOTIFICATION

Upon selection for conference participation all attendees will meet individually with the Head Start Office Manager to review information regarding the conference and travel and to request travel advances as needed.

4. APPROVAL

All travel requests are approved by the Head Start Executive Director. Final approval for any requests for travel funded by Head Start (and all City agencies) is subject to final approval by the Director for Children's Affairs. All out of state travel must be approved according to the City Travel Policies and Procedures. Once approval has been received, those individuals selected will be notified and the travel arrangements will be made. If the travel request is denied, those individuals selected for travel will be notified. All Policy Council members will be advised at the next subsequent meeting of the outcome of the request.

5. CONFERENCE ATTENDANCE EXPECTATIONS

- Conference attendees will attend the sessions and workshops at conferences. Upon their return, attendees will provide written materials and make a short presentation to the Policy Council or delegate agency policy Councils/Committees.
- Receipts must be reconciled within 10 days of the trip. An individual meeting will be scheduled with the appropriate administrative staff person for this purpose.
- Any travel modifications to hotel, travel or other expenses that exceed the allocated cost will be paid by the attendee and acknowledged in writing in advance of the travel.

Section 3.C. Single Audit

Effective Date

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start requires each delegate agency to submit its Single Audit report to the grantee as soon as the report is received from the agency's Certified Public Accounting firm. When audit deficiencies are cited in the Single Audit reports, a corrective action plan must be developed and presented to the delegate agency's governing board and that board must provide Denver Great Kids Head Start with a written copy of its approved plan within one week (five (5) business days) of the governing board's approval of the plan. The Single Audit must be bid out in order to get the best possible price and service.

PROCEDURES:

5. Delegate agencies forward a copy of the Single Audit report by mail or fax to the city office, as soon as it is received, with a cover letter citing deficiencies and a plan to correct the deficiencies (if applicable).
6. Delegate agencies respond within one week (five (5) business days) to any questions on the plan from the chief fiscal officer of Denver Head Start.
7. As needed, Denver Great Kids Head Start Executive Director, in conjunction with City's Controller's Office representative will set an appointment with the delegate agency's financial manager, executive director and/or Head Start director to discuss deficiencies and the corrective actions to be taken.
8. The City Controller's Office representative will report findings from the follow-up visit to the joint Program - Fiscal Committee of the grantee Head Start Policy Council.

Section 3.D. Financial Reporting to Policy Council/Policy Committee

Effective Date 6/23/2014 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start and its delegate agencies shall provide regular fiscal reports to the Policy Council/Policy Committee. At a minimum, the fiscal report shall contain information provided in the monthly reconciliation report required each month by the grantee from each agency and include financial statements, including credit card statements. If adjustments are made to the budget, they must be reflected in the financial reports the month following approval. A footnote on the report should explain all budget changes.

PROCEDURES:

The grantee and delegate agencies will:

1. Use trend analysis (from variance reports from prior years) to forecast expenditures/prepare projection report.
2. Explain variances of 10 percent or more and over \$1000 of projected expenses.
3. Grantee will present federal reports filed with Denver Great Kids Head Start at the meeting following submission.
4. Federal Supplemental grant funding will be reported with base funding.
5. Base and Supplemental grants will be presented to Policy Council and the governing body for approval.

Section 3.E. Fiscal Training For Governing Bodies

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start and each delegate agency will provide fiscal training for its governing bodies including Policy Council reporting expenditures, and on other fiscal matters of interest to them.

Section 3.F. Internal Control

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver's Great Kids Head Start and its delegate agencies and vendors must adopt, document and follow accounting policies and procedures that provide for separation of duties, with clearly defined authority and execution of all financial transactions. Denver Great Kids Head Start will follow appropriate federal, state and local laws (including City Controller's Office) delegate agencies and vendors.

Delegate agencies and vendors are reimbursed each month for the cost of Head Start services provided. Denver Great Kids Head Start staff reconciles disbursements to delegate and vendors each month.

Section 3.G. Property Management, Fixed Assets, Inventory

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start follows the policy of the City and County of Denver on tracking fixed assets. Therefore, Denver Great Kids Head Start requires that delegate agencies and vendors track purchases for all single items with an original cost of \$5000 or greater and a useful life of more than one year. All equipment must be properly labeled as belonging to Denver Great Kids Head Start. A control system must be in place to ensure that equipment is properly cared for and protected against loss or theft. Physical inventory of Head Start equipment must take place once each year. Certification of physical inventory will be submitted by September 30 each year by all delegate agencies to the city.

REQUIRED:

Delegate agencies must adopt, document and follow written policies and procedures to track fixed assets according to City and County of Denver standards. The grantee and delegate agencies will:

1. Reconcile balances of fixed asset (prior years) and fixed asset expenses (current year) for Head Start equipment against tracking mechanism, with appropriate account balances and/or spreadsheets listing all Head Start equipment.
2. Use fixed assets software or spreadsheets that contain all the information on the City's Property Inventory System (CPIS) input form. In addition, indicate the percentage of federal participation dollars in the purchase of each item.
3. Set up, document and follow adequate security measures to prevent theft of property.
4. Set up, document and follow manufacturer's suggested equipment maintenance schedules to care for property.

Section 3.H. Purchasing

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start follows the policy of the City and County of Denver on Purchasing.

Each Denver Great Kids Head Start delegate agency must adopt, follow and document policies and procedures for purchasing of non-construction goods and services that conform to federal and city purchasing rules and regulations. Purchasing will be in accordance with the current contract between the city and delegate agency.

Proper approval and open and free competition must be used to govern the purchasing process. Purchases must be properly documented and payment for items and services must be made according to the terms and conditions of the invoices. Three levels of purchases have different requirements in order to meet the requirement of free and open competition, as defined by the City and County of Denver:

1. Open market - Up to \$5,000, use suggested vendor but get at least two (2) quotes.
2. Informal bid - \$5,000-\$24,999, secure three (3) bids by phone, fax or mail.
3. Formal bid - \$25,000+ two (2) weeks of publication is required. A formal conference bid is also required. Sealed bids must be submitted in writing.

The delegate agency will follow internal procurement procedures that are consistent with 45 CFR, Parts 74 or 92. Prior approval in writing is required for items costing over \$5,000.00.

Section 3. I. Budget

Effective Date 12/8/05 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY

Denver Great Kids Head Start (DGKHS), its delegate agencies and vendors must report non-federal share on the monthly variance report and on the quarterly cost allocation report. The allow ability and amount of non-federal share reported is monitored by the grantee.

Budget Development

As a program within the Office of Children's Affairs (OCA), DGKHS aligns its goals with the Mayor's goals for the City and County of Denver as implemented in OCA. DGKHS develops short and long-term goals and financial objectives that support the accomplishment of program goals and objectives in the most effective and efficient manner possible. While financial goals are established to coincide with multi-year budget years, the budget is formulated on an annual basis. In addition, the budget is developed as part of a strategic planning process that is based on data collection, analysis and best practice.

Projections

Each year, based on the Application of Federal Assistance (SF424A), Denver Great Kids Head Start and its delegate agencies must prepare a projection of monthly expenses. The projected monthly expenses will be classified by categories as listed on Denver Great Kids Head Start Variance Report. In addition to the projection of the use of federal funds, monthly projections will include a projection of non-federal resources the delegate agency anticipates to be collected in any given month.

Variance

Each month, comparisons of actual expenses with budget amounts are reported in a Variance Report by Denver Great Kids Head Start, its delegate agencies and vendors. An explanation of any variances exceeding 10 percent and at least \$1,000.00 of the year to date projections must be provided. The explanation must include how and when the variance will be eliminated. The delegate agency director or his/her designee must acknowledge by signature or initial the explanation of the variance. Once a variance is reported and explained, it does not need to be addressed again.

When determining how to eliminate a variance, the delegate agency must keep in mind that certain categories of Head Start funds cannot be used to make up variances between budgeted and actual spending. The category is training and parent activities. Changing the amount to be spent in any category must receive prior approval of the grantee. Decisions made to eliminate a variance constitute a budget revision and must be submitted in writing to the grantee.

Variance Policy

- Review grantee and delegate agency variance reports quarterly.

- The city will contact delegate agencies to discuss variances.

Revision

- A written request to the grantee for the approval of a budget revision is necessary for proposed equipment purchases that have not received prior approval as part of the original application. A Written request for approval of a budget revision is also necessary when funds awarded for construction purposes are in excess of the need of the recipient and the recipient would like to use remaining funds for another purpose. A written request for approval of a budget revision is required when the cumulative transfer among direct cost budget.

If the grantee requests a revision in its budget, approval must be obtained from ACF Region VIII. Categories which would exceed 25 percent of the total approved budget (which includes direct, indirect, and federal or required matching or \$250,000.00 whichever is less require prior approval.



Section 4: Enrollment and Attendance

- A. Attendance/Absentee Children
- B. Recruitment and Enrollment
 - B.1 Enrollment
- C. Before/After Program Care
- D. Home Visits
- E. Transfers Between Denver's Great Kids Head Start Delegates

Section 4.A. Attendance/Absentee Children

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start believes children must be present in their Head Start classes and activities in order to benefit from Head Start services. Therefore, Denver Great Kids Head Start is mandated to maintain attendance rates of 85 percent or better. Denver Great Kids Head Start delegate agencies must adopt policies and procedures that ensure that children with chronic absenteeism (four or more consecutive unexcused absences) are identified and program intervention occurs. Denver Great Kids Head Start delegate agencies must also adopt and follow policies and procedures that ensure that the program makes every attempt to work with a family whose child is absent to keep the child enrolled in Head Start and to limit unexpected absences. Delegate agencies' policy may include attendance goals in Family Partnership agreements.

Section 4.B. Recruitment and Enrollment

Effective Date 5/27/08 Revision Date: 7/1/14 Approval Date: 8/26/14

Background

Consistent with Federal Regulations at 45 CFR 1305.3 (b) and 1305.4 (a) and guidance provided by the Office of Head Start, two factors to be used in determining a child's eligibility for Head Start are the child's age and the income of the child's family. However, a program must also assure itself, using such procedures as the program thinks appropriate that the child resides within the programs approved service area. Head Start regulations require that each Head Start grantee have an approved service area and that service area must not overlap the service area of another grantee (1305.3(b)). Therefore, the appropriate placement of a Head Start child should be based solely on where the child lives and grantees may request whatever reasonable documentation is appropriate to confirm that a child being considered for Head Start enrollment does, in fact, live within the grantee's approved service area.

POLICY:

The established service area for the Denver Great Kids Head Start program consists of established neighborhoods as defined on the enclosed map (Refer to the green colored neighborhoods on the map). Therefore, all delegate agencies are precluded from recruiting and enrolling families into their Head Start programs who do not reside within the City and County of Denver, and specifically within the established neighborhoods. The remaining neighborhoods from the city map constitute the service area for the Rocky Mountain SER – Denver Head Start program.

Verification of Residency Requirements

Denver Great Kids Head Start Delegate agencies must develop and implement policies and procedures consistent with this policy to ensure that only children and families who reside within the established service area of the Denver Great Kids Head Start program are recruited and enrolled in the Head Start program. Accordingly, delegate may choose to use any of the following documents as proof of residency:

- Utility bill
- Phone bill
- Documentation consistent with the DPS Project ID effort
- Utilization of DPS map locator at: <http://maps.dpsk12.org/index.asp>
- Other documentation as defined by the delegate agency

Age Verification:

Delegate agencies must develop and implement policies and procedures consistent with this policy to ensure that children eligible for Head Start are at least three years old by the date used to determine eligibility for Denver Public School. Items reviewed to determine age eligibility are:

- Certified Birth Certificate, or

- Hospital Birth Certificate/Record, or
- Health Department Birth Certificate, or
- Other: Immunization Records stating date of birth.

Section 4.B.1. Enrollment

Effective Date 10/26/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start shall maintain 100% enrollment from the first day of the program year. Denver Great Kids Head Start delegate agencies will adopt, follow, document, train and supervise staff to support the following policy:

I. Enrollment

A. 30-day vacancy

When a child drops out of Head Start, the slot will be counted as enrolled for the first 30 days, starting from the date the child withdrew. If the slot is not filled after 30 days, it will be counted as open or vacant.

B. 60-day year-end vacancy

If a child drops out of Head Start 60 days or less before the end of the program year, the slot is to be counted as enrolled and the total must be at 60 day vacancies where they will be filled shall be reported to the City Office. Each delegate agency may decide whether to fill an open slot or not.

C. Over-income enrollment reports (Children whose income falls between 100 and 130 percent of poverty to be submitted annually.

When reporting enrollment, delegate agencies will report the number of children who are over-income.

D. Vacancy attendance reporting for families who have not given notice When a child has been absent 30 days and all attempts to contact the family have failed, the slot will be declared vacant and will be filled.

Section 4.B.2. Voluntary and Involuntary Withdrawal of Children

Effective Date: 2/14/14

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

If a parent decides to voluntarily withdrawal his/her child from the Head Start program, every attempt is made by Head Start staff to determine the cause. All feasible attempts are made to maintain a child's enrollment in the program.

PROCEDURE:

1. When Head Start learns that a parent is considering withdrawing their child, an attempt to determine the reason is made. Staff will work with the parent to eliminate or reduce any problems identified relating to the potential withdrawal of the child and will encourage the parent to allow the child to remain in the program. The only exception is when a child is to be withdrawn due to medical reasons and remaining in the program would be detrimental to the child's health. Staff will try to persuade the parent(s) to postpone a final decision regarding withdrawing the child until all attempts to solve any problems are exhausted.
2. Staff will make the initial contact to summarize the initial meeting contact on a Family Contact Form.
3. The family service staff immediately makes a home visit to determine if the parent(s) will allow the child to remain in Head Start. A resolution of any conflict or problems concerning the family or child is then suggested by the family service professional. A presentation about benefits the child derives from remaining in Head Start is made at this time. Documentation of this conference is made by the family service professional on Family Contact Form.
4. The family service professional informs the child's teacher of the conference and whether the parent has been persuaded to allow the child to remain in Head Start. A careful review of the parent's concerns or reasons for considering withdrawal is discussed between the family service professional and the teacher. Documentation of the family service professional/teacher conference summarizing the problem is completed.
5. If the parent(s) still insist on withdrawing the child from the program, the teacher and family service professional proceed with the withdrawal procedures.
6. Final approval of the withdrawal is made by the Delegate Head Start Director after ensuring everything possible has been done to prevent the child from withdrawing.
7. In certain situations, it may be necessary for a child to be involuntarily withdrawn from the Head Start program.

Factor Warranting Withdrawal

1. Irregular Attendance
 - If a child is consistently absent without a medical reason or a valid cause, he/she may be withdrawn from the program.
2. Inappropriate Placement or Progression
 - If a child is disruptive to the point of affecting the atmosphere of the classroom.

- If a child is being detrimental poses a threat to himself/herself and/or other children.
3. Extreme Health Problems
- If being in the program daily is professionally declared medically harmful to the child.

Steps Prior to Involuntary Withdrawal

1. Home visit (if parent will allow) is made by the teacher and/or family service staff to determine any problems.
 - Every effort is made to explore all variables.
 - Documentation has been presented.
 - Alternative resources with other agencies have been discussed.

Steps for Involuntary Withdrawal

1. Parents will receive an official notice of withdrawal from the Head Start Director which includes:
 - Reason for withdrawal
 - Date and signature of the Head Start Director

Parents will have five (5) working days after receiving the official notice of withdrawal to appeal the decision.

Section 4.C. Full Day Before/After Program Care

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

It is the policy of Denver Great Kids Head Start that staff of delegate agencies makes every effort to accommodate the needs of all enrolled families through problem solving and open communication. In accordance with the Head Start Performance Standards, Denver Great Kids Head Start reserves the right to address enrollment issues from the before/after program care related to specified circumstances. Delegate agencies must adopt, follow, and document policies and procedures to ensure this policy is met. Enrollment in the before/after program option requires certain eligibility criteria to be met. When these criteria are no longer met by a family, they will receive a priority for a part-day option, six hour or home based options if available and desired by the family.

Section 4.D. Home Visits

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start requires that each delegate agency makes every effort to work with families and children who frequently miss scheduled home visits, which are a requirement of the combination and home-based program options. Delegate agencies must adopt, follow, and document policies, procedures and practices to ensure that agency staff reaches out to families to resolve the problem and to declare a vacancy when those efforts do not resolve the problem.

Section 4.E. Transfers Between Denver Great Kids Head Start Delegates

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

When a parent or guardian wants a child transferred to another Denver Great Kids Head Start center, the child will be considered for enrollment at the new center subject to availability according to established program selection, enrollment and eligibility guidelines of the delegate agency that manages the new center.

Delegate agencies will adopt, follow, and document policies and procedures to ensure this policy is met and to ensure appropriate information is transferred with the child.

PROCEDURES:

1. During the enrollment process, family service workers and/or teachers will ask families if their child has already participated in one of Denver Great Kids Head Start's other programs.
2. If the child has participated in another Denver Head Start program, the staff person will ask the family the reason for the transfer and record it.
3. Staff will not require a family who has had a child in another Denver Head Start program to fill out the full application unless all of the family's information has changed.
4. Staff will inform the transferring family that the receiving agency will contact the sending delegate agency to request a transfer of the family's records.
5. Staff will require transferring families to fill out a new emergency card.
6. For the Family Partnership Agreement process, staff will review the paperwork with families to see whether last years or this current year's goals were met. Staff will ask about new goals and initiate a new or continuing Family Partnership Agreement.
7. Staff will orient transferring families to the new agency's goals, philosophy, mission, vision, structure, curriculum, and governance process.
8. Staff will introduce the transferring families to the teachers, program options, other families, etc.
9. Staff will encourage involvement from the transferring families by:
 - Finding out what type of activity families can participate in and when would be the best time for a family member to volunteer.
 - Encouraging the family to perform a volunteer activity associated with their selected Head Start site.

According to performance standard 1305.7 (c), "if a child has been found income eligible and is participating in a Head Start program, he or she remains income eligible through that enrollment year and the immediately succeeding enrollment year." In support of that principle, when an income eligible child transfers from one Denver Great Kids Head Start delegate to another, the receiving delegate agency will not re-determine the child's eligibility. Denver Great Kids Head Start delegate agencies will ensure that the transition from one Denver Great Kids Head Start delegate to another will be a simple process for income eligible families.

Section 5.A. Curriculum

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Each Denver Great Kids Head Start delegate agency will adopt a written curriculum that is developmentally appropriate with an assessment process that is aligned to the curriculum and includes experiences that support school readiness, the domains of learning and development include: Language and Literacy, Cognition and General Knowledge, approaches to Learning, physical Development and Health and Social/Emotional Development.

EXAMPLES OF PROCEDURES:

The adoption of the written curriculum must indicate:

- Evidence of parent involvement in the selection, development, implementation and evaluation of the curriculum for each program option.
- The curriculum designed for Head Start children should be composed of both concrete and abstract experiences that provides knowledge of themselves and the world around them. The curriculum must be flexible and child-centered and is designed to be a part of the total educational continuum, not a separate program.
- The written curriculum includes goals for children's development and learning.
- The curriculum process support the inclusion of children with disabilities.

Section 5.B. Child Outcomes

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY

REPORTS

Denver Great Kids Head Start delegate agencies must adopt, follow and document policy and procedure to ensure that child outcome information is collected and analyzed three (3) times per year. Each program must have a record-keeping and reporting system to manage and generate reports which include the 5 Head Start pre-school domains and 14 domain elements. The three periods for outcome reports are fall, midpoint in the year and at the end of the year. For the school year beginning in September 2011, each DGKHS delegate agency will be reporting using TS Gold, which will facilitate greater uniformity in data reporting and analysis. On-going monitoring ensures a tracking pattern of progress and accomplishment for groups of children.

DEVELOPMENTAL SCREENINGS

POLICY

Denver Great Kids Head Start delegate agencies must complete a developmental screening on each child enrolled in the program within 45 calendar days of the child's entry date. Each agency must adopt, follow, and monitor procedures to ensure the confidentiality of each child's records. At the time of enrollment, parent's approval for screening must be obtained.

SCREENING

Delegate agencies must comply with Head Start performance standards related to developmental screening of children. Assessment tools may include the Ages and Stages Questionnaire and the Early Screening Inventory- Revised.

In addition to developmental screenings, delegates must complete additional screening related to social, emotional and behavioral skills and solicit parental information about their child's mental health in accordance with 45 CFR 1304.24 and 45 CFR 1304.20 (b).

ASSESSMENTS

POLICY

Denver Great Kids Head Start requires the systematic gathering of information in order to determine children's level of development. Each delegate must ensure that the tools used to assess each child's progress conform to sound early childhood practices. The developmental assessment must be child-centered, multi-dimensional and activity-centered in order to plan the daily programs of activities and to create a learning environment appropriate for each child. Examples of instrument used in Denver Great Kids Head Start program include: Head Start Outcomes, Creative Curriculum Checklist, Montessori Checklist, Portfolio Assessment, teaching staff Observations, and Devereux Early Childhood Assessment (DECA).

Section 5.C. Holiday Activities

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Head Start delegate agencies should provide an environment that helps each child build ethnic pride, develop a positive self-concept, and enhance his or her individual strengths. Holiday activities should support this goal and respect the diversity of children enrolled in Head Start.

EXAMPLES OF PROCEDURES:

1. A delegate agency committee of staff and parents will develop guides for agency Head Start classroom activities related to holidays.
2. Activities will be planned around the children's interests and abilities as outlined in the National Association for the Education of Young Children's "Developmentally Appropriate Practices."
3. Activities will, at all times, enhance the sense of dignity and self-worth within each child and family.
4. Parents and children must never be made to feel uncomfortable or unwelcome at any Head Start activity due to their religious or cultural beliefs or family background.
5. The staff must keep in mind at all times that the overall goal of Head Start is to bring about a greater degree of social competence and school readiness in children of low-income families. Holiday activities must be planned with these goals in mind. Each child in the classroom must be the priority.
6. Each year, families and staff will review and updated their-Holiday and Celebrations Manual.

SUGGESTED ACTIVITIES/CONCEPTS:

APPROPRIATE

Classroom activities must be concrete. Example: Celebrate the “universally shared” meaning behind the holiday, such as sharing, harvest, and changing seasons.

Celebration of milestones in a child’s life. These milestones can include first tooth, first pet.

Focus on fall and changing of seasons for Halloween.

Craft activities that speak to a child’s culture and developmental milestones.

Focus on sharing and harvest for Thanksgiving. Plan a trip to the pumpkin patch for harvest.

Plan activities that fit with the goals of developmentally appropriate practices and promote school readiness.

Focus on lights, peace, winter, and sense of community in December.

Plan a unit on eggs, re-birth and the coming of spring for Easter.

Host a children’s art show with all “original” open-ended artwork for any holiday.

NOT APPROPRIATE

Have adults dressed in Santa Claus suits during class time in December.

Celebrate concepts that are abstract for children.

CELEBRATIONS

POLICY:

Denver Great Kids Head Start delegate agencies shall provide an environment that helps each child promote a positive self-concept which emphasizes his or her individual strength which respect the diverse backgrounds of all Head Start students.

Examples:

- Classroom activities must be concrete. Example: Celebrate the “universally shared” meaning behind the occasion, such as sharing, harvest, and changing seasons.
- A child centered act such as making books about their Head Start experiences.
- Host a children’s art show with all original open-ended artwork.
- Focus on lights, peace, winter, and sense of community in December.

END OF YEAR

EXAMPLES OF APROPRIATE AND INAPROPRIATE END OF YEAR ACTIVITIES:

APPROPRIATE

- An open house where children share their favorite artwork and constructions.
- A class picnic where children invite their parent to join them for lunch.
- A “tea” for which the children have helped prepare and serve nutritious snacks such as veggies and dip.
- Children make “books” about their experiences at Head Start.
- A puppet show or storyteller provides entertainment that can be enjoyed by children and adults.

INAPPROPRIATE

- A graduation ceremony with caps and gowns.

Section 5.D. Home Visits/Teacher Conferences

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start and the Head Start Program Performance Standards mandate two home-visits per year by teaching staff to each family enrolled in Head Start classes. Each delegate agency must adopt, follow, and document policies and procedures that ensure these mandatory visits occur and that the visits support the goals of the Denver Great Kids Head Start program.

1. Objectives for the home visit:
 - a) To improve communication between parents and program staff.
 - b) To provide materials and experiences for parents because they are the most important teachers of their children.
 - c) To share areas of mutual concern and common interests and to develop plans of action.
 - d) To provide information about child development, health, school, and referral sources.
 - e) To foster positive interactions between parent and child.
 - f) To provide an opportunity for the parent to help set the child's educational program at home and in the classroom.

Denver Great Kids Head Start delegate agencies must adopt, follow and document policies and procedures to ensure that conferences are held between teachers and either parents or guardians to discuss each child's progress in Head Start, as required by the Head Start Program Performance Standards.

Teacher Conferences

These meetings differ from home visits, which should build relationships and communication between teachers and the family to support the child's school success. Conferences are designed to discuss specific progress, goals and other information about the child to help both the school and the family support the child's healthy development and school readiness.

Records should be maintained on each child and the result of the conference.

Section 5.E. Individualization

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start delegate agencies and vendors shall adopt, follow, and document policies and procedures to ensure that the educational, social, emotional, and cognitive developmental needs of each child enrolled in the program are used to:

EXAMPLES:

- Design daily lesson plans
- Agency curriculum and enrichment experiments
- Child specific classroom management strategies
- Staff development activities

LESSON PLANS

Denver Great Kids Head Start delegate agencies will ensure that all Head Start teaching staff is provided with training and resources in order to develop effective and developmentally appropriate instructional plans. The lesson plans should include activities that foster development of cognitive development, social, emotional development, physical and motor skills, health and nutrition development. Education Administrator in conjunction with Education Coordinator provides ongoing monitoring.

Section 5.F. Mental Health

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

Policy:

Denver Great Kids Head Start contracts with a team of licensed clinical social workers from Denver Health to support delegates with the social/emotional development of Head Start students. Denver Health's team of mental health consultants provide Head Start children, families and staff with one on one support, universal consultation, education and training. The mental health consultant's work in collaboration with mental health staff from delegate agencies to ensure that mental health services and social-emotional support are coordinated, based on best practice, and are culturally and linguistically responsive to the needs of Head Start children and their families.

Section 5.G. Special Needs

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Children with identified disabilities in Denver Great Kids Head Start must have an Individualized Education Plan developed in a collaboration of the Local Education Agency, disability staff, general education staff, parents, and mental health staff, as appropriate.

Denver Great Kids Head Start serves children with special needs using a transdisciplinary approach that aims to address the unique needs of children in the general classroom. Service is integrated, and interagency communication is facilitated through the collaborative service plan and coaching model of service delivery.

Denver Great Kids Head Start delegates and vendors play a key role in this design and are expected to support the individual education plans and transdisciplinary service delivery, as needed by any of the children enrolled in Denver Great Kids Head Start programs.

For additional guidance refer to the current Disabilities Services Plan.

Section 5.H. Transition From Early Head Start and Kindergarten

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

PROCEDURE:

Each Delegate must establish and maintain procedures to support successful transitions for enrolled children and families from Early Head Start to Head Start and from Head Start into elementary school.

- Every effort will be made to facilitate children's transition from Head Start to kindergarten and to make this a smooth experience.
- Teachers will encourage parent participation in kindergarten orientation session and "open house" programs provided by public school. Parents of children with disabilities will be made aware of and encouraged to attend orientation sessions designed specifically for parent of children with disabilities.
- Coordinating with the schools or other agencies to ensure that individual Early Head Start or Head Start children's relevant records are transferred to the school or next placement in which a child will enroll.
- Outreach to encourage communication between Early Head Start or Head Start staff and their counterparts in the schools and other child care settings including principals, teachers, social worker and health staff to facilitate continuity of programming.
- Grantee will collaborate with the school district to ensure delegates and their families receive information on the school choice process in a timely manner.
- Ensure that all programs receive information and resources to support kindergarten transition



Section 6: HEALTH

- A. Denver's Great Kids Head Start Health Manual
- B. Field Trip Illness or Accidents
- C. Nutrition-Meeting Children's Needs
- D. Food Safety and Sanitation of Donated Foods
- E. Food Safety and Sanitation of Leftover Food
- F. Food Service, CACFP Records of Meals and Attendance
- G. Food Safety-Hair Restraint Policy
- H. Smoke Free Environment

Section 6.A. Denver Great Kid's Head Start Health Manual

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start Health Manual is the standard for health-related policies and procedures in Denver Great Kids Head Start. Delegate agencies and vendors should adopt, follow, and document policies that require staff to reference for guidance on health policy and procedures.

Additional policies on health related matters are contained in this manual and also must be followed.

Background and Procedure:

1. The Health Manual was developed by Denver Health and Hospital Authority staff with input and editing from the Denver Great Kids Head Start Health Services Advisory Committee (HSAC), delegate agency nursing staff and Head Start disabilities and nutrition vendors. The policies and procedures have been approved by the HSAC.
2. The Health Manual is reviewed annually by the HSAC to ensure consistency with the Health and Dental Focus Plans, Head Start Performance Standards, and current medical standards of practice.
3. Delegate agencies should adopt policies that are consistent with the Health Manual policies and procedures.
4. Delegate agencies are encouraged to train staff in use of the Health Manual which provides guidance and training on health policies and procedures.

Current adopted Health related Policies and Procedures:

- CHILD ABUSE POLICY: SUSPECTED ABUSE BY AN EMPLOYEE
- CHILD ABUSE POLICY: SUSPECTED ABUSE BY PARENT/GUARDIAN
- CONDITIONS WHICH REQUIRE NURSES' ATTENTION
- DISEASE PREVENTION/HYGIENE
- DISPENSING OF MEDICATIONS BY NON-MEDICAL PERSONNEL
- HEALTH CARE ACTION PLAN DEVELOPEMNT: RESPONDING TO SIGNIFICANT HEALTH CONDITIONS
- HEALTH EMERGENCY PROCEDURES
- IDENTIFICATION OF PRIMARY HEALTH CARE SOURCE: MEDICAID/COLORADO CHILD HEALTH PLAN PLUS REFERRAL PROCESS
- IMMUNIZATIONS/PHYSICAL AND DENTAL EXAMINATIONS
- INCIDENT/ACCIDENT RESPONSE AND REPORTING
- INCLUSION/EXCLUSION – MANAGEMENT AND PREVENTION OF ILLNESS
- INJURY PREVENTION
- MEDICAL REFERRALS FOR ILLNESS OR INJURIES
- NUTRITION RELATED HEALTH CONCERNS
- SMOKE FREE ENVIRONMENT

Section 6.B. Field Trip Illness or Accidents

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start requires agencies that take children on field trips and other excursions to adopt, follow, and document policies and procedures that ensure child safety in the event of an illness or accident.

PROCEDURE:

Delegate agencies shall develop policies and procedures to ensure that staff:

1. Have emergency contact information and authorized pick-up information with them for each child on a field trip.
2. If a child has a Health Care Action Plan that includes medications, have emergency medications and staff available who have been trained in medication administration and have received delegation by a registered nurse.
3. Have appropriate first aid supplies available to respond to an accident or injury using appropriate personal protective equipment and standard precautions if dealing with bodily fluids.
4. Follow licensing guidelines including using parent permission slips for each field trip.

Section 6.C. Nutrition-Meeting Children's Needs

Effective Date 2/4/04 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start supports the Head Start Performance Standard that states that the delegate agency must design and implement a nutrition program that meets the nutritional needs and feeding requirements of each child, including those with special dietary needs and children with disabilities (1304.239b)(1). In addition, DGKHS monitors food programs to ensure alignment with the Child and Adult Care Food Program and best practices that promote school readiness and healthy outcomes. Therefore, all Denver Great Kids Head Start delegate agencies must adopt, use, and document policies, procedures, and training materials to ensure that minimum standards are met, as well as standards set by the Colorado Department of Health and the USDA Child and Adult Care Food Program.

Policies and procedures will ensure:

- Delegate participation in the Child and Adult Care Food Program
- Nutritional needs for children are met through the use of cycle menus
- Delegates develop and follow meal and snack policies that align with those in this manual
- Child and Adult Care Food Program (CACFP) meal patterns are followed at all meals and snacks
- Following sanitation practices as outlined by the Colorado Department of Public Health and Environment
- Child and Adult Care Food Program minimum portion sizes are offered at each meal and snack
- Children have enough time to eat
- Second helpings or additional servings of another food are always available to children
- Individual nutritional and dietary needs are met, including for those children with special needs and disabilities
- Accommodating special diet and maintaining special diet statements, including those for children with special needs or disabilities
- Children have sufficient time to eat
- Breakfast is offered to children who have not eaten
- Family style dining during mealtime
- Cycle menus reflect a wide variety of foods and meet the Dietary Guidelines for Americans as outlined by choosemyplate.gov
- Cycle menus and general nutritional information and resources are provided to families
- Offering opportunities for children to participate in food preparation and related activities to contribute to socialization, broaden food experiences and integrate nutrition into program activities
- Food is not used as a reward or punishment

- Dental health needs are met
- Assessment of nutritional needs is provided as well as ongoing counseling
- Offering a variety of food to broaden the child's food experience

Promoting Positive Nutritional Habits through a Positive Experience

Children should be offered all foods and encouraged in a friendly, non-directive manner to take a serving and try the food. Children should never be forced to take or eat a food they do not want and children should never be encouraged to eat more of a food than they want.

Purpose of Cycle Menus

Cycle menus are designed to offer the children a variety of different foods and introduce new foods to offer the children the best possible nutrition and foster good eating habits. Serving leftover foods at another meal or snack decreases the variety of foods the children are offered throughout the week.

Delegate agencies are encouraged to exceed these standards and to use food and nutrition as part of the education program for children, families, and staff. Food and cooking are excellent tools for socialization, pre-math, early science, pre-reading, and oral language development activities.

See the Head Start Program Performance Standards for a complete list.

Section 6.D. Food Safety and Sanitation Donated Food

Effective Date 2/4/04

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start supports nutritional best practices and the Head Start Performance Standard of compliance with all Federal, State and local food safety and sanitation laws including those related to the storage, preparation and service of food and the health of food handlers. In addition, agencies must contract only with food service vendors that are licensed in accordance with state, Tribal or local laws (Performance Standard 1304.23).

Therefore, Denver Great Kids Head Start Delegate Agencies will develop, adopt, follow and document policies and procedures for donated food. These include:

- Food is handled in a way that assures food safety for the children and is handled in accordance with the Colorado Department of Public Health and Environment and Colorado Childcare Licensing standards.
- Families are not placed at a disadvantage if they cannot donate foods to the classroom.
- Delegate Agencies may adopt a policy that forbids donated food or food provided by parents or guardians or family members in the classroom.
- Families are informed of policies related to food's donated in the agency's parent handbook and throughout the year.
- Donated food may only be used as part of the meal or snack requirements for meals claimed for meal reimbursement on the Child and Adult Care Food Program if a donation receipt containing the quantity received, date, name address and phone number of the individual donating the food is maintained on file
- Donated foods offered to children cannot compete with meal requirements on the Child and Adult Care Food Program.

Section 6.E. Food Safety and Sanitation of Leftover Food

Effective Date 2/4/04

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start supports the Head Start Performance Standard of compliance with all Federal, State and local food safety and sanitation laws including those related to the storage, preparation and service of food and the health of food handlers. (Performance Standard 1304.23).

Leftover foods from a meal or snack must be handled carefully to assure they will be safe to feed children at another time. Denver Great Kids Head Start Delegate Agencies will develop, adopt, follow and document policies and procedures regarding what can be done with leftover food. Delegate agencies may adopt a policy that all leftover food is discarded. If leftover food is to be used at a later time a policy that meets Federal, State and local sanitation laws and will include the following:

- Based on Colorado Department of Public Health policies food that has been on the table cannot be re-served
- If an amount of food in excess of the minimum portion size of food for the Child and Adult Care Food Program is purchased and the excess food is not brought to the table the excess food may be re-used if it was handled in a safe and sanitary manner
 - Based on the above situation what type of leftover food can be offered to the children at another time
 - Directors and staff will want to monitor the use of leftover food to assure that the use of leftover food does not limit the variety of food offered to children.
- Head Start staff may never, under any circumstances, take food home
- Foods requiring refrigeration that have been on the table or un-refrigerated for more than two hours are not safe to cool and reheat to serve to children and should be thrown out.
- Based on the CDPHE-CACFP Procedure Memo #12-03 “program food not consumed may be donated to eligible local food banks or charitable organizations. The amendment defines the term “eligible local food banks or charitable organizations” to mean any food bank or charitable organization which is exempt from tax under section 501 (c) (3) of the Internal Revenue code of 1986...” Please see the memo for full details.

Section 6.F. Food Service, CACFP Requirements, Record of Meals and Attendance

Effective Date: 2/4/04

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Record of Meals and Attendance

Denver Great Kids Head Start supports the Head Start Performance Standard that states all Head Start grantee and delegate agencies must use funds from USDA Food and Consumer Services Child Nutrition Programs as the primary source of payment for meal services. (1304.23b)(i).

Therefore, Denver Great Kids Head Start Delegate Agencies will develop, adopt, follow and document policies and procedures to ensure that Child Nutrition Program requirements are followed.

EXAMPLES OF PROCEDURES for Record of Meals Completion:

1. Record of Meal rosters listing children's first and last names are available at the time of the meal service so meals offered can be accurately recorded by visually observing children offered the meal.
2. Systems must be in place to allow newly enrolled children to be added to the Record of Meal rosters.
3. A separate attendance record is maintained.
4. The classroom or cafeteria staff is trained and monitored to assure the Record of Meals is recorded at the time of the meal service for children who are physically offered the meal or snack.
5. A backup system should be in place to assure the Record of Meals is completed daily even if the usual staff person is absent or has other responsibilities.

Section 6.G. Food Safety, Sanitation, and Hair Restraints

Effective Date 9/1/06

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start supports the Head Start Performance Standard of compliance with all Federal, State and local food safety and sanitation laws including those related to food handling. (Performance Standard 1304.23).

Therefore, Denver Great Kids Head Start Delegate Agencies will develop, adopt, follow and document policies and procedures to ensure that all food is handled in a way that assures food safety for the children and is handled in accordance with the Colorado Department of Public Health and Environment and Colorado Childcare Licensing standards as it relates to Hair Restraints.

The Colorado Consumer Protection for retail requires the following practices are followed:

- A. Except as provided under paragraph B of this section, employees engaged in food preparation shall wear hair restraints, such as hats, hair coverings, nets or other effective means to effectively keep hair from contacting exposed food, clean equipment, utensils, and linens, and unwrapped single-serving or single use-articles.
- B. This section does not apply to employees such as counter staff members who serve only beverages and wrapped or packaged foods, or hostesses and wait staff who present a minimal risk of contaminating exposed foods, clean equipment, utensils, and linens, and unwrapped single-service and single-use articles.

Section 6.H. Smoke Free Environment

Effective Date: 5/27/08

Revision Date: 7/1/14

Approval Date: 8/26/14

Background:

Head Start health services focus is on prevention and early intervention. Head Start programs work closely with parents to ensure that children are up-to-date on a schedule of age appropriate preventive and primary health care, as well as help parents obtain the necessary medical services for children who have reoccurring health conditions. The Head Start Program Information Report (PIR) shows asthma is one of the most frequently reported chronic health condition by Head Start programs. DGKHS and Delegates will work with Denver Public Health, the American Lung Association, other community agencies and organizations: to identify and provide intervention programs; to increase awareness of effective reduction of children's exposure to secondhand smoke; and encourage parents to take action to reduce exposures:

As part of this effort, Denver Great Kids Head Start delegate agencies will include in their intake documents at least one question to determine the secondhand smoke exposure status of the children whose care is entrusted to them. (i.e. Does anyone who lives or spends a lot of time with the child smoke inside the house or auto? No Yes)

If the answer is yes the staff will in a sensitive manner address the issue with the family, provide them with appropriate materials such as the ONE Step program kits.

The Health Services Coordinator/Staff Nurse or other appropriate Head Start staff will incorporate second hand smoke considerations into their assessments of chronic illnesses that may be linked to exposure.

Family Services staff will ask the families if they would like to address secondhand smoke issues when discussing Family Partnership Agreements and document this effort via case note, checklist or other appropriate documentation.

Health and Family Services staff will have available resources such as the Colorado QuitLine brochures in order to be able to quickly refer tobacco users to success cessation programs upon request.

Protecting Children from Secondhand Smoke Training for Child Care Providers and Head Start Staff is available through Denver Public Health at 303-436-8211 or other local health agencies.



Section 7: Safety

- A. Suspected Child Abuse by Parent or Guardian, Mandated Reporting
- B. Suspected Child Abuse by Employee
- C. Notification Policy
- D. Safety - Visitors, Late Child Pickup, Lost Children, Intruders
- E. Emergencies – Fire, Weather, Tornado
- F. Facilities Minimum Operational Standards
- G. Hazardous Materials
- H. Sign-in / Sign-out

Section 7.A. Suspected Child Abuse By Parent or Guardian, Mandated Reporting

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Head Start staff must follow the mandated reporting requirements to report to the Denver Department of Human Services or local law enforcement agency any incident of suspected child abuse/neglect or sexual abuse by a parent/guardian.

COLORADO CHILDREN'S CODE: 19-1-103

(1)(a) "Abuse" or "child abuse or neglect", as used in part 3 of article 3 of this title, means an act or omission in one of the following categories that threatens the health or welfare of a child:

(I) Any case in which a child exhibits evidence of skin bruising, bleeding, malnutrition, failure to thrive, burns, fracture of any bone, subdural hematoma, soft tissue swelling, or death and either: Such condition or death is not justifiably explained; the history given concerning such condition is at variance with the degree or type of such condition or death; or the circumstances indicate that such condition may not be the product of an accidental occurrence;

(II) Any case in which a child is subjected to unlawful sexual behavior as defined in section 16-22-102(9), C.R.S.;

(III) Any case in which a child is a child in need of services because the child's parents, legal guardian, or custodian fails to take the same actions to provide adequate food, clothing, shelter, medical care, or supervision that a prudent parent would take. The requirements of this subparagraph (III) shall be subject to the provisions of section 19-3-103.

(IV) Any case in which a child is subjected to emotional abuse. As used in this subparagraph (IV), "emotional abuse" means an identifiable and substantial impairment of the child's intellectual or psychological functioning or development or a substantial risk of impairment of the child's intellectual or psychological functioning or development.

(V) Any act or omission described in section 19-3-102(1)(a), (1)(b), or (1)(c);

(VI) Any case in which, in the presence of a child, or on the premises where a child is found, or where a child resides, a controlled substance, as defined in section 18-18-102(5), C.R.S., is manufactured or attempted to be manufactured;

(VII) Any case in which a child tests positive at birth for either a schedule-I controlled substance, as defined in section 18-18-203, C.R.S., or a schedule-II controlled substance, as defined in section 18-18-204, C.R.S., unless the child tests positive for a schedule-II controlled substance as a result of the mother's lawful intake of such substance as prescribed.

PROCEDURES:

1. When a Head Start staff has reasonable concern over the safety of a child, including concerns with marks, bruises on a child, the staff person is to immediately contact the Denver Department of Human Services (DDHS) Crisis Hotline or local law enforcement agency. The Head Start staff will contact the designated administrative staff in the individual agency to inform them of the reporting according to delegate specific procedures
2. The Denver Department of Human Services will receive the report through the Hotline and determine the course of the investigation.
3. The Denver Department of Human Services will conduct the investigation in accordance with Department policy and procedure.
4. The Denver Department of Human Services has the authority to conduct the investigation and plan for the safety of the child. The Denver Department of Human Services may decide to include the Denver Police Department.
5. Denver Head Start delegate agency staff will cooperate, giving any information needed for the Denver Department of Human Services staff and the Denver Police Department to assure the safety of the child.

Information: DDHS Crisis Hotline, as of 1/21/14: 720-944-3000.

Section 7.B. Suspected Child Abuse by Employee

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Head Start staff must follow the mandated reporting requirements to report to the Denver Department of Human Services any incident of suspected child abuse/neglect or sexual abuse by an employee.

COLORADO CHILDREN'S CODE: 19-1-103

(1) (a) "Abuse" or "child abuse or neglect", as used in part 3 of article 3 of this title, means an act or omission in one of the following categories that threatens the health or welfare of a child:

(I) Any case in which a child exhibits evidence of skin bruising, bleeding, malnutrition, failure to thrive, burns, fracture of any bone, subdural hematoma, soft tissue swelling, or death and either: Such condition or death is not justifiably explained; the history given concerning such condition is at variance with the degree or type of such condition or death; or the circumstances indicate that such condition may not be the product of an accidental occurrence;

(II) Any case in which a child is subjected to unlawful sexual behavior as defined in section 16-22-102(9), C.R.S.;

(III) Any case in which a child is a child in need of services because the child's parents, legal guardian, or custodian fails to take the same actions to provide adequate food, clothing, shelter, medical care, or supervision that a prudent parent would take. The requirements of this subparagraph (III) shall be subject to the provisions of section 19-3-103.

(IV) Any case in which a child is subjected to emotional abuse. As used in this subparagraph (IV), "emotional abuse" means an identifiable and substantial impairment of the child's intellectual or psychological functioning or development or a substantial risk of impairment of the child's intellectual or psychological functioning or development.

(V) Any act or omission described in section 19-3-102(1)(a), (1)(b), or (1)(c);

(VI) Any case in which, in the presence of a child, or on the premises where a child is found, or where a child resides, a controlled substance, as defined in section 18-18-102(5), C.R.S., is manufactured or attempted to be manufactured;

(VII) Any case in which a child tests positive at birth for either a schedule-I controlled substance, as defined in section 18-18-203, C.R.S., or a schedule-II controlled substance, as defined in section 18-18-204, C.R.S., unless the child tests positive for a schedule-II controlled substance as a result of the mother's lawful intake of such substance as prescribed.

PROCEDURES:

6. When a Head Start staff has reasonable concern over the safety of a child, including concerns with marks, bruises on a child, the staff person is to immediately contact the Denver Department of Human Services (DDHS) Crisis Hotline or local law enforcement agency. The Head Start staff will contact the designated administrative staff in the individual agency to inform them of the reporting according to delegate specific procedures
7. The Denver Department of Human Services will receive the report through the Hotline and determine the course of the investigation.
8. The Denver Department of Human Services or local law enforcement agency will conduct the investigation in accordance with Department policy and procedure.
9. The Denver Department of Human Services has the authority to conduct the investigation and plan for the safety of the child. The Denver Department of Human Services may decide to include the Denver Police Department.
10. Denver Head Start delegate agency staff will cooperate, giving any information needed for the Denver Department of Human Services staff and the Denver Police Department to assure the safety of the child.

Information: DDHS Crisis Hotline, as of 1/21/14: 720-944-3000

Section 7.C. Notification Policy

Effective Date 3/17/04

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start Notification Policy

In addition to reporting to the Denver Department of Human Services or local law enforcement agency, the Delegate Head Start Director or designee will notify the Denver Great Kids Head Start director in cases of suspected child abuse or neglect by a parent or guardian, suspected institutional abuse by a staff member, any significant incidents including major injury or death of a child or staff, and any other emergency situations including program and/or center closures.

PROCEDURE:

Child Abuse/Neglect Reporting Policy

- Head Start staff must follow the legal requirements to report to the appropriate Department of Human Services or local law enforcement agency any incident of suspected child abuse or neglect.
- If a Delegate staff member makes a child welfare referral regarding a parent or guardian, the Delegate Head Start Director or designee will notify by phone call or email the Denver Great Kids Head Start Director or designee within 48 HOURS of the report.
- If an incident of institutional abuse is reported at the Delegate Agency, the Delegate Head Start Director or designee will notify by phone call or email the Denver Great Kids Head Start Director or designee within 48 hours of the report. The notification will not include confidential information about the individuals.
- Delegate staff may consult the Denver Great Kids Head Start staff as a resource to discuss any concerns regarding child abuse/neglect reporting.
- The Delegate Head Start Director or designee will provide the number of child welfare referrals made per classroom on the monthly enrollment and attendance report collected by the Denver Great Kids Head Start Family Services Director.
- Each Delegate Agency will provide training annually to Delegate staff on the Colorado Children's Code and on the Delegate's Child Abuse/Neglect Reporting Policy. Denver Great Kids Head Start may be used as an additional resource for this training.

Incident Reporting

- In cases of major injury or death to a child or staff member during the Delegates' hours of operation or any other significant incident, the Delegate Head Start Director or designee must notify the Denver Great Kids Head Start Director or designee immediately.
- In cases of center closure due to facilities issues, the Delegate Head Start Director or designee must notify the Denver Great Kids Head Start Director or designee immediately.
- In cases of center closure due to weather (other than when Denver Public Schools close), the Delegate Head Start Director or designee must notify the Denver Great Kids Head Start Director or designee immediately.

Section 7.D. Safety- Visitors, Late Child Pickup, Lost Children, Intruders

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

1. VISITORS:

Denver Great Kids Head Start Delegate Agencies will monitor all visitors to centers and classrooms to ensure the safety of children and staff. Delegate agencies will maintain a Visitor Log at each center and require its use by all visitors.

Delegate agencies will adopt, follow, and document policies and procedures to ensure this policy is met.

EXAMPLES OF PROCEDURES:

1. All adults entering the center who are not staff members and are not parents who regularly pick-up children must show a picture ID to center staff and must sign the Visitor Log
2. Staff members in the center must request that visitors sign the Visitor Log and do not release the child until the log has been signed ID information collected and parent/guardian authorization has been confirmed.
3. The logs will be kept on file.

2. LATE CHILD PICKUP:

It is Denver Great Kids Head Start's policy that parents and guardians be responsible for prompt pick-up of their child at the end of his or her Head Start class. When a child is not picked up, staff are to follow Delegate Agency specific policies and procedures to assure the safe, continuous care of the child. Teachers and family services workers each have responsibilities when a child is left at Head Start after the usual pick-up time. Delegate agencies must adopt, follow, and document policies and procedures to implement policies and procedures to assure the safety of children. These policies should be stated in the parent handbook.

3. LOST CHILDREN:

Denver Great Kids Head Start program provides for the safety and supervision of all children enrolled in the program at all times. All Delegate Agencies must adopt, follow, and document policies, procedures, and practices to ensure the safety and supervision of children who are enrolled while the children are in their care. In the rare event that a child is lost, each Delegate Agency must have in place policies and procedures on the actions to be taken. When a child has been lost, the staff disciplinary action that follows will be determined based on each specific situation. All incidents involving lost children must be reported to local authorities in accordance with licensing requirements and to the Denver Great Kids Head Start Director within 24 hours.

EXAMPLES OF PROCEDURES:

1. The teacher is responsible for all children in the class; therefore, he or she must know where each child is at all times.
2. Any time an authorized adult, such as nurse, family services worker, or disabilities staff takes a child out of the classroom, the teacher must be notified. An adult must stay with the child at all times.

4. INTRUDERS:

Each Head Start Delegate Agency will adopt, follow, and evaluate policies and procedures to ensure the safety of staff and children in the event of an intruder in the building or of a visitor, whether parent or other person, who becomes threatening, or in the event of other emergencies such as a bomb threat or hostage-taking. Each Delegate Agency will adopt a training plan to provide regular training to staff on these policies and procedures and will include this information in staff manuals and orientation materials for new staff.

Section 7.E. Emergencies- Fire, Weather, Tornado

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY: FIRE DRILLS

Denver Great Kids Head Start Delegate Agencies must install all required fire safety equipment and must complete and document fire drills once each month, according to the standards of the Uniform Fire Code (UFC) and Denver Fire Code. Emergency information must be posted according to UFC standards, child care licensing, and Head Start standards.

EXAMPLES OF PROCEDURES:

1. All centers must have a fire detection system, which should never be turned off or inoperable.
2. All staff are responsible for maintaining the center in a fire prevention mode.
3. ALL staff are responsible to see that ALL children are safely out of the building in an emergency situation. To prepare for this emergency, every staff member must know all of the following:
 - a) Exits;
 - b) Direct access to exits;
 - c) Location and operation of fire extinguishers and fire boxes; and - current inspection tag.
 - d) Fire drill instructions.
4. Centers and classrooms must have posted evacuation routes.
5. Fire drills must be regularly completed and a record of these drills must be kept.

WEATHER/TORNADO DRILLS

All Delegate Agencies will have policies and procedures and training to ensure that all appropriate measures are taken to protect children in the event of a Tornado Watch, Tornado Warning or actual tornado. A tornado evacuation plan with posted evacuation route – compliance with child care licensing or Denver Fire Department Code must be available.

Each Denver Great Kids Head Start Delegate Agency will have documented policies and procedures to ensure the safety of children and parents in inclement weather, including snow.

The Denver Great Kids Head Start Director or designee must be notified when any Delegate Agency makes the decision to close and must be given the reasons for the decision.

Section 7.F. Facilities Minimum Operational Standards

Effective Date 1/1/00

Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY: Licensing of Site Locations

Delegate Agencies shall obtain and maintain any and all required and appropriate licenses to operate Head Start programs. All site locations funded by Head Start shall have licenses in place, prior to opening each site location and all locations will have the required and appropriate licenses. Denver Great Kids Head Start will maintain copies of current licenses provided by the Delegate Agencies for each Head Start location. In addition, each Delegate Agency will secure, post and maintain copies of current health inspection reports for each kitchen facility utilized in the preparation of food for each Head Start location. If, Delegate Agencies' health clearance or license is revoked, suspended or modified, Delegate Agencies will give immediate written notice to the Denver Great Kids Head Start Director. Denver Great Kids Head Start will assist Delegate Agencies with addressing issues or concerns.

If Delegate Agencies receive any order, direction, notice or other communication concerning the licensing of any location, Delegate Agencies will take appropriate action required to maintain all licenses in good standing. Delegate Agencies will provide copies to the Denver Great Kids Head Start Director of all such orders, reports, direction, notices or communications within twenty-four (24) hours. Denver Great Kids Head Start may suspend program operations if children's health, safety or well-being are at issue.

Minimum Operational Standards

When children are present, Denver Great Kids Head Start Delegate Agencies must operate centers that always have running water, heat capable of warming the building to 70 degrees, electricity, working sewers, and working toilets.

Denver Great Kids Head Start Delegate Agencies will adopt, use and document policies and procedures to check daily before classes to assure minimum standards in this policy are met and to notify families in case of emergency closings when these standards cannot be met.

The Denver Great Kids Head Start Director must be notified immediately when a Delegate Agency decides to close and must be given the reasons for the decision.

Playground Safety

Denver Great Kids Head Start requires that each Delegate Agency adopt, follow, and document policies, procedures, and practices to ensure the health and safety of children on the playground.

Section 7.G. Hazardous Materials

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

Policy:

Denver Great Kids Head Start requires that each Delegate Agency adopt, follow and document policies, procedures and practices to ensure that children are protected from hazardous materials including protection from blood borne pathogens.

Procedures:

Delegate Agencies should develop procedures to ensure that:

1. Hazardous materials stored in the facility are placed in appropriately secured locations and are inaccessible to children.
2. Blood or blood tinged bodily fluids are collected using appropriate personal protective equipment and standard precautions and that blood tinged items (gauze, paper towels, etc.) are double bagged and disposed of in a manner which prevents children from being exposed.
3. In the rare instance of a substantial exposure (e.g., a large, heavily bleeding wound), blood tinged items should be collected, double bagged, and given to the delegate agency nurse. The nurse will arrange for the items to be transferred to Denver Health for appropriate hazardous waste disposal.

References: Denver Head Start Health Manual, Policies and Procedures
Disease Prevention, Hygiene

Section 7.H. Sign- In/ Sign- Out

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Delegate Agency staff must track the time when a child has entered Head Start's care and when the child has been released to a parent or a guardian. Delegate Agencies' will have policies and procedures to ensure that this occurs. Denver Great Kids Head Start Delegate Agencies shall also adopt, follow, and document policies, procedures, and training to ensure that children are always picked up by an authorized person at an authorized time and place.

EXAMPLES OF PROCEDURES:

When parents or guardians bring their children to class, they are responsible for signing them in on the "Sign-in/Sign-out" sheet provided by the center staff. Parents list the child's name, time of arrival, and sign their name.

1. When parents or guardians return to pick up their children, they sign the child out using the same "Sign-in/Sign-out" form and record the time of departure. No one may sign out a child unless that person's name is listed on the "Permission/Emergencies" form in the child's file.
 - a) The names listed on the "Permission/Emergencies" form in each child's file must match the list of names on the emergency cards carried by the teaching staff when on a class field trip.
2. If staff does not recognize the person, staff must ask for an official picture identification, such as a Colorado Driver's License, and record the identification number.
3. Emergency contact information should be updated when a child moves or annually.



Section 8: Philosophy

- A. Family Partnership Agreements
- B. Information Made Available for Families at Centers
- C. Parenting Education
- D. Parent Orientation
- E. Parent Meetings

Section 8.A. Family Partnership Agreements

Effective Date 1/1/00 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start embraces the concept of Family Partnership Agreements as a tool to help families set and achieve goals for family and personal growth. These agreements also are an important means of helping families understand and support Head Start's goals for the child's long term success in school and in life. Delegate agencies will adopt, follow and document policies and procedures that support Family Partnership Agreements.

Denver Great Kids Head Start believes it is important for families to have the skills, knowledge and practices to be effective as their child's first and primary teacher. Denver Great Kids Head Start believes thoughtful program improvement planning requires tracking and reporting the rate and timing at which family partnership agreements are developed, followed and realized.

Denver Great Kids Head Start also believes thoughtful program planning requires tracking, reporting and analyzing the strength based to writing the family partnership agreements, to following them or to succeeding at the goals set in them. Delegates will set up and follow a system for regular tracking and reporting of progress in developing successful family partnerships for all families enrolled in Head Start in their agency.

Section 8.B. Information Made Available for Families at Centers

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start and the Head Start Program Performance Standards require the sharing of certain kinds of information with parents at each Head Start center. This information informs parents of their rights and responsibilities and promotes four kinds of parental involvement: 1) decision-making, 2) classroom participation, 3) activities and resources designed for and by parents, 4) parents working with their own children in cooperation with Denver Great Kids Head Start. Each Denver Great Kids Head Start delegate agency must adopt, follow, and document policies and procedures to ensure sharing program required and appropriate information and the posting of information as required in the Head Start Performance Standards and other applicable laws and regulations. Delegate agencies must have clearly defined duties for maintaining information for families.

EXAMPLES OF PROCEDURES:

Each Head Start center will have the following items available to parents in an area specifically designated for them, such as bulletin board, shelf, notebook, or parent room.

Parent Involvement Materials may include:

1. Welcome sign in English and Spanish or in other language used by Center families;
2. Head Start Performance Standards;
3. Parent Handbook;
4. Grievance procedures;
5. Teacher planning and daily classroom plans;
6. Center parent committee meeting minutes and agenda for next meeting;
7. Notebook with previous center parent committee meeting minutes, flyers, expenditure report, account page, and agenda;
8. Center newsletter and calendar for current month;
9. Denver Great Kids Head Start Policy Council meeting minutes and meeting schedule;
10. Job openings;
11. Delegate agency policy committee minutes and meeting schedule;
12. Nutrition newsletter;
13. Denver Great Kids Head Start Health Policy and Procedures Manual;
14. Denver Great Kids Head Start Policy Manual

Resources for Parents may include:

1. Resource lists or notebook of resources on child development must be available in English and Spanish
2. Current job openings
3. Learning and socializing activities for parents and children made available

Section 8.C. Parenting Education

Effective Date 1/1/00

Revision Date: 7/1/14

Approval Date: 8/26/14

POLICY:

Denver Great Kids Head Start requires its delegate agencies to offer parenting education at no cost to parents. Denver Great Kids Head Start delegate agencies must adopt, follow, and document policies and procedures to ensure that parent education is offered at no cost to parents and those parenting resources, lists of materials and activities are also available in the parent's primary language. At a minimum, subjects must include child development, behavior management, and nutrition. Further, information about school readiness strategies must also be included in the education materials and training opportunities.

Section 8. D. Parent Orientation

Proposed date 02/14/2014 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Parents will receive orientation to the Head Start Program.

GUIDELINES:

1. Orientation will begin on first contact with parent.
2. Parents will be provided information regarding their ability to participate in the program, activities and services available to them.
3. Parents will receive information on educational and program participation opportunities available to them as individual or as groups.
4. Orientation will include information regarding;
 - Program philosophy, goals and objectives, including school readiness philosophy
 - Program/classroom description & location
 - Parent involvement opportunities and activities
 - Program services including; mental health, crisis intervention
 - Program calendar/schedule
 - Literacy/training/career development opportunities
 - Relevant policies (attendance, child abuse/neglect reporting, confidentiality, no smoking, complaints/concerns, etc.)
 - Parent Handbook
 - Community Resource Directory
 - Volunteer Handbook
5. Methods of orientation may include: individual or group training, parent meetings, orientation days, home visits, classroom visits, pre-screening opportunities, mailing of packets.

Section 8.E. Parent Meetings

Proposed date 02/14/2014 Revision Date: 7/1/14 Approval Date: 8/26/14

POLICY:

Parents will have the opportunity to participate in various meetings such as classroom committees, center committees, policy committees and policy council. All parent meetings will be held on a regular (monthly or bi-monthly) basis to provide opportunity for parents to become involved in on-site decision making, parent education and curriculum development.

PROCEDURE:

1. All parents at the Head Start site are members of a committee (center committee) and will receive notification of the time, date and location of the monthly meetings. Home base parents will be included as participants in center based meetings or may choose to conduct separate meetings.
2. All meeting types will be held at a time that is most convenient for the majority. Input as to these times will be solicited at the beginning of the program year.
3. Minutes/notes of each parent meeting will be recorded and include an attendance sheet, topics discussed and decisions reached. Efforts will be made to inform parents who do not attend meetings, which could include posting minutes/notes in Parent Corner/bulletin board, sending a brief summary to each parent, or including information in newsletters, etc.
4. The agenda for parent meetings types will contain at least the following items;
 - Policy Committee/Policy Council report - Representative or alternate representative (a report back to parents of the discussions/decisions made by the delegate agency policy committee or policy council or the grantee policy council)
 - Classroom update/activities/curriculum - Teacher/Home Visitor
 - Community resource update – Family Service staff/Home Visitor
 - Parent education topic – Family Service staff /Home Visitor or guest speaker
5. Monthly parent meeting dates, attendance, and education/training topics will be reported on the Monthly Policy Council Delegate Report and a copy submitted to the grantee's Family Services Director by the 9th working day of each month.