

2020-2021

Denver Great Kids Head Start 08CH010552

Application for Federal Financial Assistance

Submitted to the Office of Head Start Region VIII

April 1, 2020

Contents

Introduction3

Subsection A. (Long Range Goals, Objectives and Program Impacts)6

Subsection B. (Service Delivery)34

Subsection C. (Governance, Organization, and Management Structures)39

Section II – Budget/Budget Narrative57

Training and Technical Assistance Plan.....69

Introduction:

DGKHS is funded to serve 1,153 children and their families through a grantee/delegate agency model. Current delegate agencies for the 2018-2023 project period include: Catholic Charities (195 slots), Clayton Early Learning (201 slots), Denver Public Schools (302 slots), Family Star (34 slots), Mile High Early Learning (281 slots), Sewall Child Development Center (60 slots), and Volunteers of America (80 slots).

DGKHS is administered by a governing board comprised of representatives of the key components of City operations, including: Mayor, City Council, Auditor, Executive Director of the Office of Human Resources, and Chief Financial Officer. The entirety of the City and County of Denver is currently authorized to be served by DGKHS.

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

This past year, DGKHS made application and was awarded \$250,000.00 from the City General Fund which supported trauma informed care, health and wellness, and mini-grants to delegate agencies to support quality teaching and learning. As result, DGKHS was able to retain high quality teachers, improve health indicators including obesity, and build and sustain trauma

informed practices. According to the 2019 PIR, 86 percent of DGKHS teachers held a BA or higher, far surpassing Section 1302.91 (e)(2)(i) of the Head Start Performance Standards.

DGKHS continued its partnership with the Erikson Early Math Collaborative to provide on-site training for classroom coaches, teachers, and teacher assistants. Survey results found that teachers responded favorably to the trainings and were able to directly apply learning into classroom practices.

DGKHS also received results of the Office of Head Start Focus Area 1 review and was found to be in full compliance in all areas. In addition, DGKHS was recognized as having an exemplary/innovative school readiness practice through the Five By Five program. Each year, approximately 40,000 visits by Head Start/Early Head Start families are made to participating cultural institutions.

In the area of school readiness, DGKHS demonstrated significant academic growth. The percentage of children achieving widely held expectations in the Spring and who participated in all checkpoints included: Cognitive (88 percent), Language (87 percent), Literacy (83 percent), Math (82 percent), Physical (92 percent), and Social/Emotional (88 percent).

DGKHS continued participation with the UCLA Health Care Institute and this past year, 162 families participated in “Don’t Worry, Be Healthy” classes on treatment of common childhood illnesses.

This past year, 1,035 parents completed a survey on how they benefitted from the program. Ninety-two percent found the program very helpful for their child, and 84 percent found the program helpful for their family. This qualitative data was also correlated with Teaching

Strategies GOLD outcome data at the classroom, center, and delegate levels to provide a comprehensive view of child and family outcomes. Results were analyzed, shared, and discussed with each delegate agency in fall 2019 to ensure continuous improvement.

DGKHS received a \$20,000.00 grant from the Temple Hoyne Buell Foundation to provide materials, food, interpretation, translation, and child care for positive parenting classes. Ninety-seven parents participated in a four-session training held at locations across Denver. Education, family services, and mental health staff across delegate agencies coordinated to recruit parents and present sessions.

Through a combination of private, state, and Head Start funds, Denver Health and Hospital Authority is able to provide 7.0 FTE licensed clinical social workers to support mental health consultation for DGKHS. This past year, 2906 hours were spent onsite, 66 teachers received classroom-focused consultation, and 171 children received focused intervention. One-hundred percent of parents that completed end of year evaluations strongly agreed that the consultation they received had a positive impact on their child's social/emotional development.

Sub-Section A: Goals

Progress towards goals and objectives is reported in the following chart. To present an aggregate of the collective DGKHS work, selected progress updates from delegate grant applications are included. DGKHS does not propose any additions, deletions, or revisions to the program goals, objectives, or intended outcomes. DGKHS also does not propose any additions, deletions, or revisions to the school readiness goals, objectives, or outcomes.

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|---|---|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>1. By 2023, all DGKHS classrooms will provide high quality, culturally responsive learning environments as measured by CLASS and Teaching Strategies GOLD scores.</p> <p>Expected Outcome: All enrolled children and their families are prepared for kindergarten and lifelong learning.</p> <p>Expected Challenge: The needs of children and their families have increased as determined by the Community Assessment.</p> | <p>DGKHS average CLASS scores exceeded national average in all domains as determined by prior OHS review event.</p> <p><i>Spring 2017 TS GOLD Scores</i> Cognitive – 94% Language – 86% Literacy – 94% Math – 84% Physical – 94% Social/Emotional – 94%</p> | <p>All classrooms and 50 percent of DPS classrooms - pre-CLASS assessments completed.</p> <p>Plans for CLASS coaching and training developed by delegate agencies.</p> <p><i>Spring 2018 TS Gold</i> Cognitive – 89% Language – 88% Literacy – 87% Math – 86% Physical – 93% Social/Emotional - 92%</p> | <p>All DGKHS classrooms had a CLASS assessment in fall 2019. On average, DGKHS met or exceeded the national average for Head Start in all domains. Classrooms that scored lower than average in any domain have submitted a plan for improvement and will be monitored.</p> <p><i>Spring 2019 TS GOLD</i> Cognitive – 88% Language – 87% Literacy – 83% Math – 82% Physical – 92% Social-Emotional – 88%</p> | | |

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| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Conduct pre-and post-CLASS observations in targeted classrooms • Provide or facilitate coaching activities based on CLASS and Teaching Strategies GOLD scores • Provide or facilitate professional consulting related to CLASS and TS GOLD • Develop strategies to increase attendance of children • Develop strategies to increase fluency with learning technology for staff and families • Increase opportunities for delegate staff to share expertise • Develop a strong partnership with DPP • Strengthen (unified, efficient) data approach • Partner with Erickson Institute Early Mathematics Collaborative <p>Year 3 Update: TS GOLD results indicate that DGKHS children are well prepared for kindergarten. DGKHS continues to partner with the Erikson Math Collaborative for on-site professional development for coaches, teachers, and teacher assistants. DGKHS children have consistently demonstrated significant growth, and on average, realized a 222 percent increase from fall to spring 2019. Erikson training participants shared the following through surveys: “I will think about the big ideas in lesson planning – representation, perspective, transformation”</p> <p>Year 3 Select Delegate Updates: Catholic Charities – Provided math extravaganza events for Head Start children and their families. 74 out of 75 families believed these events increased their understanding of math, 75 out of 75 would participate in another school readiness event.</p> <p>Clayton – CLASS scores 6.6 Emotional Support, 5.8 Classroom Organization, 2.8 Instructional Support</p> <p>DPS – Shared the HESELOF outcomes with 95 percent of parents</p> <p>MHEL – Education coaches provide continuous support for all teaching staff which has resulted in confidence in data collection and analysis using TSG.</p> | | | | | |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • CLASS, Teaching Strategies GOLD, observation of ESL and Bilingual teaching practices, attendance of children. | | | | | |

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|---|--|---|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| | Progress, Outcomes, and Challenges | | | | |
| Objective(s) | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>2. By 2023, retention rates of highly qualified teachers will increase from baseline data, and 80% of all teachers will have a BA degree or higher.</p> <p>Expected Outcome: Retention of highly qualified teachers will positively impact school readiness indicators for children.</p> <p>Expected Challenge: Denver’s cost of living is increasing as shown in the Community Assessment.</p> | <p><i>During 2016-2017</i></p> <p>18 percent turnover rate (30 out of 165) for child development staff according to 2016-2017 PIR.</p> <p>89 percent of DGKHS teachers hold a BA degree or higher.</p> | <p>42 percent turnover rate (32 out of 75 teachers)</p> <p>80 percent of DGKHS teachers hold a BA or higher degree.</p> | <p>34 percent turnover rate (35 out of 104 teachers)</p> <p>86 percent of DGKHS teachers hold a BA or higher degree.</p> | | |

-Activities or Action Steps to Meet Objective Above:

- Collect/ monitor teacher credentials
- Continue to partner with the Erikson Institute Math Collaborative to increase sustainability of knowledge and train multiple cohorts
- Develop a staff retention plan
- Develop a parent CDA Cohort and support delegate agencies with CDA training
- Develop strategies and support delegate agencies to increase teacher planning time
- Secure additional funding sources to provide a lower staff to child ratio
- Develop partnerships to increase the availability of substitute teachers
- Develop a cross-agency support program for first year teachers

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--------------|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |

Year 3 Update:

DGKHS secured \$250,000.00 in City General Fund dollars which supported health and wellness, trauma informed care, and mini-grants to support quality teaching and learning activities at delegate agencies. At the delegate level, funds were used to increase teacher qualifications and staff retention.

Year 3 Select Delegate Agency Updates:

Clayton – Conscious Discipline learning group was expanded to include a teacher or an associate in each classroom.

Family Star – nine teaching staff and administrators participated in the National AMI Refresher Course.

Volunteers of America – implemented community coaching and staff wellness initiative to reduce burnout and increase teacher effectiveness

- Data, Tools, or Methods for Tracking Progress Above:
- PIR data, teacher qualification reports, attendance at professional development opportunities

| Program Goal 1: All Denver Great Kids Head Start children will receive high quality education that ensures they are ready to succeed in school while respecting families as lifelong educators and supporting family engagement in transitions. | | | | | |
|---|---|---|---|--------|--------|
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| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| Objective(s) | Progress, Outcomes, and Challenges | | | | |
| Objective(s) | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>3. By 2023, all DGKHS children continuously enrolled during the program year will have a DPS ID number within 60 days of enrollment and all families will be informed of kindergarten options.</p> <p>Expected Outcome: Children will experience seamless transition to kindergarten.</p> <p>Expected Challenge: Ensuring systems continue to be effective with coordination of multiple organizations.</p> | <p><i>During 2016-2017</i></p> <p>One hundred percent of continuously enrolled children have a DPS ID number.</p> <p>Establish baseline for children transitioning to kindergarten informed of options.</p> | <p>One hundred percent of continuously enrolled children – reporting is monitored throughout the year.</p> <p>Developing a grantee wide best practice transition plan.</p> <p>Provided resources to family services staff including information on Countdown to Kindergarten.</p> | <p>One hundred percent of continuously enrolled children – reporting is monitored throughout the year on monthly enrollment report.</p> <p>All 633 children transitioning to kindergarten (42 percent of actual enrollment) received a transition backpack with materials and resources</p> | | |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Partner with the DPS Office of School Choice and the Office of Children’s Affairs School Readiness Director to provide timely and relevant information to families on school choice options. • Provide transition materials to children transitioning to kindergarten. • Ensure that all children enrolled in DGKHS have a DPS ID number. | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--------------|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |

Year 3 Update:

Each delegate agency has a plan to support transitions, including individual meetings with families and inviting representatives from local schools to share information. DGKHS provides every child transitioning to kindergarten with a backpack that contains materials and resources. DGKHS reviews monthly delegate agency enrollment reports to ensure that all enrolled children have a DPS ID number. This past year, 633 children (42 percent of actual enrollment) transitioned to kindergarten.

Year 3 Select Delegate Agency Updates –

Catholic Charities – kindergarten transition meetings were hosted at all six Head Start sites, providing opportunities for families to connect with schools in their area and learn the process of registration and the school choice process.

DPS – 93 percent of classrooms have a system in place for staff and parents to receive resources, tools, and knowledge about best practices in preparation for a successful transition to kindergarten.

Family Start – provides opportunities for Head Start eligible children to remain a Family Star for the third year of the cycle (kindergarten).

MHEL – all sites have offered a kindergarten transition parent meeting during the month of November with participation from neighborhood schools.

Challenges related to Goal 1 – Although DGKHS has significantly improved teacher retention through the support of City General Fund dollars (42 percent prior year, versus 34 percent current year) the level of turnover remains challenging.

-Data, Tools, or Methods for Tracking Progress Above:

- Family outcome data (contract with CCR Analytics), rosters with matching DPS ID numbers, parent meeting agendas, FPA’s, transition information tracking sheets

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|---|---|---|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>1. By 2023, all children enrolled in DGKHS will achieve healthy indicators in the areas of health and nutrition and all families will be engaged and informed of their child's health status.</p> <p>Expected Outcome: Enrolled children and their families have access to comprehensive health care and have made positive gains on a variety of health indicators.</p> <p>Expected Challenge: The needs of children and their families have increased as determined by the Community Assessment.</p> | <p><i>During 2016-2017</i></p> <p>99 percent of children with up to date immunizations</p> <p>98 percent of children have a medical home</p> <p>97 percent of children have a dental home</p> <p>75 percent of children at healthy weight</p> | <p><i>During 2017-2018</i></p> <p>99 percent of children with up to date immunizations</p> <p>99 percent of children have a medical home</p> <p>96 percent of children have a dental home</p> <p>75 percent of children at healthy weight</p> | <p><i>During 2018-2019</i></p> <p>97 percent of children with up to date immunizations</p> <p>99 percent have a medical home</p> <p>97 percent have a dental home</p> <p>77 percent of children are at a healthy weight</p> | | |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Contract with Denver Health, Sewall Child Development Center, Nutrition Consultants, Marion Downs, and CMDance • Partner with the Culture of Wellness in Preschools Program • Ensure timely health, dental, vision, and hearing screenings and referrals • Explore utilizing City general fund dollars to support basic needs of Head Start children. | | | | | |

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

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|--------------|------------------------------------|--------|--------|--------|--------|
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Year 3 Update:
 Through the Culture of Wellness in Preschool Program, 824 children participated in Physical Activity lessons, and 884 children participated in Nutrition Education lessons.

Year 3 Select Delegate Agency Updates:

Catholic Charities – 100 percent of Head Start children have a medical home. 94 percent of families completed a Family Partnership Agreement with opportunities for resources to help maintain health and nutrition needs for their children.

Clayton – 99 percent of children are current on screenings, immunizations, well-child checks, and nutrition assessments. 91 percent of children maintain a healthy weight.

Family Star – Incorporated child and family advocates into collaboration team meetings to promote “whole-family, whole-child” approach. New relationships have been developed with Conscious Alliance, Growhaus, Food Bank of the Rockies, and Denver Rescue Mission to increase access to healthy foods.

MHEL – partnership with DHHA allows families access to care and ability to apply for Medicaid, CHP+ and indigent care.

VOA – One hundred percent of families participated in one or more healthy lifestyle events by mid-year.

- Data, Tools, or Methods for Tracking Progress Above:
- PIR, family outcome data (CCR Analytics), surveys

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|------------------------------------|---|---|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>2. By 2023, eighty percent of DGKHS classrooms and programs will demonstrate trauma informed practices to establish a healthy, nurturing and supportive environment for children, families, and staff.</p> <p>Expected Outcome: Enrolled children and their families will experience trauma informed care.</p> <p>Expected Challenge: Development of trauma informed practices necessitates a long-term, multi-disciplinary approach.</p> | <p>Establish baseline data</p> | <p>All classrooms at Family Star Montessori and Volunteers of America are practicing trauma informed practices through DGKHS provided support. Catholic Charities and DPS implement trauma informed practices through community and district provided resources</p> | <p>All classrooms/staff at VOA and Family Star participated in trauma informed training, and regular on-site coaching. This initiative was supported with City General Fund dollars, and with the cessation of funding for 2020, DGKHS will explore other methods of supporting this objective.</p> | | |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Develop and implement a trauma informed services plan • Contract with Denver Health and Hospital Authority • Develop strategic partnerships with trauma informed organizations in the community • Provide training and support to delegate agencies and staff | | | | | |

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

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Year 3 Update

Through support from the Caring for Colorado Foundation, DHHA provided reflective processing sessions for family services staff around social-emotional development. With funding from the City General Fund, DGKHS contracted with Resilient Futures to provide training and regular on-site coaching for staff/classrooms. As this funding has been discontinued for 2020, DGKHS will explore other methods of supporting this objective.

Year 3 Select Delegate Agency Updates

VOA – 100 percent of children and families have access to mental health in their primary language and all staff are trained in Trauma Informed Care and ACE’s.

- Data, Tools, or Methods for Tracking Progress Above:
- Attendance in trainings, qualitative self-assessment measures such as Trauma Responsive School Implementation Assessment (adapted), procedures, observations, surveys

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|--|--|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>3. By 2023, all DGKHS children and their families will receive comprehensive social and emotional support and services for healthy development.</p> <p>Expected Outcome: Children and their families have positive relationships and children demonstrate increased social-emotional well-being.</p> <p>Expected Challenges: The needs of children and their families have increased as determined by the Community Assessment.</p> | <p><i>During 2016-2017</i></p> <p>988 children received consultation services from mental health staff.</p> <p>96 families received mental health services during the program year</p> | <p>During 2017-2018</p> <p>\$96,000 in private funding secured to provide staffing, parent training support, and reflective processing for family services staff.</p> <p>3,774 hours serviced at DGKHS sites by DHHA staff.</p> <p>197 children received a referral or services for ongoing individual mental health support – significant increase from 2016-2017 with 131.</p> | <p>During 2018-2019</p> <p>66 teachers received classroom focused consultation</p> <p>12 family services staff participated in Relationship-Based Reflective Processing</p> <p>97 parents completed a four-session positive parenting class with support from private foundation</p> | | |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Contract with Denver Health and Hospital Authority • Continue to develop and implement a mental health consultation model based on best practice • Continue to leverage Head Start funding to secure private funding to augment services. • Secure private funding to provide parent and staff training related to Conscious Discipline | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
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| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |

Year 3 Update:

DECA-C post-assessments indicate that 64% of children receiving individual consultation increased total protective factors by 64%. Total behavior concerns decreased by 61%. Classrooms receiving mental health classroom coaching were assessed pre-post with the Pre-K CHILd. On average, significant improvements were made in Transitions and Individually and Developmentally Appropriate Practice (80% increase). End of year survey data demonstrated that 100% of parents and administrators surveyed strongly agreed or agreed that mental health consultation received was supportive. 97 percent of teachers strongly agreed or agreed that services were supportive. DGKHS secured \$20,000 in private funding to support parenting classes, and 97 parents completed a four-session class on positive parenting.

Year 3 Select Delegate Agency Updates –

Clayton – An organization wide effort has begun to increase classroom use of the program’s social-emotional curriculum, Conscious Discipline.

DPS – 100 percent of classrooms have exposure to physical activity, emotional support, and healthy food.

MHEL – 21 parents participated in a Positive Solutions for Parents Class (this in addition to the DGKHS total of 97).

Sewall – 30 hours of mental health consultation has been provided (by mid-year) and mental health professional consulted with teachers about 48 individual children.

Challenges related to Goal 2 – Follow-up rates on referrals continues to be an area for continuous improvement, and DGKHS is examining barriers and strategies to remedy, including strategies to better coordinate across disciplines.

- Data, Tools, or Methods for Tracking Progress Above:
- Teaching strategies GOLD, PIR data

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|--|--|---|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>1. By 2023 DGKHS will strengthen existing and establish new strategic partnerships within the community to facilitate systems improvements and ease of access for DGKHS families as measured by MOUs and family outcome survey data.</p> <p>Expected Outcome: Enrolled families will have access to additional resources in the community.</p> <p>Expected Challenges: As specified in the Community Assessment, Denver is a large and diverse community, requiring a strategic approach.</p> | <p>Establish baseline data for family outcome survey data</p> <p>Three MOUs with community agencies and Five By Five Program</p> | <p>MOU with DHS has been established and ongoing work on how to best serve mutual clients.</p> <p>Established a method for tracking family outcome information and satisfaction and family engagement correlated with TS GOLD – 981 families completed survey.</p> <p>Initiated talks with RMSER on the development of an MOU that will become effective July 1, 2019.</p> | <p>MOU with DHS remains and partnership activities continue to serve Head Start families efficiently and effectively.</p> <p>1035 families completed a survey of family outcomes which was also correlated with child TS GOLD data.</p> | | |

-Activities or Action Steps to Meet Objective Above:

- Enhance partnership with Denver Human Services through formal agency/departamental MOUs
- Develop uniform Head Start application
- Pilot Financial Navigator at a Head Start site to encourage and support Family Services staff in supporting parents
- Provide GF funding support for parent supports with HS trainings
- Established a Family Engagement committee to plan and lead family engagement events grantee-wide

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Family outcome survey data (CCR Analytics), MOUs • Tracking of parent training/engagement opportunities at the grantee level • Data from Financial Literacy Education classes <p>Year 3 Updates-</p> <p>The family engagement committee is actively engaged and in September 2019, DGKHS hosted a parent xtravaganza featuring resource tables from community partners, and a variety of parent/child activities. Approximately 250 parents and children participated with the support of approximately 30 delegate staff. The CCR Analytics report completed by 1035 parents, showed that high majority of parents are satisfied with services for their family, and their child.</p> <p>Select Delegate Agency Updates-</p> <p>Clayton – A school readiness fair is hosted annually to provide parents with educational resources</p> <p>MHEL – A total of 5,675 hours has been accumulated by families reading to their children since July 2019</p> <p>Sewall – Kid Connects activity nights and center family events were offered</p> <p>VOA – 14 center-wide parent engagement activities were offered</p> | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|------------------------------------|---|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>2. By 2023, eighty percent of enrolled families will demonstrate increased family functioning as measured by family outcome data.</p> <p>Expected Outcome: Increased family functioning will contribute to positive school readiness indicators for children.</p> <p>Expected Challenge: The needs of children and their families have increased as determined by the Community Assessment.</p> | <p>Establish baseline data</p> | <p>88 percent of families reported that DGKHS was helpful according to the CCR survey. 981 total survey responses were completed.</p> <p>95 percent of families reported the program as helpful to their child.</p> | <p>84 percent found the program helpful for their family.</p> <p>92 percent found the program very helpful for their child</p> | | |

-Activities or Action Steps to Meet Objective Above:

- Continue to develop resources and processes to collect and analyze family outcome information
- Analyze the development and completion of goals established in the family partnership process to improve programs and services

Year 2 Update:

DGKHS analyzes results from the CCR Analytics Survey to determine strengths and needs, and family outcomes. Family outcomes data is also correlated with individual child TS GOLD scores. One-thousand thirty-five parents completed the survey this past year.

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--------------|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |

Year 2 Select Delegate Agency Updates –

Catholic Charities – The BackPACCT program continues to provide opportunities for families to engage in Head Start activities around school readiness and home.

Clayton – 100 percent of families were offered to participate in workshops and events such as: Culture Night, School Readiness Fair, tax preparation assistance, financial literacy, cooking matters, and parenting classes.

MHEL – 9 parents completed the Child Development Associate (CDA) training and seminar during summer 2019.

Sewall – 92 percent of the Family Partnership Agreements have been completed and goal attainment is in process.

- Data, Tools, or Methods for Tracking Progress Above:
- Family partnership agreements (FPAs), family outcome survey data, PIR

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|------------------------------------|--|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>3. <i>By 2023, DGKHS will promote and utilize a network of twenty program staff and parents annually to provide culturally responsive and informed training across agencies to support families and ensure sustainability.</i></p> <p>Expected Outcome: Training opportunities will be increased and more culturally and linguistically relevant.</p> <p>Expected Challenge: Retention of staff and parents will contribute to success.</p> | Establish baseline data | Developed a family engagement committee comprised of delegate agency staff and administration to plan and develop training opportunities for staff and families. | The family engagement committee has been actively involved, and has been a partner in planning a parent xtravaganza (approximately 250 participants) | | |

-Activities or Action Steps to Meet Objective Above:

- Establish and utilize a cross-agency parent training committee
- Identify and further develop parent and staff content champions

Year 2 Update:

In addition to the parent xtravaganza, DGKHS partnered with the family engagement committee, and the My Brother’s Keeper initiative to host a lunch and learn on father engagement. DGKHS also provided financial literacy classes, in partnership with the Office of Financial Empowerment.

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--------------|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |

Year 2 Select Delegate Agency Updates –
 Clayton – 87 percent of school-based families developed and made progress on family partnership agreement goals.
 Family Star – Partnered with DGKHS to provide health literacy education for parents/caregivers.
 MHEL – 21 parents participated in Positive Solutions for Families training.
 Sewall – A Head Start policy committee parent representative is also a member of the Sewall Board. OA – Launched an embedded Financial Empowerment Center for families and staff.
 VOA – Launched and embedded Financial Empowerment Center for families and staff.

Challenges related to Goal 3 – DGKHS continues to explore ways to engage parents as trainers and participants.

- Data, Tools, or Methods for Tracking Progress Above:
 - Roster of parent and staff trainers, attendance, training opportunities

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|--|--|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>1. By 2023 all children enrolled in DGKHS with Individualized Education Plans (IEPs) will demonstrate growth in all aspects of school readiness.</p> <p>Expected Outcome: Children with disabilities will make substantial gains in school readiness indicators and be fully included in programming.</p> <p>Expected Challenges: DGKHS continues to serve higher need children and their families.</p> | <p><i>Spring 2017 TS GOLD Scores for Children with Disabilities</i></p> <p>Cognitive – 87% Language – 69% Literacy – 85% Math – 63% Physical – 91% Social/Emotional 85%</p> | <p>Progress towards IEP goals and objectives are shared with families three times per year. Progress of children at-risk and with disabilities is monitored through delegate monthly collaboration meetings.</p> <p>Disabilities staff document and share weekly progress of children with teaching staff.</p> | <p>Data tracking reports are submitted to DGKHS monthly and reviewed to ensure appropriate IEP service delivery, timely evaluations according to IDEA, and demographic information.</p> <p>Collaboration meetings are held at delegate agencies to review child progress and develop strategies for improved outcomes.</p> | | |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Contract with Sewall Child Development Center for supplemental disabilities support and classroom consultation • Ensure effective collaboration meetings to proactively address individual child strengths and needs • Conduct pre and post CLASS assessments in targeted DGKHS classrooms • Ensure cross-content staff training <p>Year 2 Update: This past year, DGKHS served 199 children with a variety of disabilities (approximately 13 percent of actual enrollment).</p> | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>Year 2 Select Delegate Agency Updates:</p> <p>Catholic Charities – During the 2018-2019 program year, 100 percent of identified children received timely evaluation.</p> <p>Clayton – 100 percent of children with IEPs received identified interventions.</p> <p>DPS – 100 percent of parents with children with IEPs participated in and received their child’s re-evaluation.</p> <p>Sewall – With assistance of the IEP accommodations and of the therapeutic specialists, 100% of the children with identified special needs were successful in participating in activities such as group circle time and table top activities.</p> | | | | | |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Scope of work, collaboration meeting notes, CLASS scores, agendas, surveys | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|---|--|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>2. By 2023, all guardians and family members supporting children with disabilities will receive culturally responsive training to increase their skills as advocates.</p> <p>Expected Outcome: Parents will have the skills and knowledge to advocate for their children.</p> <p>Expected Challenge: As stated in the community assessment, DGKHS serves an increasingly diverse population.</p> | <p><i>During 2016-2017</i></p> <p>Approximately 24 parents attended PEAK Parent Center annual conference</p> <p>All parents of children with IEPs receive ongoing information and support</p> | <p>During 2017-2018</p> <p>DGKHS supported parents to attend various conferences including NHSA and Rocky Mountain Early Childhood Conference.</p> <p>19 parents and staff attended PEAK parent center conference.</p> <p>Family meetings held at centers to explain parent rights, individual child strengths and interests</p> <p>Weekly progress and communication notes held in classrooms and shared with parents</p> | <p>During 2018-2019</p> <p>DGKHS supported 22 parents and staff to attend the PEAK Parent Center annual conference.</p> <p>DGKHS disabilities focus plan, and inclusion resource binder articulate the process of evaluation and service delivery while involving families in all aspects.</p> <p>Ongoing communication and support offered through bilingual staff.</p> | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • Provide opportunities for parent training, partner with advocacy organizations for resources/referral <p>Year 2 Update:</p> <p>DGKHS developed an Inter-Governmental Agreement (IGA) with DPS to articulate roles/responsibilities and areas for resource sharing regarding the provision of supports for children with disabilities and their families. DGKHS maintains a MOU with Rocky Mountain Human Resources (RMHS) to ensure transition into Head Start. In fall 2019, DGKHS coordinated a presentation with EHS serving delegate agencies to RMHS service coordinators. This presentation provided service coordinators with information to help transition Part C children and their families into Head Start.</p> <p>Year 2 Select Delegate Agency Updates:</p> <p>Catholic Charities – During the fall preservice, all ECE staff were trained on the process for enrolling children with documented disabilities or children whose parents have concerns about their development.</p> <p>Clayton – Clayton partnered with Sewall and Denver Children’s Advocacy Center to host an English and Spanish IEP transition workshop for families of kindergarten bound children with an IEP.</p> <p>Family Star – Included early intervention community partners at Parent Café family community night.</p> | | | | | |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • MOUs, attendance at trainings, surveys | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|--|---|---|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>3. By 2023, all children with disabilities and their families will have kindergarten transition meetings and be provided with a range of kindergarten options.</p> <p>Expected Outcome: Children with disabilities and their families will experience seamless transition to kindergarten.</p> <p>Expected Challenge: Effective transitions requires a multi-disciplinary approach.</p> | <p>Transition IEP meetings held for all children going to kindergarten</p> | <p>1 or 2 page transition to kindergarten report and full copy of IEP provided to parents of children transitioning to kindergarten. Report includes progress towards goals and child strengths and interests.</p> <p>Shared transition meeting held with receiving school for children attending a DPS center-based kindergarten program.</p> <p>Transition IEP meetings held for all children attending kindergarten.</p> | <p>1 or 2 page transition to kindergarten report and full copy of IEP provided to parents of children transitioning to kindergarten. Report includes progress towards goals and child strengths and interests.</p> <p>IGA with DPS that articulates resource sharing to facilitate transition for children entering kindergarten.</p> | | |

| Program Goal 4: All Denver Great Kids Head Start children with disabilities will experience high quality and inclusive learning environments, and parents work to improve their skills as advocates to ensure children are ready to succeed in school. | | | | | |
|---|---|---------------|---------------|---------------|---------------|
| Objective(s) | Progress, Outcomes, and Challenges | | | | |
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> Partner with DPS and Sewall Child Development Center for kindergarten transition IEP meetings, Partner with DPS Office of School Choice, Develop kindergarten portfolios for children with IEPs <p>Year 2 Updates:</p> <p>Challenges related to Goal 4 – Similar to other Head Start programs across the country, collecting and reporting results using the TS GOLD system has been a barrier.</p> | | | | | |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> Transition IEP meetings, parent meeting agendas, portfolios | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|---|--------|--|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>1. By 2023, all DGKHS financial and administrative management practices are transparent and promote high quality services.</p> <p>Expected Outcome: Financial and administrative practices are transparent and promote comprehensive school readiness and parent engagement for all children.</p> <p>Expected Challenge: Continuing to ensure fiscal and administrative practices are fully compliant.</p> | <p>Program and financial monitoring resulted in zero disallowed expenditures and minimal areas of non-compliance cited.</p> | | <p>Monthly reporting to Policy Council of budget/actuals, and expenditure items.</p> <p>DGKHS was not selected for a single audit based on low-risk.</p> | | |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • DGKHS will implement various monitoring systems and practices across all delegate and vendor agencies to ensure high quality performance and contract compliance. • DGKHS will develop, execute and implement effective performance contracts for Head Start services. | | | | | |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Monitoring reports, expenditure audits, internal audits, report schedule for all contracts | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>Year 2 Update:</p> <p>Fiscal Administrator provides monthly reporting to Policy Council with budget/actuals and expenditure detail. DGKHS was not selected for a single audit.</p> <p>Year 2 Select Delegate Updates:</p> <p>Catholic Charities – provided training to the Policy Committee and the ECE Committee on fiscal management to increase their knowledge of the Head Start grant cycle and the budget.</p> <p>Clayton – 100% of reports to federal, state, and local authorities were completed in a timely, efficient, and accurate manner.</p> <p>MHEL – In August, 2019, MHEL underwent a 2018-2019 annual standard audit as well as the CFR 200 (A-133) audit. MHEL received a clean audit report with unqualified opinion and no auditor comments.</p> | | | | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|--|--|---|---|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>2. By 2023, all services purchased or negotiated are supportive of DGKHS grant goals, objectives and promote school readiness and parent engagement.</p> <p>Expected Outcome: All services are aligned and cost effective to promote school readiness and parent engagement.</p> <p>Expected Challenge: Continuing to fully support comprehensive school readiness activities with rising costs.</p> | <p>DGKHS invests nearly \$1 million dollars above delegate agency contract amounts to promote high quality services.</p> | <p>In the current year DGKHS is proposing to invest \$1.26 million to provide comprehensive services to our Head Start delegate agencies and families from a combination of grant funding and an additional \$250,000.00 of City funding to support strategic initiatives such as health and wellness and quality teaching.</p> | <p>DGKHS continues to invest \$1.26 million to provide comprehensive services to delegate agencies and families.</p> <p>Fiscal Administrator and supporting accountants participate in all DGKHS staff meetings, and expenditures are reviewed ongoing as they relate to program goals.</p> | | |

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

| Objective(s) | Progress, Outcomes, and Challenges | | | | |
|---|------------------------------------|--------|--------|--------|--------|
| | Year 1 (baseline) | Year 2 | Year 3 | Year 4 | Year 5 |
| <p>-Activities or Action Steps to Meet Objective Above:</p> <ul style="list-style-type: none"> • DGKHS will use data from multiple sources to make strategic investments that promote school readiness, parent engagement and high-quality services. • DGKHS will use monitoring results data to shape investments to promote school readiness, parent engagement and high-quality services | | | | | |
| <p>-Data, Tools, or Methods for Tracking Progress Above:</p> <ul style="list-style-type: none"> • Contract scopes of services, monitoring results, community assessment data, self-assessment results, policy council recommendations and parent surveys. | | | | | |
| <p>Year 2 Update: DGKHS continues to invest \$1.26 million to provide comprehensive services to delegate agencies and families.</p> | | | | | |
| <p>Challenges related to Goal 5 – As a program within the structure of the City and County of Denver, DGKHS has the benefit of significant financial controls of procedures.</p> | | | | | |

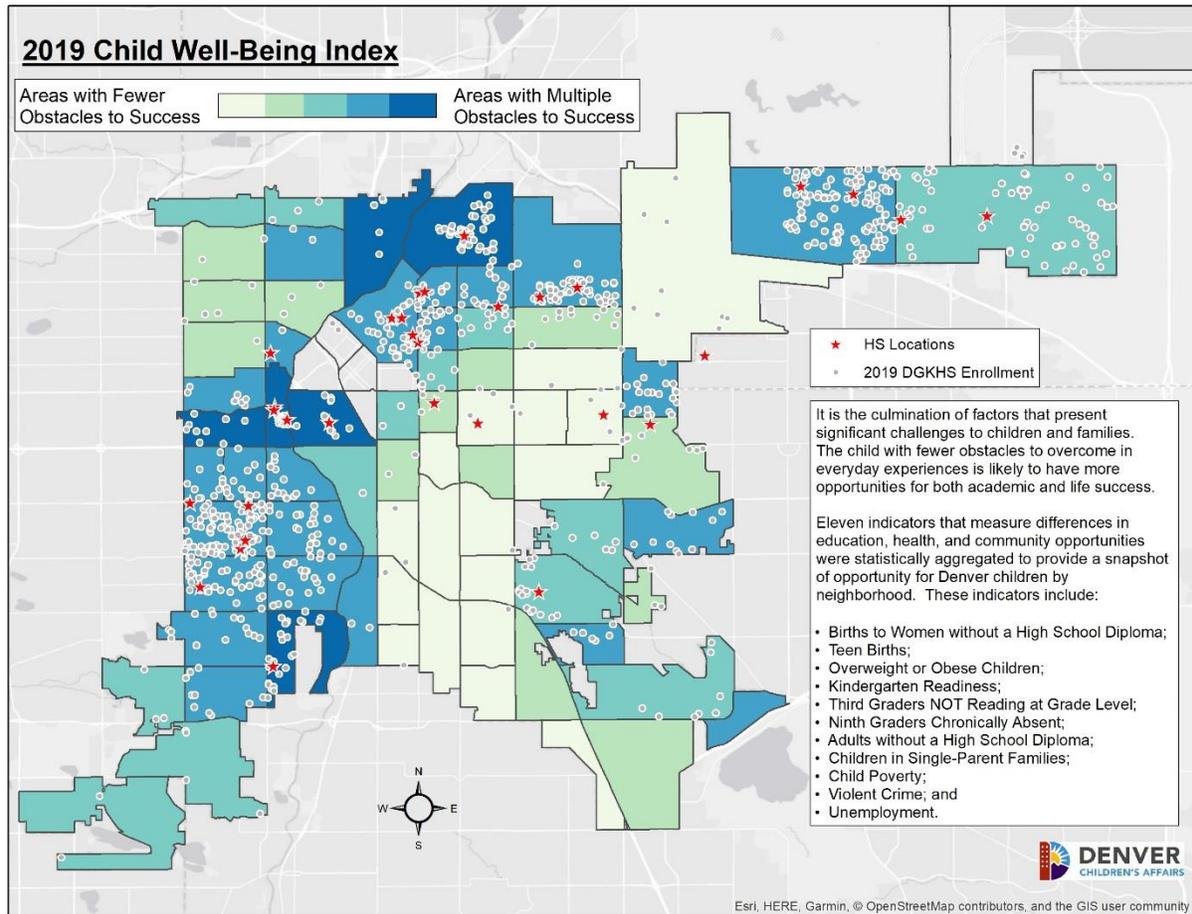
Subsection B: Service Delivery

1. Service and Recruitment Area.

DGKHS continues to serve the entirety of the City and County of Denver. During the past year, DGKHS initiated a Memorandum of Understanding with Rocky Mountain SER Head Start to increase coordination and collaboration between the two Head Start grantees serving the City and County of Denver. Unfortunately, senior management at this agency chose not to sign the MOU and it was never executed.

2. Needs of Children and Families.

The DGKHS 2019 Community Assessment reiterates the findings from the comprehensive assessment that was used in establishing program goals and services for the DGKHS baseline grant application. The Child Well-Being Index was developed to provide a comprehensive view of the needs of Denver's children. This index aggregates eleven indicators that measure differences in education, health, and community opportunities. The following figure provides a geographic overlay of areas of high need as measured by the Denver Child Well-Being Index compared to DGKHS program locations and students.



DGKHS program locations continue to serve high needs areas. Collectively, during the 2018-2019 program year 1,893 children in Denver were served between Early Head Start (440 children), DGKHS (1,153 children), and RMSER (350). Collectively, these agencies only served approximately 28 percent of the eligible population.

DGKHS continues to serve a diverse population. In 2018-2019, Hispanic students made up 59 percent of the total population of children served by DGKHS. In terms of race, 28 percent of enrolled children identified as Black, followed by 16 percent of children identified as multi-

racial. Fifty-six percent of DGKHS children speak English as their primary language, followed by 37 percent speaking Spanish, and four percent speaking African Languages.

2.C. Proposed Program Options and Funded Enrollment Slots

| Delegate Agency | Awarded Slots | Year 1 Plan FD/ED/Other | Percentage Full Day |
|------------------------|----------------------|--|--------------------------------|
| DPS | 302 | 302 (Full Day) | 100% |
| MHEL | 281 | 68 (Part Day) 140 (Full Day) 73 (Extended Day) | 76% |
| Clayton | 201 | 79 (Full Day) 62 (Extended Day) 60 (Home Based) | 100% |
| Catholic Charities | 195 | 67 (Full Day) 68 (Extended Day) 40 (Part Day) 20 (Home Based) | 77% |
| VOA | 80 | 48 (Full Day) 32 (Extended Day) | 100% |
| Family Star | 34 | 30 (Full Day) 4 (Home Based) | 100% |
| Sewall | 60 | 60 (Full Day) | 100% |
| | 1,153 | 1,153 | |

4. Centers and Facilities

Mile High Early Learning will no longer partner with New Legacy Charter High School located in northwest Aurora, but serving Denver families. The center does not serve eight eligible children which is the minimum established by DGKHS policy. No other changes to center locations are proposed at the time of this application.

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

Based on the results of the DGKHS self-assessment, and community assessment update, DGKHS updated the selection criteria. The revised selection criteria is copied below.

120 points are uniform across DGKHS out of 200 points. Delegates will have an additional 80 points to create factors based on their community assessment in the " Other Head Start Factors" category. 60 percent of Selection Criteria Factors are uniform, 40 percent of selection criteria factors are available for agencies to develop.

| Head Start Eligibility Factors (select only <u>ONE</u> criteria that best describes the family circumstance) | 50 Points Maximum |
|---|--------------------------|
| Homeless | 50 Points |
| Foster Care/Kinship Care | 50 Points |
| Public Assistance: TANF/SSI | 40 Points |
| Income Below 100 Percent and below of FPL | 40 Points |
| Income Between 101 and 130 Percent of FPL | 20 Points |
| Income Above 131 Percent of FPL, not to exceed 185 of FPL | 10 Points |

| Other Head Start Factors | |
|--|-----------|
| Single Parent | 15 Points |
| Refugee/Immigrant | 10 Points |
| Child has confirmed Special Needs: Medical and/or Educational, and/or Mental Health (Must Have Documentation) | 12 Points |
| Child has suspected Special Needs: Medical and/or Educational, and/or Mental Health | 7 Points |
| 4-5-Year-Old or Currently Enrolled in Early Head Start (EHS) | 10 Points |
| Primary Language is not English | 6 Points |
| Teen Parent at Birth of First Child | 5 Points |
| Child Transitioning from another Head Start Program | 5 Points |

6. Education and Child Development

To ensure ongoing improvement of child outcomes, DGKHS continues to require delegate agencies to submit pre and post CLASS scores for all classrooms in DGKHS during the program year. These results are reviewed by the grantee School Readiness Director. DGKHS also requires delegate agencies to submit coaching logs on a monthly basis to determine if training needs are addressed. No other changes are proposed.

7. Health

DGKHS continues to participate in the UCLA Health Care Institute. This is a three-year Health Literacy project, focusing on treatment of common childhood illnesses, oral health, and diabetes/obesity prevention. No other updates or changes have occurred in the area of health.

8. Family and Community Engagement

DGKHS continues to partner with the Five By Five Program in the Office of Children's Affairs and currently 22 programs provide admission, training, and classroom resources to DGKHS children, families, and staff. The program engages parents and staff through workshops that have been aligned to PFCE outcomes. In efforts to strengthen Father Engagement, DGKHS has partnered with the Office of Children's Affairs' My Brother's Keeper program to support grantee-wide father engagement. DGKHS maintains a Memorandum of Understanding with the Department of Human Services to streamline a range of services for DGKHS families, including CCAP. DGKHS has initiated recruitment efforts to support delegate agencies, including Facebook ads, and referral links on our website. The Family Services Director also initiated a two-day ERSEA

training, in partnership with the Regional Office for all DGKHS family services staff. No other changes are proposed.

9. Services for Children with Disabilities

DGKHS developed a Inter-Governmental Agreement with Denver Public Schools as the Local Education Agency related to disabilities services. DGKHS also has a Memorandum of Understanding with Rocky Mountain Human Services as the Part C provider. During 2018-2019, DGKHS served 199 children with identified disabilities and their families. No other changes are proposed.

10. Transition

DGKHS continues to maintain a Memorandum of Understanding with Denver Public Schools as the Local Education Agency to ensure coordination and resource sharing related to school readiness and transition. No other changes are proposed.

Transportation

DGKHS does not provide transportation for families, with the exception that Denver Public Schools Head Start provides transportation for Head Start children to two of its locations. DPS Head Start has an approved waiver for bus monitor requirements for the 2019-2020 school year and if needed, DGKHS will submit a new waiver request for the 2019-2020 school year in April or May, 2020.

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

1. Governance

Since 1997, Denver Great Kids Head Start has operated within a delegate agency model that works in partnership community providers (delegate agencies) as well as with three direct

service providers that deliver direct core services in the areas of health, mental health, disabilities services and nutrition. Denver Great Kids Head Start currently has authority to serve the entirety of the City and County of Denver.

This operational model bridges the administrative and financial services infrastructure of the City and County of Denver, with a cross-section of key community early care and education providers. Accordingly, over its 24 - year history as a Head Start grantee, Denver Great Kids Head Start has developed systems that equip the program to address all management and financial standards required by the Head Start Regulations and the Head Start Act.

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

Structure

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

represented on the Head Start Governing Body. As a City, all legal matters pertaining to Head Start, including but not limited to contract initiation and approval rest with the City Attorney's Office – Municipal Operations Division.

Governing Body

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

Mayor

Denver City Council

Auditor

Manager of Finance

Office of Human Resources

Each entity of the Governing Body is responsible for different Governing Body functions as described in the Head Start Act. In the City's structure, no single entity comprising the Governing Body governs any other part. The Revised Municipal Code of the City and County of Denver requires this separation of powers. To enhance communication, the Mayor, Auditor, Department of Finance, and Office of Human Resources may, and do appoint someone to serve as their representative to the Governing Body. However, such designation does not divest statutory responsibility to any designee.

Governing Body Division of Duties

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

Mayor

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

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

MAYOR

The Mayor has the following responsibilities:

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

City Council

The Chair (or co-chairs) of the Safety, Housing, Education, and Homelessness Committee serves as the City Council's representative and is appointed annually by the Council President. As an elected official, this individual(s) may be contacted at any time by any member of the Policy Council on matters pertaining to the administration of the Head Start program. The City Council

receives monthly reports from the Head Start Executive Director that include but are not limited to monthly progress report towards goals and objectives, monthly Head Start enrollment reports, monthly financial reports, including variance reports, credit card receipts, and numbers of meals and snacks provided through the United States Department of Agriculture, and any new communications received from the Office of Head Start.

CITY COUNCIL

City Council has the following responsibilities:

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

Auditor

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

AUDITOR

The Auditor has the following responsibilities:

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

Manager of Finance

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

MANAGER OF FINANCE

- The Manager of Finance has the following responsibilities:
- A designed representative to Denver Great Kids Head Start to ensure regular, prompt and thorough fiscal and accounting information is available for regular communication from Policy Council, as needed
- Register and countersign all Head Start contracts.
- Participate in periodic performance audit.

Participate in annual independent audit.

Office of Human Resources

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

Office of Human Resources

The Office of Human Resources has the following responsibilities:

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

Policy Council

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

Per City Ordinance, the Policy Council consists 23 members. There are currently two parent representatives (and their alternates) from each delegate agency participating in Denver Great Kids Head Start (there are 7 delegate agencies resulting in 14 parent representatives). In addition to the parent representatives, there are 9 community representatives on the Policy Council. Five of these representatives are nominated by the Mayor and four are nominated by the City Council. The Policy Council then elects all nominated community representatives. The Policy Council develops and recommends procedures for how and when members of the Policy Council are elected, including the election of officers.

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

POLICY COUNCIL

The Policy Council has the following responsibilities:

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

Policy Committees

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

to separate the Early Head Start program Policy Council role from the Head Start Policy Committee role.

Parent Committees

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

Relationships

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

A new Policy Council is seated on a yearly basis during the first week of November.

Comprehensive training is provided to all incoming members and this training includes but is not limited to roles and responsibilities of policy council members, overview of the Head Start program and, in particular Denver Great Kids Head Start; its rich history, past accomplishments,

goals and objectives and it is overall role within the Office of Children’s Affairs. On-going training is provided to the policy council at regularly scheduled meetings. The council meets in 11 of the 12 calendar months. Content area training is provided to the policy council when appropriate and as required by relevant requirements specified in Subpart A, (Eligibility, Recruitment, Selection, Enrollment and Attendance; Subpart B (Program Structure); Subpart C (Education and Child Development Program Services); Subpart D (Health Program Services); Subpart G (Transition Services); Subpart I (Human Resources Management); and Subpart J (Program Management and Quality Improvement).

Human Resources Management

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

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

professional development opportunities for Head Start staff as they link classroom activities to museum-related training activities.

b. Criminal Background Checks: All Denver Great Kids Head Start staff are City employees and fall under the employment rules of the City of Denver Office of Human Resources. Criminal Backgrounds Checks are part of the city hiring process. In addition, Denver Great Kids Head Start has established policies and procedures at Section 2.G.6 of its' Policies to conform to Section 648A (g) of the Head Start Act as well as Federal regulations found at 45 CFR 1302.90 (b).

c. On-boarding staff and volunteers: All newly hired staff go through an extensive on-boarding process that occurs over a six-month period during which time staff are considered probationary. They are required to complete a series of training modules that are required of all city employees such as new employee orientation, fiscal rules and ethics and accountability. In addition to these required training sessions newly hired staff are immersed in training covering Denver Great Kids Head Start policies and procedures, operating procedures and its program governance structure. Newly hired staff are shadowed by senior staff or the Head Start Executive Director during their six-month probationary period as they acclimate to their position, the office culture and city government.

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

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

d. Staff Training and development:

DGKHS values and financially supports training and professional development for all Head Start staff at all levels of the operation including city staff, delegate agency staff and vendor staff. In addition to the allocation of the allotted PA 20 funds in the amount of \$112,482.00, Denver Great Kids invests additional funding through private grants and operational dollars (PA 22) into training and professional development activities.

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

The Classroom Assessment Scoring System (CLASS) is used as an assessment tool to evaluate the interactions between students and teachers. Teachers will have the opportunity to collaborate with an expert coach or participate in a reciprocal peer coaching activity to fulfill their individual professional development plans. The teacher will be observed and meet with a coach. Reciprocal peer coaching will be provided with the help of an Education coach or manager. Coaching logs are kept and include all contact with teachers as well as goals, action

steps, duration and the signatures of the participants and the date of the next session will be completed. Coaching forms and log sheets of coaching hours are maintained in the classroom and shared on a monthly basis to the DGKHS School Readiness Director for additional analysis and feedback.

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

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

Program Management and Quality Improvement

Program oversight systems:

The City Office is responsible for monitoring delegate and vendor agencies in accordance with Section II. E. of the Denver Great Kids Head Start Policy Manual. Monitoring consists of regularly scheduled on-site visits, interviews, meetings, records and file reviews and review and analysis of delegate or vendor agency generated data, including financial information. Our program monitoring efforts are not limited to program-only services, but also include

contractual and financial management monitoring. These monitoring functions are memorialized as contract requirements for receiving Head Start funds from the City. Monitoring provides an opportunity for the City Office staff to observe and share promising or best practices to enhance program operations across Denver Great Kids Head Start. With the assistance of the Director of Research and Analysis, (a co-funded position within the Office of Children's Affairs), Denver Great Kids Head Start is positioned to draw critical data elements from multiple local, regional, state, or national sources with the goal of having data shape program activities and priorities. This staff member works closely with the Head Start staff in creating data collection instruments to provide the program with key measures of program performance. Data is collected in the key areas of enrollment and attendance, health, disabilities services, family services and outcomes and school readiness.

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

Results from all monitoring visits are written and shared with community and service provider agency directors and, when necessary identify needed corrective action and due dates with an

offer from the City to provide training and/or technical assistance. All monitoring reports are distributed within 2 weeks of the monitoring visit. Our philosophy guiding program monitoring is one of problem-solving solutions by providing training and/or technical assistance. Our monitoring philosophy is not intended to “catch” any partnering agency doing something wrong, but to strengthen promising practices.

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

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

b. Continuous Improvement:

As described above Denver Great Kids Head Start has developed and implemented numerous practices and strategies that reflect our overall continuous improvement philosophy. To reiterate, these include rigorous program and fiscal management, health and safety monitoring, enrollment and attendance, disabilities services, socio-emotional development services, school readiness services, and family services outcomes.

In September 2019 DGKHS received one-time program improvement funds from the Office of Head Start. This award has allowed our program to contract with a consulting firm called DOMO to develop and launch the framework of a data management system to assist in automating our existing data collection and analysis system. We have fully executed the contract with DOMO and are working closely with them in the development of standardized reporting templates that are compatible and retrievable through the DOMO platform. Our current contract with them runs through June 2020 and we anticipate working with them in our next program year beginning July1, 2020. We have set aside funding in our budget to continue this effort.

c. Budget and staff support:

As previously stated, Denver Great Kids Head Start uses data to shape programming and budget. Budget formulation formally begins at mid-year for the following program year but it is an activity that is on-going and occurs as strategic investments are implemented and assessed. As budget variances are identified monthly discussions are initiated by City staff with the Executive Director of OCA and the Finance Committee of the Policy Council to first inform them that a potential variance exists, and secondly to identify potential areas for re-investment and support.

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

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

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

Section II – Budget/Budget Narrative

Denver Great Kids Head Start is applying for \$9,500,365.00 in PA 22 dollars, \$112,482.00 in PA 20 dollars for a total of \$9,612,847.00 to support the delivery of comprehensive Head Start services to 1,153 children and their families for the program year beginning July 1, 2019 thru June 30, 2020 in accordance with the Head Star Grant Application Instructions with Guidance – Version 3 issued by the Administration for Children and Families. Head Start services will be delivered through seven delegate agencies according to the enrollment and funding allocations described below:

City Head Start Operations (PA 22):

1. Personnel: The City Office consists of 7.85 staff members including the following: Head Start Executive Director, Head Start Office Manager, Health Director, Family Services Director, Disabilities and Mental Health Director, School Readiness Director, 5 By 5 Program Director (.40 FTE), Contract Administrator (.15 FTE) and Director of Research and Analysis (.30 FTE). In addition, all financial management services are provided to DGKHS and the Office of Children’s Affairs through a formal Service Level Agreement with the Controller’s Office within the Department of Finance.

Personnel Cost: \$651,685.31

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

Fringe Cost: \$234,654.22

3. Out of Town Travel

Cost: \$0

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

a. General Supplies: \$10,000.00

b. Disabilities Supplies: \$2,000.00

Supplies Cost: \$12,000.00

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

| Delegate Agency | 2020-2021 PA 22 Funding | 2020-2021 PA 20 Funding | Total 2020-2021 Grant Funding |
|---------------------------------|-------------------------|-------------------------|-------------------------------|
| Catholic Charities | 1,272,005 | 8,678 | 1,280,683 |
| Clayton Early learning | 1,311,145 | 8,850 | 1,319,995 |
| Denver Public Schools | 1,969,977 | 11,740 | 1,981,717 |
| Family Star | 221,812 | 4,071 | 225,882 |
| Mile High Early Learning | 1,832,992 | 11,139 | 1,844,131 |
| Sewell Child Development Center | 391,390 | 4,815 | 396,205 |
| Volunteers of America | 521,849 | 5,388 | 527,237 |
| Total Delegate Funding | 7,521,169 | 54,681 | 7,575,849 |

Subtotal Delegate Contractual Cost: \$7,575,850 (\$7,521,169 PA 22, \$54,681 PA20)

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

Comprehensive Services:

| <u>Contracted Service</u> | <u>Amount</u> |
|----------------------------------|---|
| Disabilities Services | \$242,400.00 |
| Speech, Language & Hearing | \$21,000.00 |
| Nutrition | \$ 64,540.00 |
| Health, Dental and Mental Health | \$417,164.00 (\$401,081[PA 22]; \$16,083 [PA 20]) |

Subtotal Comprehensive Contractual: \$745,104.00_(\$729,021.00 PA 22; \$16,083.00 - PA 20)

Contractual Cost \$8,320,954 (\$8,250,190 PA22 ; \$70,764 PA20)

6. **Other:** This cost category includes several line items including the following:

- a. *Staff and local travel:* The City compensates staff reimburses staff for local travel to and from official meetings. \$2,000.00

b. *General Admin:* \$19,000.00

c. *Child Care:* \$6,800.00

d. *Mileage/Transportation:* \$1,900.00

e. *Program Support:* The City Office supports activities that improve the Head Start experience for children. Included in this line item is the following

- Transition Services: \$18,000.00
- Five by Five Program: \$ 5,000.00
- CLASS training and coaching: \$ 2,500.00
- Math Enhancement: \$65,000.00
- Dance and Movement: \$60,000.00
- Health and Wellness \$35,585.00
- Financial Literacy: \$ 7,000.00
- Health Literacy: \$12,500.00
- Data Management: \$25,000.00
- First Aide Training \$10,000.00
- Father Engagement \$ 2,000.00

Subtotal Program Support Cost: \$242,585.00

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

- Policy Council:
 1. Food: \$10,000.00
 2. Facilities: \$ 0.00

Subtotal Policy Council: 10,000.00

- Health Services Advisory Committee:

Food: \$1,300.00

- School Readiness

Food: \$ 500.00

- Health:

Food: \$ 250.00

- Disabilities:

Food: \$ 500.00

- Family Services:

Food: \$ 500.00

- Family Engagement:

Food: \$1,500.00

Subtotal Food Committee Support: \$14,550.00

- g. *Communication and Community Engagement:*** The City Office generates data-driven reports that inform program planning and decision-making as well as provide key metrics to the DGKHS governing body, Policy Council members, key stakeholders, and the general public. In addition, all monthly reports that are generated through the Head Start Office are translated into Spanish, the predominant language spoken by parents, in

addition to English. DGKHS is very active in conducting city-wide recruitment efforts to ensure full enrollment at all delegate agencies. The following line items constitute this cost category:

- Translations: \$5,000.00
- Head Start Annual Report: \$2,000.00
- Comprehensive Community Assessment: \$1,000.00
- Head Start Recruitment: \$15,000.00
- CCR Analytics (Family Outcomes): \$5,000.00
- FDC: \$10,000.00

Subtotal Communication and Community Engagement Cost: \$38,000.00

- h. *City Office Training and professional development:* DGKHS provides city Head Start staff with \$21,000.00 for professional development and the City Controller’s Office with \$6,000.00.

Subtotal City Office Training and Professional Development Cost: \$27,000.00

Other Cost: \$351,835

7. Occupancy: \$0

8. Indirect: \$0

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

effective and efficient approach to planning, delivering and investing limited PA 20 funding.

The activities include the following:

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

The allocation is the following:

- School Readiness: \$3,929.50
- Health: \$3,929.50
- Disabilities: \$3,929.50
- Family Services: \$3,929.50

Subtotal Content Area Training Cost: \$15,718.00

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

Subtotal Policy Council Training Cost: \$11,000.00

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

Subtotal Parent Training Cost: \$14,000.00

Total City Office Training Cost: \$41,718.00

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

Subtotal Specialized Training Cost: \$16,083.00

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

Subtotal Delegate Agency Cost: \$54,681

Total training costs: \$112,482.00

Grant Totals: PA 22 - \$9,500,365.00

PA 20 - \$112,482.00

Total - \$9,612,847.00

Non-Federal Share: The required Non-Federal share for the DGKHS grant totals \$2,403,211.75.

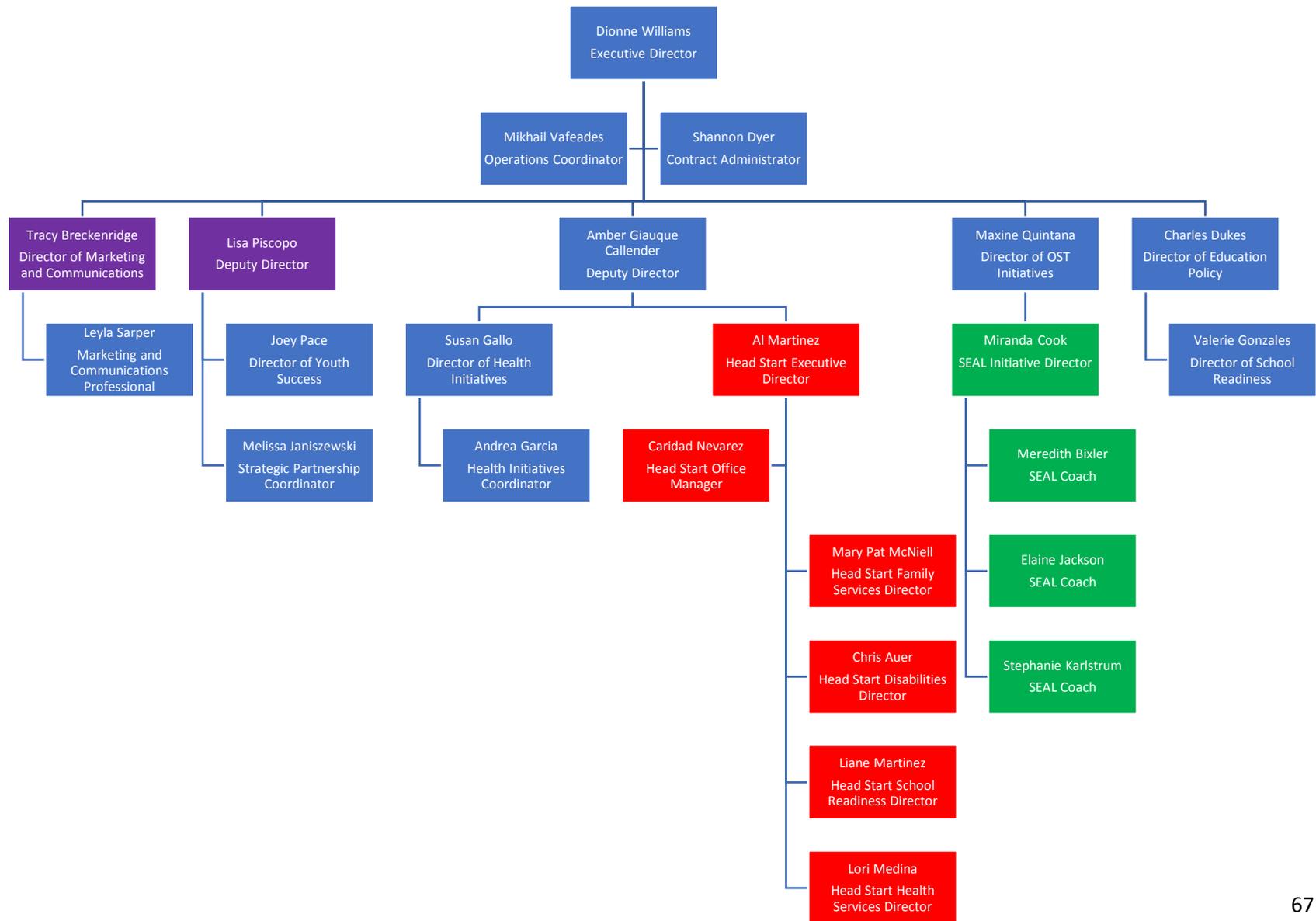
All delegates, vendor and other contract agencies are required to provide the required match which totals \$2,202,370. The City match is derived from a combination of Non-Federal funding sources including: The 5x5 Cultural program, Buelle Foundation Grant and the Caring for Colorado grant. The breakdown for Non-Federal share is as follows:

| | |
|--|------------------------|
| Delegates Agency Totals: (Refer to page 59) | \$ 1,893,963.00 |
| Marion Downs | 5,250.00 |
| Erikson | 16,250.00 |
| CM Dance | 15,000.00 |
| Regents University of Colorado | 8,896.00 |

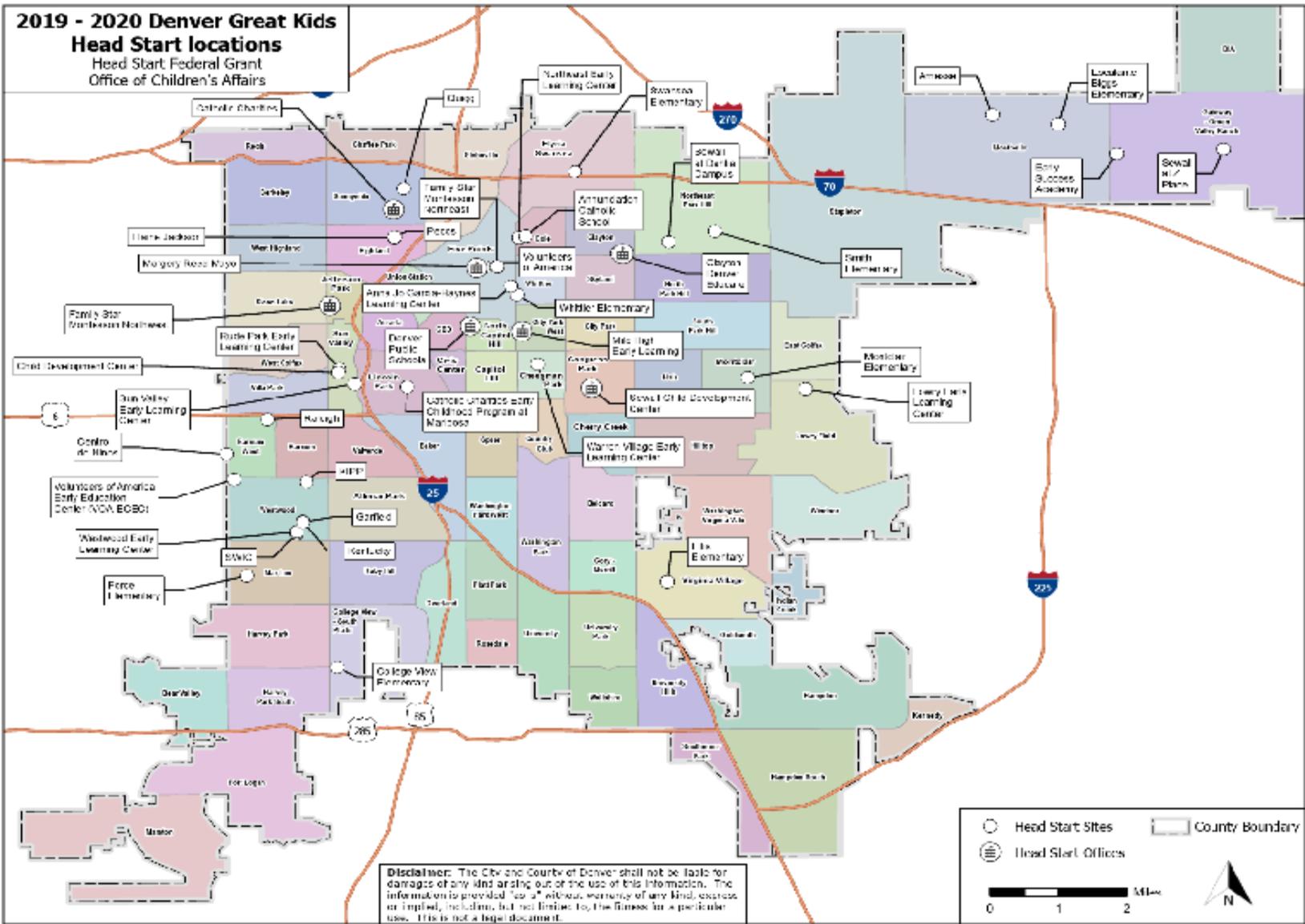
| | |
|---|-----------------------|
| Sewall | 60,600.00 |
| Nutrition Consultants | 16,135.00 |
| Denver Health & Hospitals Authority (CFC NFS) | 179,151.00 |
| Buelle Foundation | 4,750.00 |
| Caring for Colorado | 2,375.00 |
| Total Non-Federal Share | \$2,202,370.00 |

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

| Delegate Agency Budget Narrative Table | | | | | | | | |
|--|---------------------------|----------------------|--------------------|----------------------|-----------------------------|------------------------------|---------------------------------|--------------------|
| | Catholic Charities | Clayton Early | Family Star | Denver Public | Mile High Montessori | Volunteers of America | Sewall Child Development | Grand Total |
| Personnel | 794,759 | 815,028 | 221,786 | 1,289,097 | 1,392,168 | 377,388 | 348,920 | |
| Fringe <i>(SS Medicare, Health, Workers Comp, etc.)</i> | 214,555 | 203,729 | | 381,383 | 313,038 | 121,972 | 27,914 | |
| Travel <i>(National and local travel)</i> | | 3,000 | | | | | | |
| Equipment <i>(\$5,000 or more)</i> | | | | | | | | |
| Supplies <i>(Office, content area supplies, building supplies, and miscellaneous other supplies)</i> | 23,000 | 34,364 | | 47,993 | | 837 | 4,000 | |
| Contractual <i>(Professional Services)</i> | | 121,000 | | 46,227 | 125,786 | 11,902 | 4,120 | |
| Other <i>(Rent, utilities, occupancy, indirect)</i> | 68,038 | 142,874 | 4,096 | 52,555 | 13,139 | 15,138 | 11,251 | |
| Indirect <i>(DCA and State DOE letters in Appendices)</i> | 180,331 | - | | 164,462 | | | | |
| Federal Share | 1,280,683 | 1,319,995 | 225,882 | 1,981,717 | 1,844,131 | 527,237 | 396,205 | 7,575,849 |
| Non-Federal Share | 320,171 | 329,999 | 56,470 | 495,429 | 461,033 | 131,809 | 99,051 | 1,893,963 |
| Total Amount | 1,600,854 | 1,649,994 | 282,352 | 2,477,146 | 2,305,164 | 659,046 | 495,256 | 9,469,812 |



**2019 - 2020 Denver Great Kids
Head Start locations**
Head Start Federal Grant
Office of Children's Affairs



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○ Head Start Sites ▭ County Boundary
⊕ Head Start Offices

Denver Great Kids Head Start Training and Technical Assistance Plan for 2020-2021 Grant Application

Denver Great Kids Head Start (DGKHS) continues to base its training plan on needs identified through ongoing dialogue with partner agency management and staff, the involvement of parents, as well as monitoring and the self-assessment process. DGKHS values and supports training and professional development with the allocation of PA 20 funds in the amount of \$112,482.00.

DGKHS has allocated training resources into several broad categories: parent engagement/content area training, specialized training embedded in vendor contracts, delegate agency training, and governing board training.

Parent Engagement/Content Area Training

DGKHS will continue to provide a variety of training opportunities to families to support positive parenting and social-emotional development, including Positive Solutions and Conscious Discipline, as required by private grant sources, and other training programs. Each content area director also has a line item budget of \$3929.50 to support staff training specific to the needs to the respective content area staff.

Training for Policy Council members will be provided through participation in regional and national conferences and presentations determined by the Policy Council during the program year. Funding will be provided to build specific content area skills at the grantee and delegate levels. This may include attendance at conferences, outside speakers, and dissemination of materials. DGKHS also provides training for Policy Council members as specified in 1301.5 and on eligibility as described in 1302.12 (m) of the Head Start Performance Standards.

Specialized Training

Funding is incorporated into vendor partner budgets to provide specialized training in the areas of health, mental health, and nutrition. Vendor staff will provide ongoing skill development through coaching in classrooms, as well as providing training opportunities for parents.

Delegate Agency Training

Funding is provided to delegate agency partners to support their individual training and technical assistance plans. For specific information on these plans, please refer to their individual applications. All delegate agencies ensure training requirements as specified under 1302.91, 1302.92, 1302.101 and 1302.47 of the Head Start Performance Standards. All delegates also ensure that staff have appropriate training as specified under Subpart C.

Governing Board Training

Training is provided annually to the Governing Board by impartial providers. There is no cost associated with this training. Training on eligibility is also provided to the Governing Board in accordance with 1302.12 (m) of the Head Start Performance Standards. Training is also provided on program performance standards in accordance with 1301.5 within 180 days of new term.

The table below summarizes the major areas that DGKHS will address in 2020-2021 and what it hopes to accomplish. Also included is the allocation of PA20 funding to support the activity.

| Topic | Delivery Method | Justification | Target Audience | Desired Outcomes | Location | Timeline | Cost Allocation | Evaluation |
|---|---|---|-------------------------------|--|----------|----------|---------------------|---|
| Parent Engagement/Content Area Training | <p>Direct training for parents involved in Policy Council and delegate agencies</p> <p>Professional development opportunities for staff, including ERSEA.</p> <p>Ongoing training through content area meetings</p> | Parents and staff have indicated a need for continued support | Head Start families and staff | Advance School Readiness and Parent, Family, and Community Engagement Frameworks, increased TS GOLD scores | TBD | Ongoing | DGKHS - \$41,718.00 | Surveys, Family Partnership Agreements, TS GOLD |

| Topic | Delivery Method | Justification | Target Audience | Desired Outcomes | Location | Timeline | Cost Allocation | Evaluation |
|--|--|---|-------------------------------|--|----------|----------|---------------------|-----------------------------------|
| Specialized training provided through vendor contracts | Ongoing coaching and support in classrooms and parent training to be determined with vendor partners | Parents and staff have indicated a need for continued support | Head Start staff and families | Increased TS GOLD scores, increased parent participation | TBD | Ongoing | DGKHS - \$16,083.00 | TS GOLD, staff and parent surveys |

| Topic | Delivery Method | Justification | Target Audience | Desired Outcomes | Location | Timeline | Cost Allocation | Evaluation |
|--------------------------|---|---|-------------------------------|--|----------|----------|---------------------|-----------------------------------|
| Delegate Agency Specific | As determined by needs of individual delegate agency partners | Parents and staff have indicated a need for continued support | Head Start staff and families | Increased TS GOLD scores, increased parent participation | TBD | Ongoing | DGKHS - \$54,681.00 | TS GOLD, staff and parent surveys |