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## ROUTING COVER SHEET

<b>Document Details</b>	
<b>Document Type</b>	Other
<b>Parties</b>	
<b>County Contact Information</b>	
Boulder County Legal Entity	Boulder County
Department	Community Services
Division/Program	Head Start
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<b>Term</b>	
Start Date	July 1, 2023
Expiration Date	June 30, 2024
<b>Brief Description of Work/Services Provided</b>	
Funding for operations, training of staff, and salaries for Boulder County Head Start program	
<b>Revenue Contract/Lease Details</b>	
Amount	
Fixed Price or Not-to-Exceed?	Choose an item.
<b>Grant Details</b>	
Award # (if any)	Grant #08CH011579
Signature Deadline	March 30, 2023
Project/Program Name	
Project/Program Start Date	
Project/Program End Date	
Capital or Operating?	Operating
<b>Grant Funding</b>	
Amount: Federal Funds	\$1,525,816
Amount: State Funds	
Amount: Other (specify)	
Amount: Match (dollars)	
Amount: Match (in-kind)	
<b>Total Project Budget</b>	
Account String	
<b>Federally Funded Grants</b>	
Federal Program Name	Head Start
CFDA #	
<b>Subrecipients</b>	

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Name(s)	
Services to be Provided	
Subaward Amount	
<b>Subcontractors</b>	
Name(s)	
Services to be Provided	
Subcontract Amount	
<b>File Net Contract Details</b> - Details should precisely match search variables in File Net (Only required where Original Agreement is stored in File Net)	
Other Party Name	
Start Date	
End Date	
Amount	
<b>Notes</b> Additional information not included above	

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Boulder County Head Start

Office of Head Start Continuation Grant 2023

2023-24 School Year

Submission Date: 3-31-2023

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## Section I. Program Design and Approach to Service Delivery

## Sub-Section A: Goals

*1. Program Goals, Measurable Objectives, and Expected Outcomes*

There were no changes to program goals since the last grant application. The following table shows measurable objectives, progress, and challenges for each goal area collected through an ongoing Program Self-Assessment Process in the 2022-23 school year.

<b>Boulder County Head Start Goals 2022-23 School Year</b>			
<b>Goals</b>	<b>Objectives</b>	<b>Progress</b>	<b>Challenges</b>
<p><b>Goal 1: Increase program enrollment through enhanced community outreach, to ensure that all eligible children are served.</b></p> <p>Eligibility Recruitment, Selection, Enrollment and Attendance</p> <p>Primary Component: Family Services</p>	<ul style="list-style-type: none"> <li>• Receive R8 Training and Technical assistance support for ERSEA, Family Engagement &amp; Enrollment to support program recruitment</li> <li>• Identify changes in community demographics to best meet the needs of our children and families</li> <li>• Revise and update a recruitment plan</li> <li>• Increase recruitment activities through marketing, advertising, and community outreach</li> </ul>	<ul style="list-style-type: none"> <li>• Family Services staff are meeting with R8 specialists and attending R8 trainings to connect with other programs, learn, receive support with recruitment strategies</li> <li>• Staff are meeting with community partners to cultivate strong relationships toward recruitment, to support families, network, identify shared needs, and brainstorm solutions to challenges</li> <li>• Assessing and engaging the community to identify</li> </ul>	<ul style="list-style-type: none"> <li>• Affordable locations in the City of Boulder</li> <li>• Inconsistent Lafayette outreach</li> <li>• Ample time to assess currently leased spaces for efficiency and effectiveness</li> </ul>

		<p>affordable space in Boulder that meets family needs.</p> <ul style="list-style-type: none"> <li>• Staff are attending local community events at local libraries and community centers to advertise our program</li> <li>• Seasonal ads are running in local children’s publications, County newsletters, and with the Latino Chamber of Commerce</li> <li>• HHS Connect access allows family services to streamline enrollment providing access to paperwork received by other like programs reducing paperwork burden on families</li> <li>• Successfully launched BCHS in the <a href="#">Colorado Universal Preschool Program</a> family matching system. Worked with families to enter basic information needed to access system and be matched to BCHS</li> </ul>	
<p><b>Goal 2: Strengthen community engagement between BCHS and community partner agencies through intentionally planned collaboration, communication, activities, and meetings.</b></p> <p>Parent and Community Engagement</p>	<ul style="list-style-type: none"> <li>• Rebuild working relationships with essential community partners that have case load overlap/essential partnerships toward family stability in the community, such as: <a href="#">Boulder Housing Partners</a> (BHP), <a href="#">Family Self-Sufficiency</a> (FSS), <a href="#">TANF</a>,</li> </ul>	<ul style="list-style-type: none"> <li>• BCHS has new leadership in place - (Division Manager (DM), Family Services Manager (FSM), Education Services Manager (ESM). This new team has been meeting and will continue to meet with all community partners</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover among BCHS and partner agencies leading to ongoing need to build new relationships</li> <li>• Lack of in-person meetings due to pandemic</li> <li>• Time and scheduling conflicts</li> </ul>

<p>Primary Component: Family Services</p>	<p><a href="#">Family Resource Schools</a> (FRS), <a href="#">WIC</a>, <a href="#">Parents as Teachers</a>, <a href="#">Boulder Valley School District ECE Program</a>, <a href="#">Emergency Family Assistance Association</a> (EFAA), <a href="#">Sister Carmen Community Center</a> (SCCC), <a href="#">Early Childhood Council of Boulder County</a> (ECCBC), <a href="#">Safehouse Progressive Alliance for Nonviolence</a> (SPAN)</p> <ul style="list-style-type: none"> <li>• Increase community partner awareness about Boulder County Head Start services</li> </ul>	<p>to bridge connection and to communicate a desire to work collaboratively in order to meet the needs of our families</p> <ul style="list-style-type: none"> <li>• Family Services staff are meeting with R8 specialists and attending R8 trainings to learn and receive support with community engagement</li> <li>• In addition to the leadership team, all Family Advocates as well as Center Directors are invited to attend partnership meetings to increase visibility, collaboration, responsiveness, and access to our staff</li> <li>• DM, FSM, and ESM are participating in a <a href="#">Boulder Public Library</a> (BPL) steering committee to determine literacy needs/interests in the community</li> </ul>	
<p><b>Goal 3: Increase culturally and linguistically responsive practices and communication to and with parents and the community.</b></p> <p>Parent and Community Engagement</p> <p>Primary Component: Family Services</p>	<ul style="list-style-type: none"> <li>• Provide multiple modalities (print, electronic, text) of communication to all families and in both English and Spanish</li> <li>• Provide families with multiple options for applying to our program (in person, over the phone, with bilingual staff support)</li> <li>• Provide interpretation at all</li> </ul>	<ul style="list-style-type: none"> <li>• New multi-stage process developed and implemented:             <ol style="list-style-type: none"> <li>a) Basic Intake through parent outreach/interest, preliminary eligibility determined;</li> <li>b) Phone enrollment completing majority paperwork;</li> <li>c) In-person family meeting at school (whenever</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Workload burdens, heavy lift in paperwork on families, program, etc.</li> <li>• State changes to CCAP application has created a paperwork burden on families</li> <li>• New Colorado Universal Preschool Program creating logistical challenges and uncertainty, which impacts working relationships with the Boulder Valley School</li> </ul>

	<p>parent committees and policy council meetings</p> <ul style="list-style-type: none"> <li>• Have bilingual staff at all recruitment events</li> <li>• Provide staff opportunities to attend with racial equity trainings</li> </ul>	<p>possible) with child. Remainder of paperwork completed, documents gathered, and school readiness assessed</p> <ul style="list-style-type: none"> <li>• Monthly reports to Boulder County Board of Commissioners now include BCHS equity-related activities</li> <li>• NHSA Parent engagement conference attendance in December 2022 by the DM, FSM, and Policy Council chair</li> <li>• Creating and implementing new Policy Council training process with in-person and electronic based trainings</li> <li>• Re-establishing Parent Committee events – two successful events in each city held by Feb 2023</li> <li>• Language access assessment in progress with <a href="#">Simplify Language</a> and a language equity review of BCHS materials with the Boulder County Language Access Coordinator.</li> <li>• Staff are training a 2-part training on verbal and oral communication with Simplify Language</li> <li>• BCHS Leadership are attending Courageous Conversations (CCAR) and Beyond Diversity training</li> </ul>	<p>District (BVSD) and enrollment processes. Different pathways and approaches for 3- and 4-year-olds</p>
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		<p>toward increasing equity work</p> <ul style="list-style-type: none"> <li>• Staff are using the CCAR protocol in all program meetings and in-house trainings</li> </ul>	
<p><b>Goal 4: Increase and improve participant access to medical services and referrals to ensure short-and long-term health of participants and the community at large.</b></p> <p>Health &amp; Safety</p> <p>Primary Component: Health/ECMHC</p>	<ul style="list-style-type: none"> <li>• Identify medical service gaps and explore community partner resources to meet the needs of Head Start families</li> <li>• Identify providers that have bilingual staff and develop a list for referrals</li> <li>• Increase collaborations with community partners in order to ensure efficient referral processes and information sharing.</li> <li>• Identify Head Start families' strengths and needs in order to support individual or family goals and connect with appropriate resources to meet those goals</li> <li>• Establish new HSAC (was not active during the pandemic) to facilitate collaboration with essential community partners</li> </ul>	<ul style="list-style-type: none"> <li>• ECMHC is meeting with R8 specialist and attending R8 trainings to learn and receive support in mental health services</li> <li>• Developed a new form and piloting this process for communication with all families to convey vital Health Services information</li> <li>• Enrolled 25 families into the <a href="#">Omnisalud Health Insurance</a> program - comprehensive health insurance program for undocumented Coloradans</li> <li>• Researching and learning about HSAC requirements, strategies, and practices in the learning process toward rebuilding and activating this committee</li> <li>• Increased contact and connections with BVSD therapy staff (for one child this ensured adding MH and OT needs to their IEP in a situation in which similar needs have not qualified</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover in staffing requires time investment to rebuild working relationships and knowledge of program offerings</li> <li>• Rebuilding parent engagement after pandemic</li> <li>• Insufficient mental health resources</li> <li>• Community engagement rebuilding with consideration to post-pandemic practices and parent preferences</li> <li>• Insufficient providers of low cost, subsidized and/or Medicaid funded health specialist mental health providers</li> <li>• Limited availability of Spanish speaking therapists who accept Medicaid and/or who are employed by community mental health providers</li> <li>• Capacity or ability of partner agencies to engage with BCHS and adapt services to BCHS participant needs</li> <li>• Workload burdens for the ECMHC. Current responsibilities include a variety of social emotional related tasks and responsibilities not</li> </ul>

		<p>child in the past)</p> <ul style="list-style-type: none"> <li>Continued to explore options for MH services beyond primary community mental health, <a href="#">Mental Health Partners</a> (MHP).</li> <li>BCHS is reviewing Early Childhood Mental Health Consultant (ECMHC) position roles and responsibilities to more accurately reflect work being done and determine need for increasing number of staff working to support social emotional and mental health needs.</li> <li>Researching other Head Start programs as well as District strategies for creating partnerships to provide ECMH services to our families</li> </ul>	<p>typical to ECMHC work.</p> <ul style="list-style-type: none"> <li>Parent hesitancy to engage in child disability evaluation and diagnosis, due to stigma, system and engagement barriers</li> <li>Funding for additional staff (therapist, disabilities coordinator)</li> <li>Shortage of culturally and linguistically prepared social workers/therapists</li> </ul>
<p><b>Goal 5: Improve program emergency preparedness to ensure health and safety of enrolled participants, staff and community.</b></p> <p>Health &amp; Safety</p> <p>Primary Component: Health</p>	<ul style="list-style-type: none"> <li>Establish regular Health and Safety training and practices with BCBS staff</li> <li>Establish new HSAC (was not active during the pandemic)</li> <li>Review BCBS Health and Safety needs and collaborate with essential community partners on strategies for addressing those needs</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Health and Safety Checklists has increased but still occurring intermittently and follow up still being worked out</li> <li>Increasing training and support in Active Supervision, including all staff completing Colorado's Professional Development Information System (PDIS) Active Supervision module</li> <li>Increasing use of the Face-to-Name forms</li> </ul>	<ul style="list-style-type: none"> <li>Staff capacity &amp; change fatigue</li> <li>Limited staff development time</li> <li>Staff turnover and ongoing need for training new staff</li> <li>Acquiring paperwork from families that ensure children's safety at school after incidents of Intimate Partner violence.</li> <li>Current trend of increased intensity of behavior by children that is potentially harmful to themselves or others &amp; limited resources for family, child, and teacher support</li> </ul>

- Collaborating with Public Health staff to identify additional health and safety practices (such as NARCAN nose spray and COVID-19 mitigation plan)
- Pursuing staff trainings that support effective and inclusive parent engagement conversations related to safe storage and use of substances and household dangers (cleaning supplies, etc.) through [Illuminate Colorado's Smart Choices Safe Kids](#) program
- Intimate Partner Violence (IPV) awareness and prevention: a) Staff are actively considering IPV in service planning and delivery; b) IPV is included in emergency plans; c) Increased relationship with [Safe House Progressive Alliance for Nonviolence](#) (SPAN) - including co-enrolling families in [Let's Connect](#) program
- Security walk-through of our 4 sites was conducted with a BVSD security officer and recommendations were made
- Implementing upgraded security measures and

		<p>protocols to our buildings such as <a href="#">RING</a> doorbell cameras, additional inner door locks, signage, lighting, and the <a href="#">I Love You Guys</a> safety protocols etc.</p>	
<p><b>Goal 6: Increase all children’s school readiness skills through enhanced social emotional practices.</b></p> <p>School Readiness</p> <p>Primary Component: ECMHC</p>	<ul style="list-style-type: none"> <li>• Create Big Body and Sensory Spaces in all 4 BCHS sites</li> <li>• Integrate <a href="#">Conscious Discipline</a> (CD) philosophies into the BCHS program</li> <li>• Establish BCHS Policies and Procedures across all components of the program</li> </ul>	<ul style="list-style-type: none"> <li>• 4 x Big Body and Sensory Spaces were created in all sites with diverse and evolving materials to create sensory breaks for students using CD materials</li> <li>• Materials and strategies from sensory spaces are also integrated into classrooms</li> <li>• Staff are engaging in CD philosophy, training, tools and materials</li> <li>• New staff all participate in CD online training to assure all staff have received this training within first year in the program.</li> <li>• Increasing number and role diversity of participants in Conscious Discipline Action Team. Team has expanded from 4 to 7 participants. Now includes one teaching staff per site, 1 Center Director, and an administrative professional.</li> <li>• A new position has been created and hired for, promoting an existing</li> </ul>	<ul style="list-style-type: none"> <li>• Staff turn over</li> <li>• Staff capacity/burnout</li> <li>• Challenging for classroom staff to meet multiple 1:1 support needs in the classroom while providing sensory and big body movement breaks. Space and materials available but staff are not always able to provide preventative breaks that would reduce likelihood of increased dysregulation resulting in challenging behavior. Sensory spaces are most useful when used as a preventative intervention. Ideally, preventative sensory and big body movement breaks would be built into the schedule for children with those observed needs. This is challenging due to high needs in most classrooms.</li> <li>• Rapid increase in higher level needs in students, including significant social emotional/mental health needs as well as persistent challenging behavior has led to awareness of the need for a more standardized and consistent system for</li> </ul>

		<p>teacher and CDAT member to a Mentor Teacher Coach role, with a focus on Conscious Discipline.</p> <ul style="list-style-type: none"> <li>• Integrated Services Team is working to develop a clear process and procedure for creating and implementation of Positive Behavior Support Plans, including roles and responsibilities for all parties involved.</li> <li>• Program working to increase understanding of details related to licensing standards as well as Head Start standards for supporting children with persistent or unsafe challenging behaviors, with the goal of adhering to all requirements of both ECE licensing AND Head Start as well as best practices as understood by the field of early childhood. A trauma and neuroscience informed perspective is also applied when considering best practices in this area.</li> <li>• Program is exploring additional trainings related to Positive Behavior Support Planning, having effective conversations with families related to concerns of special needs or developmental</li> </ul>	<p>behavior support planning used throughout the program. These plans were historically created with a more organic and less structured system which was sufficient prior to the increased needs following the pandemic.</p> <ul style="list-style-type: none"> <li>• It can be challenging to meet requirements of both licensing and Head Start while still effectively addressing child needs with the current ratio of 3 teaching staff to each classroom. We have experienced several instances in the 22-23 school year in which families have declined or delayed offered Special Education services from BVSD which increases burden on classrooms to meet high needs.</li> <li>• Limited PD days and time</li> </ul>
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		delays in student.	
<p><b>Goal 7: Support children’s identity development through culturally responsive program and classroom practices to ensure highest levels of school readiness for dual- and multi- lingual children.</b></p> <p>School Readiness</p> <p>Primary Component: Education</p>	<ul style="list-style-type: none"> <li>• Children and families see themselves represented in BCHS and the activities we participate in.</li> <li>• Children and families feel celebrated and accepted in classrooms and in the program- regardless of any identity.</li> </ul>	<ul style="list-style-type: none"> <li>• Education Services staff are meeting with R8 specialists and attending R8 trainings to learn and receive support with education services</li> <li>• Creating bilingual music curriculum in partnership with the <a href="#">Boulder Philharmonic</a> and intentionally recruiting Black, Indigenous, and People of Color (BIPOC) musicians to the partnership, and promoting music opportunities for parents</li> <li>• Intentional focus on addressing unconscious bias in curriculum development and classroom materials through Center Director/teaching staff meetings</li> <li>• Increasing classroom, site, and component-specific diverse literature, specifically focused on Latino/a children and high Spanish-language books</li> </ul>	<ul style="list-style-type: none"> <li>• Limited funding capped the number of classrooms participating</li> <li>• Difficulties in identifying BIPOC musicians to volunteer/participate</li> <li>• Latina/x Spanish-speaking qualified and trained teaching staff</li> <li>• Requirements of Head Start Program Performance Standards of degrees for teaching staff</li> <li>• Limited funding for staff training</li> <li>• BCHS is not able to spend OHS T/TA funds on staff degrees as Boulder County does not allow employment contracts requiring years of service after receiving training funds</li> </ul>
<p><b>Goal 8: Increase staff engagement and participation in program planning and outcomes to ensure</b></p>	<ul style="list-style-type: none"> <li>• Reach full and diverse staffing, including hiring, onboarding, and training</li> </ul>	<ul style="list-style-type: none"> <li>• The Bilingual Family Services Manager (FSM) position was filled in October of 2022 by a</li> </ul>	<ul style="list-style-type: none"> <li>• Staff burnout</li> <li>• Staff recruitment, hiring, and staffing challenges</li> </ul>

<p><b>efficient and effective school readiness for children and families.</b></p> <p>Employee Engagement &amp; Development</p> <p>Primary Component: DM</p>	<ul style="list-style-type: none"> <li>• Establish a shared and collaborative leadership model in BCHS and increase opportunities for collaboration across all components</li> <li>• Increase communication with staff about updates &amp; opportunities across all components of BCHS</li> <li>• Co-create leadership commitments to each other, our families, and partners</li> <li>• Establish BCHS Policies and Procedures across all components of the program</li> </ul>	<p>BIPOC woman</p> <ul style="list-style-type: none"> <li>• The Division Manager (DM) position was filled in January of 2023 by a BIPOC woman</li> <li>• The Educational Services Manager (ESM) was filled in March of 2023 by a BIPOC woman</li> <li>• With a new DM, a request for leadership transition support was requested and approved from the R8 team. The DM is receiving frequent and ongoing support to ensure sustainability and success of the BCHS program, and engagement of its staff in its desire to meet the needs of our community</li> <li>• The DM, ESM, and FSM engage in and model shared decision-making for the BCHS program, to encourage each site's team to work toward a collaborative and shared model of leadership</li> <li>• Rotating and consistent presence by leadership and the IST is at all 4 locations and sites and as requested to meet the needs of BCHS staff</li> <li>• Staff recruitment process began in the spring and hiring will continue through the summer to reach full staffing</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing new program leadership with the time needed for all to build relationships of mutual trust</li> <li>• Limited availability of highly qualified staff</li> <li>• Competition with other early childhood programs</li> </ul>
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|  |  | <ul style="list-style-type: none"><li>• Included Family Services and ECMHC, as well as Education Services in building relationships with BVSD staff to ensure efficient and effective transition support and kindergarten readiness</li><li>• Family Services and ECMHC are being included in Professional Development planning and presentations to BCHS staff at all Professional Development Days</li><li>• Weekly, Friday email communication to all staff is developed in shared responsibility of the IST to encourage communication and engagement with all staff</li><li>• The Friday email now also includes a “Shout Out” section to make visible and celebrate the everyday efforts and successes of every member of our BCHS team</li><li>• Intentional staff engagement in feedback experiences includes a) Program self-assessment; b) training assessment and feedback; c) Peer leadership and coaching</li><li>• Leadership’s commitments to</li></ul> |  |
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		<p>the program are in a 3<sup>rd</sup> stage of co-editing and will be shared with all staff for feedback in the Fall 2023 pre-service</p>	
<p><b>Goal 9: Employee development to increase children’s school readiness skills and ensure program compliance with HSPPS and CDHS</b></p> <p>Employee Engagement &amp; Development</p> <p>Primary Component: Education</p>	<ul style="list-style-type: none"> <li>• Focus on providing high quality instruction and expectations of teachers.</li> <li>• Implement a successful coaching model into the program and assign teaching staff to specific coaches/mentors.</li> <li>• Revamp safety and security measures at all sites to ensure staff/children/family safety.</li> <li>• Ensure staff required trainings are complete before the start of the school year (Pre-service)</li> <li>• FA2 Preparedness with R8 T/TA</li> </ul>	<ul style="list-style-type: none"> <li>• Education Services staff are meeting with R8 specialists and attending R8 trainings to learn and receive support with education services and coaching plans</li> <li>• All Education Services staff are in the process of receiving or have received Intro to CLASS training</li> <li>• Revised Coaching plan with Center Directors has been implemented for the 2022/23 school year and will</li> <li>• Coaching caseloads for Center Directors have been determined for 2022/23 school year</li> <li>• Site specific goals: a) LCS - New staff onboarding, including time and classroom management; b) Woodlands – Staff resilience and morale; c) Dagny – Peer leadership</li> <li>• Hired or Promoted 3 teacher to Mentor Teacher Coach positions in the coaching areas of CLASS, Conscious Discipline, and Special Education to start in the fall</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing &amp; turnover</li> <li>• Limited coaches available through the Early Childhood Council of Boulder County</li> <li>• Lack of funding for contracted or employed coaches</li> <li>• Staff burnout</li> <li>• Staff recruitment, hiring, and staffing challenges</li> <li>• Limited funding for competitive salaries to support staff retention</li> <li>• Ample classroom coverage for teaching staff release time for credentialing training opportunities</li> <li>• Limited time for training and staff development while ensuring compliance with Head Start Program Performance Standards</li> </ul>

		<p>of 2023</p> <ul style="list-style-type: none"><li>• Partnering with community resources to ensure compliance and best practices in child and staff safety (ex. BVSD safety officer)</li><li>• On-boarding all new staff with a thorough and intentional safety and security plan during Fall 2023 Pre-service</li></ul>	
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## *2.School Readiness Goals*

There are no changes to BCHS's school readiness goals. The program developed school readiness goals in support of Boulder Valley School District Early Education School Readiness Goals. Child and program progress toward goals are shared between BVSD Early Childhood Team and BCHS management and education staff quarterly. This allows for partnership between organizations toward school readiness and especially in areas that both programs have identified as needs.

Policy Council and The Board of Boulder County Commissioners (BOCC) are involved in creating and assessing program goals and action steps, throughout the grant period. The parent body is engaged through parent surveys and feedback provided to all BCHS staff through formal and informal avenues, including home visits, parent-teacher conferences, family services contacts, family engagement events, and drop off and pick up of children. The BOCC is provided with on-going, monthly updates related to program goals. In April, BOCC will review program goal updates and changes related to this grant application as a Discussion Item in an official BOCC Business meeting before approval on program grant goals and action steps.

## Sub-Section B: Service Delivery

### *1. Service and Recruitment Area*

There are no changes to the service and recruitment area which is the Boulder Valley School District service area of Boulder County.

### *2. Needs of Children and Families*

There are ongoing and persistent needs of children and families in Colorado. According to the authors of Boulder County's Community Needs Assessment completed in June of 2022, there appears to be an increasing need for services while simultaneously a decrease in available services such as childcare. Low-income families are facing barriers to resources such as affordable housing, childcare, summer care, immigration services, mental health services, health care, legal aid, transportation, and education and housing/rental assistance. BCHS continues to be responsive to these immediate needs of families by connecting families to community partners (Boulder Housing Partners, Family Self-Sufficiency, TANF, Family Resource Schools, WIC, Emergency Family Assistance Association, Sister Carmen Community Center, Safehouse Progressive Alliance, Colorado Childcare Assistance Program, etc...). BCHS is currently working with the YMCA of Northern Colorado, BVSD, and CCAP to help families identify and fund summer care needs and year-round care.

Additionally, we are still noticing increases in significant social-emotional, mental health, and behavioral support needs for both children and families, as well as a significant increase in child development disabilities and delays. The community continues to experience a shortage in certified professionals to provide identify and deliver mental health and disability therapeutic services, particularly those fluent in Spanish and are skilled in relating

to Latino/a identifying families. Wait time for evaluation and diagnosis of disabilities can take as long as 9 months. The increased needs that affect classroom environments will, in part, be addressed by the promotion and/or hiring of three Mentor Teacher Coaches in the Fall of 2023. These coaches will provide education staff with social-emotional, special education and CLASS mentorship throughout the school year.

Each location is continually updating their newly developed gross motor sensory spaces for children. These active spaces outside the classroom are supplied with rotating materials based on the observations of teaching staff of the children and Conscious Discipline principles. This was born out of a pilot project at the Woodlands location that has been highly successful in its first full year. As well, BCHS is engaging in direct support with the Region 8 T/TA team and community partners (BVSD, MHP) for support and strategies to meet the increasing mental health and behavioral needs in the classrooms. Any applicable program changes that may arise throughout the year will be provided to BCHS's assigned Program Specialist at the Region 8 Office of Head Start upon approval by Policy Council and the Board of Boulder County Commissioners and/or Change in Scope application completed, as relevant.

### *3.Chosen Program Option(s) and Funded Enrollment Slots*

There are no changes to the program options or funded enrollment slots. Boulder County's 2022 Community Needs Assessment found that 96% of the families responded that they are largely satisfied with BCHS services, however, we remain under-enrolled by 41 slots. BCHS is advertising and recruiting through print (Boulder County Kids) and social media (Facebook), outreaching, and seeking to enroll all children and families in the need of full working day center-based services. Family Services staff are actively reaching out to the community by attending partner program events in libraries, community centers, and networking with the Latino Chamber of Commerce and other County services. BCHS continues to review slot allocations with community trends in order to understand where families need programming, to support full enrollment.

### *4.Centers and Facilities*

Enrolled families indicate that the current locations largely meet their need, as they are centrally located and on accessible bus routes. Data in the service area indicates that the most significant need is in Boulder. BCHS added a new classroom in Boulder at the Mapleton YMCA in Boulder to open September 2023, called The Sunflower Classroom, bringing the number of Boulder classrooms to three, but this still does not sufficiently meet the need. With the limitation of just three classrooms in Boulder, many families are not able to access services due to our current capacity. We are experiencing a geographic mismatch between classroom space and need. There is a waitlist in Boulder for our programs while there are 3 open classrooms in the City of Lafayette. Families in Boulder prefer to stay in Boulder and not travel to Lafayette to enroll their children in school due to many reasons (time, transportation,

etc...).

Therefore, we are currently in discussions and drafting a proposal with Boulder Housing Partners (BHP) to utilize one of their community centers in Boulder to open new classrooms in the Fall of 2023 to meet the need of the waitlist. Additionally, due to the 3 open classrooms between 2 Lafayette sites (LCS and Dagny), we are considering combining classrooms and moving the LCS classrooms to the Dagny site at the YMCA. BCHS leadership staff continue to engage in conversations with community partners to identify additional space in Boulder to provide services much needed by children and families.

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

The program will be making changes to enrollment process based on the Colorado Universal Preschool Program (CUPP) to Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA). The program has all four (4) centers set up in BridgeCare, the state CUPP portal for matching parents and providers. The BridgeCare system is designed to match families with the appropriate providers based on locale and program of choice. For families that express interest in BCHS, Family Advocates will continue to engage the full two-part family enrollment process to ensure all enrolled children qualify by Head Start Standards. Family Advocates will also support all families to enroll in BridgeCare system to ensure compliance and inclusion in the state universal preschool program. BCHS will continue the two-part internal enrollment process that was launched in the prior school year, as it was well received by parents and staff as supporting smoother transitions into the program and more balanced classroom composition.

#### *6. Education and Child Development*

There are no changes to Education and Child Development. BCHS will continue to

communicate and be responsive to staff needs, professional development interests, and professional goals and advancement opportunities. BCHS is committed to equity work within the organization and in the greater Boulder County community. Two BCHS staff members sit on the County's Cultural Responsiveness & Inclusion group and all staff are invited to participate in County diversity and equity trainings. BCHS aims to be inclusive and competitive in attracting qualified personnel to a welcoming environment and maintaining qualified personnel with compensation that is competitive with local public school (BVSD) employees.

### *7. Health*

There are no changes to health services delivery. Boulder County's 2022 Community Needs Assessment found that BCHS performs better than US top performers in health measures. BCHS will continue to nurture strong partnerships in the community to provide access to health services for our children and families. Data shows that 70% of our families experienced food shortage at least once during 2022. Our partnership with Boulder County's Farm to ECE program is working to mitigate this issue by providing organic, fresh produce from local farmers on a weekly basis throughout the growing season for our families, delivered directly to family homes. BCHS will continue to leverage partnerships to support vulnerable families in meeting food insecurity, access to medical services, and completion paperwork to access services.



### *8. Family and Community Engagement*

There are no changes to family and community engagement. BCHS will continue to collaborate with and advocate on behalf of families. BCHS is committed to anti-racist and anti-bias strategies in order to provide an equitable, culturally sensitive, and nurturing environment for children and families. Training opportunities for parents will be provided at monthly Parent Committee meetings on topics such as healthy relationships, Parents as Teachers, and Touchpoints: Child Development. BCHS continues to provide bilingual and bicultural services, identify and collaborate with community partners, and streamline access to comprehensive services for the health and wellness of the families in our community.

### *9. Services for Children with Disabilities*

The program is adapting practices to strengthen services to children with disabilities and their families. BCHS refers children to Boulder Valley School District (BVSD) Child Find for full evaluation, as has been practiced as outlined in the memorandum of understanding with BVSD. The waitlist for disability evaluation has increased during the COVID-19 pandemic to 8 to 12 months long. BCHS recognizes the importance in ensuring timely supports and services children and families need during these vital early years. To ensure that children's needs are met while they await full evaluation, BCHS is researching organizations to contract with for the provision of therapeutic services to enrolled children whose social-emotional and/or cognitive screenings indicate potential disability/delay. BCHS has hired a Mentor Teacher Coach with a Special Education endorsement and has provided one Center Director with Early Childhood Special Education training in order to coach and support classrooms as they strive to best meet the needs of all enrolled children.

Additionally, BCHS is supporting recruitment for a new BVSD summer school readiness and transition program for rising kindergarteners. This program is targeted at children in the community with identified risk factors, consistent with Head Start's population. Twenty (20) of the sixty (60) available slots are reserved for kindergarten-bound children living and subsidized housing and/or are served by the BCHS. This 6-week program includes pre-kindergarten curriculum that is in alignment with BCHS and BVSD kindergarten curricula, transportation, one meal daily, and family supports to children and families to support children's school

readiness and comfort in entering a traditional public-school program. Children with disabilities and delays are being prioritized for this program. This is a BVSD funded and run program. BCHS is an engaged partner to refer children to this program. BCHS Family and Community Professional and Teaching staff have shared information about this summer program with all families with children transitioning to kindergarten in the fall and specifically encouraged families who do not need full-day childcare (as it's a 4-day per week, 3 hours per day program with transportation).

#### *10. Services to Enrolled Pregnant Women*

Not applicable as BCHS does not have an Early Head Start program.

#### *11. Transportation*

There are no changes to transportation. BCHS does not provide transportation due to the high cost of running such a program and no available community partners that are able to follow the requirements of the HSPPS. The program is acutely aware that this is a significant need and request for families. This was added as an area of focus for the Community Needs Assessment that was been commissioned spring-summer 2022. BCHS will continue to advocate for alternative transportation strategies (RTD service) for families.

## Sub-Section C: Governance, Organizational, and Management Structures

### *1. Governance*

There are no changes to governance or governance processes.

### *2. Human Resources Management*

With staff vacancies this school year in various positions and hiring recruitment challenges, BCHS has taken this opportunity to determine the best positions and adaptations to best serve children and families:

Current Positions	Proposed Positions
Assistant Division Manager (1.0 FTE)	Family Services Manager (1.0 FTE)
	Education Services Manager (1.0 FTE)
Teacher (6.5 FTE)	Mentor Teacher Coach – CLASS (1.0 FTE)
	Mentor Teacher Coach – Conscious Discipline (1.0 FTE)
	Mentor Teacher Coach – Special Education (1.0 FTE)
	Teacher (4)
Program Administration (1.0 FTE)	Administrative Aide (1.0 FTE)
	ERSEA Coordinator (1.0 FTE)

### *3. Program Management and Quality Improvement*

There have been no instances of non-compliance/deficiencies, safety incidents or audit findings during the current grant cycle, including the FA1 monitoring. The program has been engaged in a full Program Self-Assessment process throughout this school year. At this point in time, BCHS is in the process of engaging all staff in reflection of 2022-23 school and grant year action steps. In the month of January, staff engaged in a mid-year goal review and progress reporting. The progress and challenges are contained in the table in application section A above. From March through the end of the program year, BCHS staff will

begin developing 2023-24 school and grant year action steps. These steps will be reviewed along with the upcoming 2023 Community Needs Assessment by all staff with parent and Policy Council input in early August. Upon finalization and approval of goals by the Boulder County Board of Commissioners, they will be sent to BCHS's assigned Region VIII Program Specialist via correspondence by September 30, 2023. This timing allows staff and parents to engage with the full community needs assessment in the natural rhythm of the school year.

## Section II. Budget and Budget Justification Narrative

Boulder County Head Start requests a total of \$1,409,990 to provide 134 Head Start slots. The main continuation portion of the program budget includes a base request of \$1,391,098, and Technical and Training and Technical Assistance funds of \$18,892, to be matched with a non-federal contribution of at least \$352,498

### *1. Costs by object class category identified within the SF-424A*

Payroll \$1,185,037

Fringe - \$71,376

The staff funded by the Office of Head Start grant budget represents approximately half of salaries to support the program's interdisciplinary service delivery model. All employees are compensated consistent with the 2023 salary scale approved by the Board of County Commissioners. No staff member received compensation more than the established executive maximum compensation level identified in federal/state fiscal regulations.

Staff salaries and fringe benefits funded by OHS grant:

- Division Manager (1)
- Integrated Services Staff
  - a. Center Directors (2)
  - b. Family Advocates (2)
- Classroom Teaching staff:
  - Teachers (4)
  - Teachers' Assistants (4)

- Classroom Aides (5)
- Administrative Aide (1)
- ERSEA Coordinator (1)
- Health, Safety & Nutrition Coordinator (1)
- Accounting Clerk (1/2 time)

Positions and fringe benefits in the Head Start program funded by other revenue are:

- Education Services Manager (1)
- Family Services Manager (1)
- Early Childhood Mental Health Consultant (1)
- Family Advocate (1)
- Mentor Teacher Coaches (3)
- Teachers' Assistants (3)
- Classroom Assistants (2)
- Kitchen Aides (3)
- Substitutes (3)

Fringe benefits include Medicare, Social Security (FICA), Unemployment and Workers

Compensation, PERA Retirement, medical, dental, short term and long-term

disability and/or Life Insurance.

There are no:

- (c) travel costs or
- (d) equipment costs

... attributed to the Head Start budget

- Supplies: \$41,000
  - Office Supplies: \$10,000—office supply, printing and printer costs for all classrooms and office staff
  - Child & Family Services Supplies: \$22,000 - classroom supplies, family training, curriculums, materials for new Boulder classroom
  - Food Services Supplies - \$1,000 – additional food service needs beyond what is covered by USDA CACFP
  - Other Supplies: \$8,000 – medical, dental, health, janitorial, non-food kitchen supplies
  
- Contractual - \$30,000
  - Janitorial contract (all sites) - \$30,000
  
- Construction - \$0
  
- Other –\$63,685
  - Rent: LCS location \$30,000
  - Utilities, Telephone - \$20,500 – cell phones, internet, electricity, water, sewer, ...
  - Building and Child Liability Insurance - \$7,340
  - Other:
    - Membership dues, with training benefits: \$1,400 (T/TA)
    - Software, subscriptions, fees - \$5,845
    - Parent Services - \$7,000 – curriculum, training, meeting and training materials



- Training and Staff Development - \$7,000– consulting trainers in child development, health, mental health, safety, parent engagement (in-person)
- Cloud-based services trainings \$3,492

**Head Start Training & Technical Assistance Budget**

<b><u>Category</u></b>	<b><u>Training Purpose &amp; Description</u></b>	<b><u>Budgeted Amount</u></b>
Memberships	Memberships with training benefits	\$1,400
Registrations and Fees	Local Conferences & Training, Nurse Consultant training, CLASS IRR, Special Education training, CDHS Child Care Licensing Required Trainings, and Cumbre LatinX	\$7,000
Cloud-Based Services Trainings	Curriculum Training, File Management System Training	\$3,492
Parent & Policy Council	Food and Food Service Supplies, Child Care, for Parent Meetings with a Training Component	\$7,000
<b>Total:</b>		<b>18,892</b>

*2. Delegate agency agreements, partnership contracts, contracts and other budget categories*

There are no delegates, childcare partnership contracts or other budget categories. Boulder County operates its Head Start program directly, through the Community Services Department.

*3. Cost-of-living adjustment (COLA)*

See *Supplement – COLA and Quality Improvement* application submitted with this grant application

*4. Financial and property management system and internal controls*

BCHS utilizes Boulder County's financial management system and internal control environment to maintain effective control and accountability for grant funds, property and other assets.

Each expenditure transaction is subject to multiple layers of review via Oracle Financial Management System workflow, and transaction records (such as Procurement Cards receipts, invoices, purchase orders) are carefully kept. In addition to Head Start's requirements and applicable regulations, the County has written procedures to ensure accountability. For example: p-cards, travel packets, mileage reimbursements and employee reimbursements are scrutinized and systemically processed by management and fiscal staff. All HS staff record work time on electronic timesheets in Kronos Workforce Systems, with weekly and monthly timecard approvals by all staff and management. The Community Services Department Payroll Coordinator also provides oversight of all timecard and corrective actions as well. Personnel and emergency contact information is also maintained within the system.

#### *5.Non-federal match*

The Non-Federal share consists of a cash contribution from Boulder County Commissioners in excess of the \$352,498 required. These funds provide staff benefits that are not covered by the OHS grant and a portion of the program's rent at the LCS location. BCHS also receives funding from grants, foundations, Colorado Preschool Program and the Colorado Child Care Assistance Program.

#### *6.Non-federal share waiver*

BCHS does not require a waiver of any portion of the non-federal share match requirement.

*7. Administrative costs waiver*

BCHS does not require a waiver on the limitation on development and administrative costs.

BCHS budget allocates under the cap of 15% for admin costs.

*8. Enrollment reduction request*

Not applicable.

*9. Conversion*

Not applicable.

*10. Construction or major purchase*

Not applicable.

*11. Equipment purchases*

Not applicable.

## FY 2023 Supplement – COLA and Quality Improvement

### Cost of Living Adjustment and Quality Improvement Budget Narrative and Justification

The Cost-of-Living Adjustment (COLA) funds of \$77,901 will be added to salaries of Head Start Staff. Prior to July 1, 2023, all HS positions (both salaried and hourly), received permanent salary increases exceeding 5.6%. These increases were permanently and indefinitely added to all base salaries and hourly rates. An additional 2% is planned for the April 2023 pay period. Table 2, and Table 3 provide detailed examples. The salaries shown below include all staff (including non-Federally funded). There are no remaining funds from COLA to apply to operating costs, BCHS will be applying all \$77,901 to staff salaries and hourly rates. See Table 1 for more detail.

The Quality Improvement (QI) funds of \$37,925 will be added to the salaries and benefits of Head Start staff that are funded by other revenue sources to ensure equity and quality of services provided by the full Head Start program. The program's Early Childhood Mental Health Consultant, whose position and majority of the salary have been generously funded by the Temple Hoyne Buell Foundation (Buell), will be supporting in their position with the QI funds being added to their salary. BCHS has not been able to increase funding by Buell at a rate consistent with cost of living. The cost of living in Boulder, Colorado is 28.9% higher than the National Average and 2.3% higher than in 2022.

The remaining QI funds will go toward ensuring that staff receive competitive salaries to support retention and maintain high quality standards. The QI funds will be applied July 1, 2023-June 30, 2024.

Boulder County Head Start does not have any delegate agencies or childcare partnerships.



Table 2.

<b>BCHS Salarieds Analysis</b>		<b>Annual Salaries:</b>		
<b>Name</b>	<b>Job Title (Kronos)</b>	<b>Dec-2022</b>	<b>Present Salary</b>	<b>% Incr to hourly Rate</b>
Berube , Elizabeth J	8158-Head Start Center Dir	69,629.40	75,630.84	8.62%
Carbajal , Madison	8040-Bilingual Head Start Teachers Aide	35,983.20	40,302.36	12.00%
Carrillo Gonzalez , Jessica L	8534-Head Start Teacher Aide I	29,075.16	33,048.96	13.67%
Casas Ibarra , Karla E	8156-Bilingual Head Start Coordinator	49,171.20	61,934.16	25.96%
De Cory , Patricia A	8125-Accounting Clerk II	47,951.16	52,868.76	10.26%
Fayard-Gurung , Donna	8031-Head Start Teacher	57,169.20	62,547.72	9.41%
Fujieda , Stacy M	8123-Head Start Center Dir	69,564.12	90,373.00	29.91%
Godebu , Gunilla	8198-Admin Technician	49,830.00	54,841.56	10.06%
Gonzalez Sotelo , Eva J	8035-Bilingual Head Start Coord	56,588.40	61,937.88	9.45%
Gould , Becky J	8037-Head Start Center Dir	71,647.09	77,749.44	8.52%
Haberthier , Sara	8032-Head Start Teacher	50,925.60	55,991.88	9.95%
Keith , Candace A	8042-Head Start Teacher Aide I	38,721.12	43,177.20	11.51%
Kittrell , Abigail L	8030-Head Start Teacher	55,044.00	60,316.20	9.58%
Laudisio , Milena V	8043-Head Start Teacher Aide I	25,125.84	28,902.12	15.03%
Linder , Alexandra A	8537-Bilingual Family and Community Svcs	79,806.79	86,317.08	8.16%
Martinez , Perla	8149-Bilingual Head Start Teachers Aide	40,742.16	45,299.28	11.19%
Martinez-Perez , Nereida	8041-Bilingual Head Start Teachers Aide	40,735.20	45,291.96	11.19%
Mercado , Amanda R	8033-Head Start Teacher	52,984.80	58,154.04	9.76%
Miner , Allison R	8184-Bilingual Prgm Spclst II	67,054.28	72,927.00	8.76%
Montano De Morales , Claudia	8038-Bilingual Head Start Teachers Aide	47,203.20	52,083.36	10.34%
Perez , Dolores C	8118-Head Start Teacher	57,103.20	62,478.36	9.41%
Pollauf , Emilia	8097-Head Start Teacher	57,169.20	62,547.72	9.41%
Ramirez , Helen L	8036-Bilingual Head Start Coord	66,118.80	71,944.80	8.81%
Rivas , Marta	8148-Bilingual Head Start Teachers Aide	40,735.20	45,291.96	11.19%
Tamayo , Gabriela	8535-Head Start Teacher Aide I	27,957.60	31,875.48	14.01%

Table 3.

<b><u>BC Hourlies' Rates Analysis</u></b>				
		<b><u>Hourly Rates</u></b>		
		<b><u>Dec-2022</u></b>	<b><u>Present Hourly</u></b>	<b><u>% Incr to hourly</u></b>
			<b><u>Rate</u></b>	<b><u>Rate</u></b>
<b>Name</b>	<b>Job Title</b>			
Aguirre, Cristina	9039-Temp Svc/Office	18.38	19.46	5.88%
De Jesus Dos Santos, Katia	9039-Temp Svc/Office	18.38	19.46	5.88%
Delgado, Rosa	9208-Temp Svc/Office	18.38	19.46	5.88%
Gutierrez Moreno, Valeria	9039-Temp Svc/Office	18.37	19.46	5.93%
Meraz Gutierrez, Maria	9039-Temp Svc/Office	24.54	25.77	5.00%
Ortiz Rojo, Dorris	9039-Temp Svc/Office	18.38	19.46	5.88%
Sanchez Alcantara, Dafne	9039-Temp Svc/Office	18.38	19.46	5.88%
Stockdill, Joyce	9039-Temp Svc/Office	18.38	19.46	5.88%
Turton, Lynda	9039-Temp Svc/Office	29.96	31.46	5.00%
Twickler-Healy, Susan	9039-Temp Svc/Office	18.37	19.46	5.93%
Vaquera, Maria	9039-Temp Svc/Office	18.38	19.46	5.88%
Voss, Bridget	9039-Temp Svc/Office	18.38	19.46	5.88%

All staff that support the HS program, that are not funded by OHS dollars, also received an adjustment exceeding 5.6% as required by OHS to ensure parity among all staff through use of the QI funds.



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2650 Mapleton Ave. | Boulder, CO 80301 | 303-441-3980

TO: Office of Head Start  
FROM: Akane Ogren, BCHS Division Manager  
Stacy Fujieda, BCHS Education Services Manager  
Alex Linder, BCHS Family Services Manager  
RE: 2023 Head Start Continuation Grant Application Board Approvals  
DATE: March 27, 2023

Due to scheduling conflicts, final approvals from the Policy Council (PC) and the Board of Boulder County Commissioners (BOCC) were not obtained in time to meet the Head Start Continuation Grant application and Supplement - COLA & QI application deadline of April 1, 2023. The following plan has been established in order to meet the requirements for the grant applications:

1. Presentation to the BOCC has been scheduled for April 4, 2023 at 10:30am MST during the BOCC Business Agenda Meeting
2. Presentation to the PC is scheduled for April 5, 2023 at 5:30pm MST during the PC Meeting that was rescheduled to replace the missed March 2023 meeting
3. Upon receipt of the signed approvals of the PC and the BOCC, documented evidence and minutes will be promptly submitted to the HSES system as required attachments to the grant applications
4. The signatures below, from each chair of the PC & BOCC, signifies awareness and approval of the above-mentioned plan

Claire Levy, Chair, BOCC

Date

March 28, 2023

Ramey Duran, Chair, PC

Date





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## MEMO

TO: Boulder County Board of County Commissioners  
FROM: Akane Ogren, BCHS Division Manager  
Stacy Fujieda, BCHS Education Services Manager  
Alex Linder, BCHS Family Services Manager  
RE: 2023 Head Start Continuation Grant Application  
DATE: April 4, 2023

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Boulder County Head Start is requesting approval to submit an Office of Head Start Continuation Grant application and Supplement - COLA and QI application to the Office of Head Start for the 2023/24 school year (August to May).

The Office of Head Start grant program has a total of \$1,409,990 in Continuation Grant funds as well as \$115,826 in COLA and QI funds to distribute in support of Boulder County Head Start's ability to address program goals and community needs (below), as identified through a review and reflection process of the 2022/23 Program Self Assessment and the 2022 Community Needs Assessment.

### **Program Goals Including School Readiness Goals**

1. Increase program enrollment through enhanced community outreach, to ensure that all eligible children are served.
2. Strengthen community engagement between BCHS and community partner agencies through intentionally planned collaboration, communication, activities, and meetings.
3. Increase culturally and linguistically responsive practices and communication to and with parents and the community.
4. Increase and improve participant access to medical services and referrals to ensure short-and long-term health of participants and the community at large.
5. Improve program emergency preparedness to ensure health and safety of enrolled participants, staff and community.
6. Increase all children's school readiness skills through enhanced social emotional practices.



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7. Support children's identity development through culturally responsive program and classroom practices to ensure highest levels of school readiness for dual- and multi- lingual children.
8. Increase staff engagement and participation in all aspects of the program, including program planning and implementation of services to ensure efficient and effective school readiness for children and families.
9. Employee development to increase children's school readiness skills and ensure program compliance with HSPPS and CDHS

### Next Steps

All action steps set last year (2022-23) have been assessed and progress has been demonstrated in all goal areas. 2023-24 action steps have been identified for each of the 9 goals mentioned above and ongoing review of our progress will be communicated to the Policy Council and The Board of Boulder County Commissioners (BOCC) throughout the grant period. The parent body is engaged through monthly meetings, parent surveys, home visits, parent-teacher conferences, family services contact, family engagement events, and during drop-off and pick-up of children. The BOCC is provided with updates related to program goals through regularly scheduled, monthly, in-person reports.

### Service Delivery and Changes

1. **Service and Recruitment Area - *No changes***
2. **Needs of Children and Families -**
  - Increase care to include full working day, full year, including summer and holiday care
  - Increase participation by Head Start program serving on local and state boards, steering committees, etc...
  - Streamline referrals and application processes between Head Start programs and other support services (SNAP, WIC, FRC, TANF, etc.)
  - Identify and create professional growth paths for Head Start staff
  - Strengthen employment skill building and job search supports for lowest income populations, including ESL and undocumented residents
  - Help expand families' access to bilingual, culturally sensitive resource providers in the community
  - Continue to explore and address housing needs for families experiencing, or on the verge of, homelessness with community partners
  - Continue to develop, finalize, and communicate clear policies and procedures to staff relative to intake and eligibility and in conjunction with other social services and community partners



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- Continue to strengthen collaborations with local health service providers, including efforts to streamline access to medical services and paperwork
- Advocate for Regional Transportation District (RTD) services that ensure that families with young children have simplified and cost-effective access to useful public transportation options to better meet all their complex transportation needs
- Regularly review community data on unemployment, child welfare, food insecurity, child care, substance abuse, mental health, and housing/homelessness to understand the impact of COVID-19 on families

3. **Chosen Program Option(s) and Funded Enrollment Slots** - *No changes*
4. **Centers and Facilities** - Exploring opening a 4th classroom in Boulder with Boulder Housing Partners and combining all Lafayette classrooms into the YMCA-Dagny site to meet the enrollment needs of families
5. **Eligibility, Recruitment, Selection, Enrollment, and Attendance** - Updating program options as needed to meet both HSPPS and Colorado Universal Preschool (CUPP), which starts fall 2023
6. **Education and Child Development** - 3 positions converted to Mentor Teacher Coach for full launch in fall 2023
7. **Health** - Focus on increased access to and support for families in health and wellness
8. **Family & Community Engagement** - Focus on increased access to and support for families in health and wellness, rebuilding relationships with community partners, and family engagement practices post-pandemic
9. **Services to Enrolled Pregnant Women** - *No changes.*
10. **Transportation** - *No changes*
11. **Governance** - *No changes*
12. **Human Resources Management** - New BCHS leadership includes, Division Manager, Akane Ogren; Family Services Manager, Alex Linder; and Education Services Manager, Stacy Fujieda
13. **Program Management and Quality Improvement** - No instances of non-compliance/deficiencies.

**Budget and Budget Justification Narrative**

**1. Federal Head Start Funding**

HS Grant Funding Type	Amount
Program Operations	\$1,391,098



1135 Cimarron Dr. | Lafayette, CO 80026 | 303-441-3980  
 2802 Dagny Way | Lafayette, CO 80026 | 303-441-3980  
 2675 Mapleton Ave. | Boulder, CO 80304 | 303-441-3980  
 2650 Mapleton Ave. | Boulder, CO 80301 | 303-441-3980

COLA and QI	\$115,826
Training and Technical Assistance	\$18,892
<b>Total Funding</b>	<b>\$1,525,816</b>
<b>Program</b>	<b>Head Start</b>
<b>Federal Funded Enrollment</b>	<b>134</b>

## 2. Other Funding Sources

Funding Type	Amount
BOCC HS Subsidy	\$467,204
CCAP	\$330,000
CUPP	\$400,000
CACFP Grant	\$80,000
Buell Grant	\$75,000
<b>Total Funding</b>	<b>\$1,352,204</b>

Claire Levy, Chair Boulder County Commissioners

Date

Attest: Cecilia Lacey, Clerk to the Board

Date


**Certificate Of Completion**

Envelope Id: 98684AFCC6F04E429E5FFD902920CD3A	Status: Sent
Subject: 2023 Head Start Continuation Grant Application	
Type of Document: Grant Application	
Department/Office: Community Services	
Source Envelope:	
Document Pages: 44	Signatures: 1
Certificate Pages: 3	Initials: 3
AutoNav: Enabled	Envelope Originator:
Enveloped Stamping: Enabled	Carlene Okiyama
Time Zone: (UTC-07:00) Mountain Time (US & Canada)	2025 14th St
	Boulder, CO 80302
	cokiyama@bouldercounty.org
	IP Address: 73.153.128.159


**Record Tracking**

Status: Original 3/27/2023 4:56:18 PM	Holder: Carlene Okiyama cokiyama@bouldercounty.org	Location: DocuSign
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**Signer Events**

	<b>Signature</b>	<b>Timestamp</b>
Bridgette McCarthy bmccarthy@bouldercounty.org Grant Accounting Supervisor Boulder County Security Level: Email, Account Authentication (None)	  Signature Adoption: Pre-selected Style Using IP Address: 174.63.13.254	Sent: 3/28/2023 7:59:48 AM Viewed: 3/28/2023 8:45:11 AM Signed: 3/28/2023 8:45:38 AM


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Not Offered via DocuSign

Liana James ca@bouldercounty.org County Attorney Boulder County Security Level: Email, Account Authentication (None)	  Signature Adoption: Pre-selected Style Using IP Address: 67.190.100.144	Sent: 3/28/2023 7:59:47 AM Viewed: 3/29/2023 4:07:23 PM Signed: 3/29/2023 4:07:59 PM
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**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Ramey Duran arcumswistle@gmail.com Security Level: Email, Account Authentication (None)	  Signature Adoption: Drawn on Device Using IP Address: 184.96.138.167 Signed using mobile	Sent: 3/28/2023 9:01:30 AM Viewed: 3/28/2023 9:12:10 AM Signed: 3/28/2023 9:19:26 AM
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**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Robin Bohannan rbohannan@bouldercounty.org Director of Community Services Boulder County Security Level: Email, Account Authentication (None)	  Signature Adoption: Pre-selected Style Using IP Address: 24.8.103.116 Signed using mobile	Sent: 3/28/2023 7:59:48 AM Viewed: 3/28/2023 8:14:19 AM Signed: 3/28/2023 8:15:12 AM
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**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Signer Events	Signature	Timestamp
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Cecilia Lacey  
clacey@bouldercounty.org  
Clerk to the Board  
Boulder County  
Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Claire Levy  
clevy@bouldercounty.org  
Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Cecilia Lacey  
clacey@bouldercounty.org  
Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Claire Levy  
clevy@bouldercounty.org  
Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Cecilia Lacey  
clacey@bouldercounty.org  
Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

In Person Signer Events	Signature	Timestamp
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Editor Delivery Events	Status	Timestamp
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Agent Delivery Events	Status	Timestamp
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Intermediary Delivery Events	Status	Timestamp
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Certified Delivery Events	Status	Timestamp
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Carbon Copy Events	Status	Timestamp
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Akane Ogren  
aogren@bouldercounty.org  
Security Level: Email, Account Authentication  
(None)

**Electronic Record and Signature Disclosure:**  
Not Offered via DocuSign

Witness Events	Signature	Timestamp
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Notary Events	Signature	Timestamp
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Envelope Summary Events	Status	Timestamps
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<b>Envelope Summary Events</b>	<b>Status</b>	<b>Timestamps</b>
Envelope Sent	Hashed/Encrypted	3/28/2023 7:59:48 AM
Envelope Updated	Security Checked	3/28/2023 9:01:30 AM

<b>Payment Events</b>	<b>Status</b>	<b>Timestamps</b>
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