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## ROUTING COVER SHEET

<b>Document Details</b>	
<b>Document Type</b>	Grant Application
<b>Parties</b>	
<b>County Contact Information</b>	
Boulder County Legal Entity	Boulder County
Department	Community Services Department
Division/Program	Head Start
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<b>Other Party Contact Information</b>	
Name	US Department of Health & Human Services
Mailing Address	330 C Street, S.W. Washington, D.C. 20201
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<b>Term</b>	
Start Date	7/1/2024
Expiration Date	6/30/2025
<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	\$1,525,816
Fixed Price or Not-to-Exceed?	Not-to-Exceed
<b>Grant Details</b>	
Award # (if any)	
Signature Deadline	3/28/24
Project/Program Name	Head Start Continuation Grant 2024
Project/Program Start Date	7/1/2024
Project/Program End Date	6/30/2025
Capital or Operating?	Operating
<b>Grant Funding</b>	
Amount: Federal Funds	\$1,525,816
Amount: State Funds	
Amount: Other (specify)	
Amount: Match (dollars)	20% - achieved through annual BOCC Subsidy
Amount: Match (in-kind)	
<b>Total Project Budget</b>	
Account String	
<b>Federally Funded Grants</b>	
Federal Program Name	
CFDA #	
<b>Subrecipients</b>	
Name(s)	
Services to be Provided	
Subaward Amount	
<b>Subcontractors</b>	

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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	

**DocuSign Approvals (Initials):** Drop **initial tags** for each of the required approvers below

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RB \_\_\_\_\_ **EO/DH** [ONLY FOR: BOCC-Signed Documents]



## MEMO

TO: Board of County Commissioners

FROM: Akane Ogren, BCHS Division Manager  
Stacy Fujieda, BCHS Education Services Manager  
Alex Linder, BCHS Family Services Manager

RE: 2024 Head Start Continuation Grant Application

DATE: March 26, 2024

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Boulder County Head Start is requesting approval to submit an Office of Head Start Continuation Grant and Change in Scope 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 \$1,525,816 in Continuation Grant 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 2023-24 Program Self-Assessment and Community Needs Assessment.

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

1. Sustain 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.
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 have been assessed and progress has been demonstrated in all goal areas. Action steps 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 -**
  - Streamline referrals and application processes between Head Start programs and other support services (SNAP, WIC, FRC, TANF, etc.)
  - 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
  - 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** – BCHS is also requesting permission to submit a companion Change in Scope application, electing to reduce the funded enrollment slots from 134 to a more sustainable 110 slots, while also requesting to maintain the same level of federal funding. Reducing slots while having the same number of classrooms will allow the program to maintain smaller, high-quality classrooms, meeting the needs of children and staff who are experiencing increasing high needs and simultaneous loss of in-classroom disability services from BVSD
4. **Centers and Facilities** – BCHS will move one classroom in Boulder to the YMCA-Mapleton, reducing the number of sites the program needs to manage from four to three, while still having the same number of classrooms open
5. **Eligibility, Recruitment, Selection, Enrollment, and Attendance** - Updating program options as needed to meet both HSPPS and UPK requirements
6. **Education and Child Development** - *No changes*
7. **Health** - Focus is on increased access to and support for families in health and wellness. The HSAC Committee is 30 community members strong and has resumed in-person meetings in the 2023-24 school year. HSAC members are engaged and eager to support the program and families with access to health needs.
8. **Family & Community Engagement** - *No changes*
9. **Services to Enrolled Pregnant Women** - *No changes*
10. **Transportation** - *No changes*
11. **Governance** - *No changes*
12. **Human Resources Management** – Annual shifts in intentions to return to the next school year along with the Change in Scope application will reduce staff numbers for the upcoming school year
13. **Program Management and Quality Improvement** – The program successfully corrected the Discipline Deficiency (QUIP) and is nearing completion of the Active Supervision Non-Compliance (CAP). The corrective action period for the CAP ends on April 16, 2024.

**Budget and Budget Justification Narrative**

**1. Federal Head Start Funding**

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



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>110</b>

## 2. Other Funding Sources

Funding Type	Amount
BOCC HS Subsidy	\$467,204
CCAP*	\$402,000
CCS*	\$12,000
UPK*	\$434,000
CACFP Grant*	\$80,000
Buell Grant*	\$75,000
<b>Total Funding</b>	<b>\$1,470,204</b>

The signature below, from the chair of the BOCC, signifies that the BOCC provided input, supported the development, and approved the applications.

By: \_\_\_\_\_

Name: Ashley Stolzmann

Title: Chair of the Board of County Commissioners



Attest: \_\_\_\_\_

Date: \_\_\_\_\_

Clerk of the Board: Matthew Ramos



Boulder County Head Start  
Office of Head Start Continuation Grant 2024  
2024-25 School Year

Submission Date: 4-1-2024



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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 is one change to program goals since the last grant application. In previous years, Goal #1 has read: **Increase program enrollment through enhanced community outreach, to ensure that all eligible children are served.** However, due to the program being chronically under-enrolled, and due to the program being put on a Full Enrollment Initiative Plan (FEIP), BCHS, with approval from the governing bodies, has determined that it would be in the program's best interest to file a Change in Scope (CiS) application, electing to reduce our enrollment to a more sustainable number.

Therefore, Goal #1 has been updated to read: **Sustain program enrollment through enhanced community outreach, to ensure that all eligible children are served.** The following table shows measurable objectives, progress, and challenges for each goal area collected through an ongoing Program Self-Assessment Process in the 2023-24 school year.

Boulder County Head Start Goals 2022-23 School Year			
Goals	Objectives	Progress	Challenges
<b>Goal 1: Sustain program enrollment through enhanced community outreach, to ensure that all eligible children are served.</b>	<ul style="list-style-type: none"> <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,</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring and support from the R8 Training and Technical assistance team as the program works on multiple strategies of the Full Enrollment Initiative Plan</li> <li>The BCHS Integrated Services Team (IST) meets regularly</li> </ul>	<ul style="list-style-type: none"> <li>Locating affordable or available classroom space in the City of Boulder to meet the program's Boulder waitlist</li> <li>Public transportation to the Lafayette-Dagny site is not easily accessible for families without personal transportation</li> </ul>

	<p>advertising, and community outreach</p>	<p>with community partners to cultivate strong relationships toward recruitment, to support families, network, identify shared needs, and brainstorm solutions to challenges (see Goal #2)</p> <ul style="list-style-type: none"><li>• Assessing and engaging with the community to identify affordable classroom space in Boulder that meets family needs</li><li>• Attending local community events at local libraries and community centers to advertise the program</li><li>• Seasonal ads are running in local children’s publications, County newsletters, and with the Latino Chamber of Commerce</li><li>• Streamlining enrollment by utilizing HHS’ Connect system to access 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</li></ul>	<ul style="list-style-type: none"><li>• Affordable housing in Lafayette is difficult to obtain for families</li></ul>
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		<p>system and be matched to BCHS</p>	
<p><b>Goal 2: Strengthen community engagement between BCHS and community partner agencies through intentionally planned collaboration, communication, activities, and meetings.</b></p>	<ul style="list-style-type: none"> <li>Maintain strong and mutually beneficial 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>, <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), <a href="#">Imagine! Colorado</a>, Boulder Public Library, East Boulder County Community Partners, <a href="#">Workforce Boulder County</a>, <a href="#">Boulder County Housing and Human Services</a>, <a href="#">Boulder Valley School District</a>, <a href="#">YMCA</a></li> <li>Establish ongoing and monthly sharing of updates to the entire Integrated Services</li> </ul>	<ul style="list-style-type: none"> <li>All members of the BCHS Integrated Services Team (IST) meet regularly with community partners to bridge connection and to communicate a desire to work collaboratively in order to meet the needs of our families.</li> <li>Establishing a BCHS point-person for each community partner who shares the load of community outreach, increases visibility of the BCHS Head Start program in the community, and increases community access to BCHS staff</li> <li>IST members report monthly on community partnership updates to the whole IST</li> <li>Family Services staff are meeting with R8 specialists and attending R8 trainings to learn and receive support with community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Turnover among BCHS and partner agencies leading to ongoing need to re-establish relationships with the same organizations</li> <li>Reduced in-person community partner meetings, since the pandemic, leading to disconnection with established partners</li> <li>Time and scheduling conflicts of staff and community partners</li> <li>Workload burdens of BCHS staff making it challenging to engage with all available community partners</li> </ul>

	Team (IST) on Community Partner collaborations		
<p><b>Goal 3: Increase culturally and linguistically responsive practices and communication to and with parents and the community.</b></p>	<ul style="list-style-type: none"> <li>• Provide multiple modalities (print, electronic, text) of communication to all families in their home language</li> <li>• Provide families with multiple options for applying to our program (in person, over the phone, with bilingual staff support or an interpreter if their primary language is not English or Spanish)</li> <li>• Provide interpretation at all parent committees and policy council meetings</li> <li>• Have bilingual staff at all recruitment events</li> <li>• Provide staff opportunities to attend racial equity trainings</li> <li>• Monthly reports and discussions on BCHS equity initiatives to both BCHS governing bodies (Board of County Commissioners and the Policy Council)</li> <li>• Intentional hiring of bilingual and bicultural staff in and outside of the classroom.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-stage enrollment process:</li> <li>• Basic Intake through parent outreach/interest, preliminary eligibility determined</li> <li>• Phone enrollment completing majority paperwork</li> <li>• In-classroom family meeting to conduct classroom observations with the Center Director to assess school readiness</li> <li>• Monthly reports and discussions to both boards are hybrid (in-person, virtual, email) allowing for increased communication and participation from members</li> <li>• All online print communication can be toggle-translated into multiple languages using the integrated Google translate feature</li> <li>• Established contract with Cesco and Language, USA to provide interpretation and translation services for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Workload burdens - heavy lift in paperwork on families, program staff. For example, CO State changes to the CCAP application has increased the number of pages in the application that a family needs to complete to be approved for childcare assistance</li> <li>• Colorado's Universal Preschool Program created logistical challenges, confusion in the handling of 3- and 4-year-old children, financial disagreements between providers, which impacts working relationships with BCHS' LEA, the Boulder Valley School District (BVSD) and the enrollment processes for families</li> <li>• High cost of interpretation and translation services</li> <li>• Translation requests take 7-10 days to turnaround</li> </ul>

		<p>and families for all school-related events and documents</p> <ul style="list-style-type: none"> <li>• English and Spanish versions of ECMHC and SLP consent forms created and implemented</li> <li>• BCHS staff attend Courageous Conversations (CCAR), Cumbre, and Beyond Diversity training in equity work, and are using CCAR protocol in all program meetings and in-house training</li> <li>• BCHS staff meet with R8 specialists to learn and receive support with multicultural practices in the classroom - teachers post lesson plans, have books, pictures, and labels in all children’s home languages in the classroom</li> <li>• 75% of BCHS staff identify as bi-cultural and/or bilingual</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>	<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>• Develop a provider list for referrals that have bilingual staff</li> </ul>	<ul style="list-style-type: none"> <li>• All component leaders are meeting regularly with R8 specialists and attending R8 trainings to learn and receive support related to their component areas</li> <li>• Onboarded a bilingual</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>• Insufficient mental health and bilingual mental health resources, with Spanish language needs</li> </ul>

	<ul style="list-style-type: none"> <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>• Strengthen HSAC, to facilitate collaboration with essential community partners</li> <li>• Develop the program's holistic view of health – encompassing mental, physical, developmental, and emotional components.</li> <li>• Create a plan of action to address the loss of the Disability Services partnership with the Local Education Agency (LEA) for the 2024/25 school year, including advocacy training for staff and families</li> </ul>	<p>Speech Language Pathologist (SLP) to increase access to speech services. The SLP also supervises graduate student SLP interns from the University of Colorado who complete their hours working directly with children in BCHS classrooms</p> <ul style="list-style-type: none"> <li>• Health Referral Form created to increase communication, documentation, and hand-off across component areas in supporting family health needs – medical, dental, WIC, etc...</li> <li>• Referral Tracking form created for easy reference and communication across component areas</li> <li>• Continually reviewing the ECMHC position role:             <ol style="list-style-type: none"> <li>a. ECMHC position was reclassified and provided a part time administrative assistant that allows ECMHC greater focus on consultation tasks, including referrals for outside services.</li> <li>b. Creating a new policy and procedure for ECMHC consultation to allow for shared understanding for the role and process across</li> </ol> </li> </ul>	<p>experiencing longer waits</p> <ul style="list-style-type: none"> <li>• Insufficient providers of low cost, subsidized and/or Medicaid funded health providers, and providers who are culturally and linguistically diverse</li> <li>• Funding for additional health services staff who could replace the loss of disability services from BVSD</li> <li>• Workload burdens for BCHS staff</li> <li>• Parent hesitancy to engage in child disability evaluation and diagnosis due to stigma, systemic and participation barriers – transportation, time, cost</li> </ul>
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		<p>the program and with families</p> <ul style="list-style-type: none"> <li>• Creating FAQ and “Know Your Rights” documents for understanding of disability services and changes to the services provided by BVSD</li> <li>• Exploring Medicaid-funded options with community partners to replace loss of in-classroom disability services formerly provided by BVSD</li> <li>• Exploring advocacy training for staff and families through the <a href="#">ACL-Boulder</a> focused on the rights of young children with disabilities</li> </ul>	
<p><b>Goal 5: Improve program emergency preparedness to ensure health and safety of enrolled participants, staff, and community.</b></p>	<ul style="list-style-type: none"> <li>• Strengthen BCHS Health and Safety training and practices</li> <li>• Ongoing and regular review of BCHS Health and Safety needs</li> <li>• Strengthen HSAC, to facilitate collaboration with essential community partners on program needs, and strategies for addressing those needs</li> <li>• Create/revise/update and follow BCHS Policies and Procedures</li> <li>• Update onboarding plan and PD schedule, ensuring emergency preparedness trainings are ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• 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 <a href="#">Colorado’s Smart Choices Safe Kids</a> program</li> <li>• Intimate Partner Violence (IPV) awareness and prevention:             <ol style="list-style-type: none"> <li>a. IPV is included in emergency plans</li> <li>b. Enrolling families in <a href="#">Family</a></li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Changing of site locations – closure of Lafayette School, opening of the Violeta School in Boulder</li> <li>• Long gaps between internal professional development, where staff have dedicated time to learn and work together as a whole team - due to an unexpected County holiday, regular holidays, County PD, and the Rocky Mountain Early Childhood Conference</li> </ul>



	<p>throughout the year</p>	<p><a href="#">Resiliency Engagement and Empowerment (FREE) program</a> with SPAN</p> <p>c. Referring families to <a href="#">Let's Connect</a> parenting program with CU Center for Resilience and Wellbeing.</p> <ul style="list-style-type: none"> <li>• Accidents Policy, Operations Safety Policy, Classroom Safety Policy, Playground Safety Policy, Challenging Behavior Policy, Parent Code of Conduct, Staff Code of Conduct, Child Abuse Neglect Reporting Policy were created, approved by both governing boards, and staff were trained</li> <li>• Created tri-annual schedule of site safety reviews using the Head Start Health and Safety Screener</li> <li>• Held <a href="#">I Love U Guys Standard Response Protocol</a> training with a BVSD Security Officer during Pre-Service</li> </ul>	
<p><b>Goal 6: Increase all children's school readiness skills through enhanced social emotional practices.</b></p>	<ul style="list-style-type: none"> <li>• Provide Big Body and Sensory Spaces in all 4 BCHS sites</li> <li>• Provide and integrate social-emotional focused resources, learning/training into the program</li> </ul>	<ul style="list-style-type: none"> <li>• Big Body Movement and Sensory Spaces were created in all sites with available space. Two sites, without space for dedicated sensory rooms have material kits for</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, high needs in the classroom, and provide sensory and big body movement breaks.</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide ECMHC and ECSE Itinerant consultation to staff</li> <li>• Create/revise/update and follow BCHS Policies and Procedures</li> <li>• Increase program understanding and alignment of CO Licensing Regulations, HSPPS, Boulder County Policies, trauma-informed care, and educational practices toward supporting staff, children, and their families</li> <li>• Update onboarding plan and PD schedule, ensuring social-emotional trainings are ongoing throughout the year</li> </ul>	<p>use in various settings. Spaces and kits all include diverse and evolving materials to facilitate offering sensory and self regulation breaks for students, incorporating <a href="#">Conscious Discipline</a> materials.</p> <ul style="list-style-type: none"> <li>• Materials and strategies from sensory spaces are integrated into classrooms.</li> <li>• Staff are engaging in Conscious Discipline philosophy, training, tools and materials - all staff receive this training within first year in the program.</li> <li>• A Mentor Teacher Coach role, with a focus on Conscious Discipline, was established and filled in August of 2023</li> <li>• 3 staff members are enrolled in the Pyramid Plus Approach training.</li> <li>• <a href="#">Brain Smart Starts</a> at the beginning of every PD day provides teachers with additional Conscious Discipline exposure and practice</li> <li>• Provided <a href="#">FLIP-IT</a> training was conducted with all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Challenging to meet requirements of both licensing and Head Start while still effectively addressing child needs.</li> <li>• Not all classroom staff come in with the necessary skills and qualifications to support children with severe challenging behaviors.</li> <li>• High burn-out in staff</li> <li>• Some families decline or delay Special Education services from BVSD which increases burden on classrooms to meet high needs.</li> <li>• Conscious Discipline trainings not offered in Spanish yet</li> <li>• Long gaps between internal professional development, where staff have dedicated time to learn and work together as a whole team - due to an unexpected County holiday, regular holidays, County PD, and the Rocky Mountain Early Childhood Conference</li> </ul>
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		<p>during Pre-service</p> <ul style="list-style-type: none"> <li>• ECMHC Lending Library is stocked with children’s books on a variety of social emotional themes.</li> <li>• Supporting Social Emotional Development Policy and Child Guidance and Addressing Challenging Behavior Policy were created, approved by both governing boards, and staff were trained</li> <li>• Successfully showed correction of the Discipline Deficiency</li> </ul>	
<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>	<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> <li>• Intentional hiring of bilingual and bicultural staff in and outside of the classroom</li> <li>• Update onboarding plan and PD schedule, ensuring Culturally and Linguistically Diverse trainings are ongoing throughout the year</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>• Ongoing collaboration with the <a href="#">Boulder Philharmonic</a> to create bilingual music curriculum; recruiting Black, Indigenous, and People of Color (BIPOC) musicians to the partnership; and promoting music opportunities for parents</li> <li>• Intentional focus on addressing implicit bias in curriculum development and</li> </ul>	<ul style="list-style-type: none"> <li>• Limited Philharmonic funding capped the number of classrooms participating in the bilingual music program</li> <li>• Difficulties in identifying BIPOC musicians to participate in the bilingual music program</li> <li>• Difficulties in identifying qualified and trained Latinx and/or Spanish-speaking staff candidates</li> <li>• Long gaps between internal professional development, where staff have dedicated time to learn and work together as a whole team - due to an unexpected County holiday, regular holidays, County PD, and the Rocky</li> </ul>

		<p>classroom materials through Education Team meetings</p> <ul style="list-style-type: none"> <li>Increasing classroom, site, and component-specific diverse literature and classroom representation, focused on the diverse identities and languages (Spanish, Pashto, Arabic, Nepalese) represented in the program.</li> <li>Start IST meetings and PD days with “Racial Equity Moment” activities and dialogue to support ongoing critical reflection of race, identity, and culture</li> </ul>	<p>Mountain Early Childhood Conference</p>
<p><b>Goal 8: Increase staff engagement and participation in program planning and outcomes to ensure efficient and effective school readiness for children and families.</b></p>	<ul style="list-style-type: none"> <li>Reach full and diverse staffing, including hiring, onboarding, and training</li> <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>Create/revise/update and follow BCHS Policies and Procedures</li> </ul>	<ul style="list-style-type: none"> <li>The DM meets weekly with R8 T/TA specialists and the Boulder County Community Services Director for support and guidance on all aspects of the BCHS program</li> <li>DM, ESM, and FSM engage in and model shared decision-making for the BCHS program, to encourage each site’s team to work toward collaborative and shared site leadership</li> <li>The staff recruitment process begins every spring and continues through the</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing staff recruitment, hiring, and staffing challenges of highly qualified staff</li> <li>Competition with other early childhood programs</li> <li>BCHS staff burnout at all levels due to compounding stress from the Deficiency Notice, Non-compliance notice, FA2 review, CLASS review, need for Policies and Procedures, and a new leadership team navigating the program through historical and new challenges</li> <li>Limited time in the school year and in each day to tackle the</li> </ul>

		<p>summer to reach full staffing by the start of the following school year</p> <ul style="list-style-type: none"> <li>• Component leadership team meetings (Education, Family Services, Health) include members of other component areas to increase collaboration and coordinated efforts benefiting the whole program</li> <li>• Bi-weekly, Friday email communications and “Shout-Outs” to all staff are a shared responsibility of the IST to inform and celebrate all staff</li> </ul>	<p>many challenges facing the program</p>
<p><b>Goal 9: Employee development to increase children’s school readiness skills and ensure program compliance with HSPPS and CDHS</b></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>• Ensure staff required trainings are complete before the start of the school year (Pre-service)</li> <li>• Increase program understanding and alignment of CO Licensing Regulations, HSPPS, Boulder County Policies, trauma-informed</li> </ul>	<ul style="list-style-type: none"> <li>• Education services staff meet with R8 specialists and attend R8 trainings to learn and receive support with education services and coaching plans</li> <li>• Started 3 Mentor Teacher Coaches – focus areas: CLASS, Conscious Discipline, and Inclusive Classrooms</li> <li>• Mentor Teacher Coaches are in the process of completing the online Practice Based Coaching Training</li> <li>• Partnering with the Early Childhood Council of Boulder</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment, staffing, and retention</li> <li>• Limited coaches and bilingual coaches available through the Early Childhood Council of Boulder County</li> <li>• Classroom coverage for release time is difficult for credentialing, training, coaching opportunities</li> <li>• Coaching program was not able to launch this year due to many reasons. For example, intensive classroom needs have made it difficult for Mentor Teacher Coaches to get time out of the classroom to engage in coaching</li> </ul>

	<p>care, and educational practices toward supporting staff, children, and their families</p> <ul style="list-style-type: none"><li>• Update onboarding plan and PD schedule, ensuring trainings are ongoing throughout the year</li></ul>	<p>County through grant funds to provide intensive coaching by ECCBC coach to staff either self-identified or identified through Center Director referral.</p> <ul style="list-style-type: none"><li>• All staff have an active IPDP on file</li></ul>	<p>work</p>
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## *2. School Readiness Goals*

There are no changes to BCHS's school readiness goals. The goals were developed in alignment with the Boulder Valley School District's (BVSD) Early Education School Readiness Goals.

Students who attend BCHS' program graduate to become BVSD Kindergarteners, so alignment between programs and progression is in the best interest of the students. The Policy Council and the Board of County Commissioners (BOCC) are involved in 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, the 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. Since the Boulder County's Community Needs Assessment completed in June of 2022, there is an increasing need for services while simultaneously a decrease in available services such as childcare and in-classroom disability services. In 2023, four City of Boulder preschools shuttered as a result of the pandemic, staff retirement, and inability to hire qualified new staff. BCHS was able to lease one of the shuttered schools to provide care for an additional classroom of children; however, due to the exorbitant cost of the Boulder lease, that classroom will close at the end of May 2024. While we are able to replace that classroom for the 2024-25 school year through our partnership with the YMCA of Northern Colorado, we are still not able to meet the needs of all waitlisted families in the City of Boulder needing care.

Low-income families continue to face barriers to resources such as affordable housing, childcare, immigration services, mental health services, health care, legal aid, transportation, and education and housing/rental assistance. Adding to this local population is the nationwide increase in refugee arrivals. This increase is being seen in this program as refugee and asylum-seeking families from Afghanistan and Zacatecas, Mexico are currently enrolled and waitlisted to the program. 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...) and providing emergency supports such as bus passes and gift cards for food and clothing. Additionally, BCHS partners with the YMCA, BVSD, and CCAP to help families identify and fund summer care needs and year-round care.

There are 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. BCHS currently has 30 children with IEPs or waiting for evaluations. Wait time for evaluation and diagnosis of disabilities can take 9 months or longer. Additionally, in March of 2024, BVSD informed BCHS that they will no longer able to provide in-classroom services for BCHS children with IEP's as of July 2024. This change will require families to enroll in BVSD schools to receive those services, but only for 15 hours per week when families also need full day care.

The increased needs that affect classroom environments will, in part, be addressed by reducing class sizes to 16 children, increasing training for staff in working with children with disabilities, and creating a coaching plan for the three Mentor Teacher Coaches to provide staff with social-emotional, special education and CLASS mentorship throughout the school

year. Each site is also continually updating its 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. As well, BCHS is engaging in direct support with the Region 8 T/TA team and community partners (SPAN, Kid Connects-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*

Boulder County's Community Needs Assessment found that 96% of the families responded that they are largely satisfied with BCHS services. Our consistent Boulder waitlist and returning families with younger siblings of former graduates, even years later, confirms this. However, due to the mismatch between available classrooms (in Lafayette) and the waitlist (in Boulder), we have remained under-enrolled. 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, cost, etc...). We have consistently been under-enrolled by 17 to 41 slots for years. BCHS continues to advertise and recruit through print (Boulder County Kids) and social media (Facebook), outreach and seek to enroll all children and families in the need of full working day center-based services. Family Services staff actively reach 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. While we will continue those efforts, we have decided, with the support and approval of the BOCC and Policy Council to reduce our funded enrollment slots to a more sustainable number of 110 slots. A Change in Scope application, with additional details will follow and mirror the submission of this application.

### *4. Centers and Facilities*

Enrolled families indicate that the current locations mostly meet their need, two Boulder sites are centrally located and on accessible bus routes. One site in Boulder and one site in Lafayette presents transportation challenges for families needing to use public transportation. BCHS added a new classroom in Boulder (the Violeta School) in Boulder which opened September of 2023, bringing the number of Boulder classrooms to four, but this still does not

sufficiently meet the need and is costly. Therefore, in the 2024-25 school year, the Violeta School will move to the new, more accessible classroom space at the YMCA-Mapleton. There will be four classrooms total in Boulder, serving 62 children. The Dagny School in Lafayette will continue to hold three classrooms, serving 48 children.

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

With the 2023 roll-out of Colorado's Universal Preschool Program (UPK), BCHS has all sites set up in BridgeCare, the state 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 continue to engage the full three-part family enrollment process (detailed below) to ensure all enrolled children qualify by Head Start Standards. The three-part internal enrollment process is well-received by parents and staff as supporting smoother transitions into the program and more balanced classroom composition. Family Advocates also support all families to enroll in the BridgeCare system to ensure compliance and inclusion in the state's UPK program. The three-part enrollment process consists of the a) basic Intake through parent outreach/interest; b) phone enrollment to complete paperwork; c) in-classroom family meeting to conduct classroom observations with the Center Director to assess school readiness.

#### *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, all staff are invited to participate in

County diversity and equity trainings, and equity initiatives are reported monthly to both governing boards for discussion. 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*

Boulder County's Community Needs Assessment found that BCHS performs better than US top performers in health measures. BCHS continues to nurture strong partnerships in the community to provide access to health services for our children and families. The HSAC Committee is 30 members strong and has resumed in-person meetings in the 2023-24 school year, since the pandemic. HSAC members are engaged and eager to support the program and families with access to health needs. Data shows that 71% of our families experienced food shortage at least once during the 2023-24 school year. 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 completing 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 nutrition, understanding disability services rights, family resiliency. 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*

BCHS has referred children to Boulder Valley School District (BVSD) Child Find for full evaluation, as has been outlined in the current MOU with BVSD. One significant change to this category will be the loss of in-classroom services and the ending of the MOU in July of 2024. BVSD will not renew the MOU with BCHS. While families will still have access to services by attending BVSD for 15 hours per week to receive those services, the splitting of care may prove to be a burden to families. Therefore, BCHS is exploring new avenues of family advocacy and access to services with community partners (ACL-Boulder, Boulder County Public Health, Imagine! Colorado, Children's Hospital, etc...) as we navigate this new change to the 2024-25 school year. 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 exploring Medicaid-funded providers to contract with for the provision of therapeutic services to enrolled children whose social-emotional and/or cognitive screenings indicate potential disability/delay.

Additionally, BCHS supports recruitment for the 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 in 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 staff share information about this summer program with all families with children transitioning to kindergarten in the fall.

*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. 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

BCHS continuously reviews program and family needs to determine the best positions and program adaptations to serve children and families. With the reduced class sizes and move to a smaller classroom:

Current Positions	Position Changes in the 2024-25 School Year
Speech Language Pathologist (Hourly)	Speech Language Pathologist (0)
Teacher (6 FTE)	Teacher (4 FTE)

### 3. Program Management and Quality Improvement

Due to three incidents of restraint, intimidation, and active supervision, regarding probable maltreatment of children in one BCBS classroom between January of 2023 and April of 2023, BCBS received a Discipline Deficiency notice and an Active Supervision Non-compliance notice from the Office of Head Start. In December of 2023, the program successfully corrected the Discipline Deficiency and the matter was closed. BCBS is still in a corrective action period for the Active Supervision Non-compliance and is requesting an extension to the corrective action period to September 30, 2024. This extension will allow the program time to work with the newly deployed Regional Systems Specialist on whole systems strategies for correction as well as time to determine if the corrective actions that will be implemented are working or need additional revision.

In order to address the Active Supervision issue, not just with the staff in the classroom involved in the incident, but to engage all staff in learning from these incidents, the following measures are currently being taken:

- The Integrated Service Team engaged in a post-mortem discussion of the timeline of events from January 2023 to April 2023 - steps taken, gaps in communication, roles of all parties involved, alternative strategies, and additional useful trainings to support staff in their work
- Leadership is receiving ongoing and regular support from the Regional T/TA team to guide the program in whole system consideration of all factors leading to the incident
- Ongoing feedback from the Regional T/TA team is integrated into the strategies of the corrective action plan
- Active Supervision training – the 6 Strategies of Active Supervision – is being implemented into Pre-service and ongoing monthly and virtual PD for all staff and subs
- Monitoring the implementation of Active Supervision through regular team meetings, informal check-ins, and PMIs with staff
- Reviewing and revising staff roles (Center Director, Floating Center Director, ECMHC, etc...) to address hallway, playground, and classroom safety
- Discuss Active Supervision strategies of program consistency with other Head Start programs who have successfully shown correction
- Create and train staff on new safety Policies and Procedures that are approved by both governing boards
- HSNC conducts tri-annual safety checks using the OHS Safety Checklist, discusses findings

and strategies for correction with site leadership, and follows-up on correction steps

- Create a Sunshine Committee to address staff wellness, improving morale so staff can better meet the needs of children in classrooms

BCHS staff will begin developing 2024-25 school and grant year action steps in May 2024. These steps will be reviewed along with updated Community Needs Assessment by staff, the parent Policy Council and the BOCC in August 2024. They will be sent to BCCHS's assigned Region VIII Program Specialist via correspondence by September 2024. This timing allows staff, parents, and the Governing Boards to engage with the 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 \$1,525,816 to provide 110 Head Start slots. The main continuation portion of the program budget includes a base request of \$1,506,924, and Technical and Training and Technical Assistance funds of \$18,892, to be matched with a non-federal contribution of at least \$381,454. A Change in Scope application to elect to reduce funded slots from 134 to 110, while keeping the current level of funding, will be submitted separately, with required supporting documentation.

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

- Payroll \$1,506,905
- Supplies \$16.

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 2024 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
  - Education Services Manager (1)
  - Family Services Manager (1)

- Center Director & Coaching Coordinator (1)
- Floating Center Director (1)
- Family Advocates (3)
- Classroom Teaching staff:
  - Mentor Teacher Coach (2)
  - Teachers (4)
  - Teachers' Assistants (4)
  - Classroom Aide (1)
  - Kitchen Aide (3)
  - Administrative Aide (1)

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

- Early Childhood Mental Health Consultant (1)
- Health Safety and Nutrition Coordinator (1)
- Mentor Teacher Coach (1)
- Teachers' Assistants (3)
- Accounting Clerk (1 P/T)
- Classroom Aides (6)
- Substitutes (8)

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:
  - Office Supplies: we have allocated only \$16. The remainder will come from other sources.

**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>
Early Childhood Mental Health	Devereaux Center for Resilient Children Training Conscious Discipline Training	\$192 \$3000
Education Services	Rocky Mountain Early Childhood Conference Coaching Resources SPAN Training CLASS Recertification	\$10,100 \$200 \$500 \$300
Family Services	Courageous Conversations Cumbre Conference	\$4200
Health Safety Nutrition	CACFP and Head Start Boot Camp University of Colorado Health Training	\$200 \$200
<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)*

COLA has not been awarded at the time of this 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 Dimensions Pro Workforce Management, 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 Board of County Commissioners (BOCC) in excess of the \$381,454 required. These funds provide staff benefits that are not covered by the OHS grant and a portion of the program's rent at the Lafayette and Boulder locations. BCHS also receives funding from the Buell Foundation, Colorado's Universal Preschool Program (UPK), the Colorado Childcare Assistance Program (CCAP), the City of Boulder Childcare Assistance Program, and the Child and Adult Care Food Program (CACFP).

#### *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*

Through the process of the FEIP, after careful consideration with the Regional T/TA team, and with the support of both governing boards, BCHS will be submitting a Change in Scope application, electing to reduce the current level of funded enrollment slots from 134 to a

more sustainable 110 slots, while requesting to keep the current level of funding. All required application questions will be answered and supporting document attached as required by the process.

*9. Conversion*

Not applicable.

*10. Construction or major purchase*

Not applicable.

*11. Equipment purchases*

Not applicable




**Certificate Of Completion**

Envelope Id: 053E9A80FB1D4748AF414093FC0B1688	Status: Sent
Subject: Grant Application with the US Department of Health and Education for BC Head Start, \$1,525,816	
Type of Document: Grant Application	
Department/Office: Community Services	
Source Envelope:	
Document Pages: 40	Signatures: 0
Certificate Pages: 2	Initials: 3
AutoNav: Enabled	Envelope Originator: Candice Long 2025 14th St Boulder, CO 80302 clong@bouldercounty.org IP Address: 8.44.156.126
Enveloped Stamping: Enabled	
Time Zone: (UTC-07:00) Mountain Time (US & Canada)	

**Record Tracking**


Status: Original 3/21/2024 10:53:20 AM	Holder: Candice Long clong@bouldercounty.org	Location: DocuSign
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**Signer Events**

Signature	Timestamp
Julie Fischer jcfischer@bouldercounty.org Public Works Accountant III - Financial Systems Comptroller Security Level: Email, Account Authentication (None)	 Sent: 3/21/2024 11:11:24 AM Viewed: 3/21/2024 11:52:45 AM Signed: 3/21/2024 11:53:05 AM
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Robin Bohannon rbohannon@bouldercounty.org Director of Community Services Boulder County Security Level: Email, Account Authentication (None)	 Sent: 3/21/2024 11:11:24 AM Viewed: 3/21/2024 11:24:09 AM Signed: 3/21/2024 11:24:18 AM
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Vladimir Ryazanov ca@bouldercounty.org Boulder County Security Level: Email, Account Authentication (None)	 Sent: 3/21/2024 11:11:24 AM Viewed: 3/21/2024 11:29:37 AM Signed: 3/21/2024 11:30:58 AM
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Matthew Ramos 38095@bouldercounty.org Clerk to the Board Boulder County Security Level: Email, Account Authentication (None)	Sent: 3/21/2024 11:53:10 AM
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