

Hidalgo County Head Start Program

Policy Council Regular Agenda

DATE: April 15, 2020

SUBJECT: Discussion/Approval to Submit a Supplemental Application for a Cost of Living Adjustment (COLA) and Quality Improvement (QI) Funds

RATIONALE/NEED: The Hidalgo county Head Start Program (HCHSP) is submitting a supplemental application for fiscal year 2020 (January 1, 2020 through December 31, 2020) as per instructions in a letter dated March 13, 2020, from the Administration of Children and Families(ACF). HCHSP received notification of available funding, \$547,796 for a Cost-of-Living Adjustment (COLA) and \$981,540 in Quality Improvement (QI) Funds.

RECOMMENDATION: Administration recommends approval.

COST: N/A

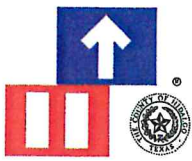
RELATED INFORMATION INCLUDES:

- *Transmittal Letter
- *Proposal for COLA and QI Funds
- *Salary Scale
- *Administration for Children & Families, Office of Head Start Region VI Letter Dated 03.13.2020

INITIATED BY: Edmundo Garcia, Assistant Director for Program Operations

REVIEWED BY: Teresa Flores, Executive Director

EXECUTIVE DIRECTOR'S APPROVAL: *Teresa Flores*



Hidalgo County Head Start Program

P.O. Box 0117 Edinburg, Texas 78540-0117 (956) 383-0706

TO: Policy Council and Commissioners' Court Members
FROM: Teresa Flores, Executive Director *Teresa Flores*
SUBJ: Cost-of-Living Adjustment Application (COLA) and Quality Improvement (QI) Funds
DATE: April 15, 2020

The Hidalgo County Head Start Program (HCHSP) is submitting a Supplemental Application for fiscal year 2020 (January 1, 2020 through December 31, 2020) as per instructions in a letter dated March 13, 2020, from the Administration of Children and Families (ACF). HCHSP received notification of available funding, \$547,796 for a Cost-of-Living Adjustment (COLA) and \$981,540 in Quality Improvement (QI) Funds.

Funding Type	Amount
Cost-of-Living (COLA)	\$ 547,796
Quality Improvement (QI)	\$ 981,540
Total Funding	\$ 1,529,336

After review and consideration of the current salary scale for employment which is below our counter parts in other Head Start Programs, the county pay scales, school district pay scales and the fact that our budgetary constraints do not permit the implementation of a step and grade system comparable to the County, we have determined that we would maximize any additional funding to augment our pay scales and develop our current proposal for COLA and QI funds.

Cost of Living Adjustment (COLA) - \$547,796 By design, ACF requires a minimum of 2% COLA for all positions in the salary scale retroactive to January 1, 2020. Our proposal includes 2.75% across the board for all positions including benefits for a total of \$544,740 with a remaining balance of \$3,056.00 which will be used for supplies and materials to sanitize school buses.

The Quality Improvement (QI) Funds are not a regular distribution, but are offered randomly and will be added to the grant from this moment on. Such funds can be used to improve compensation of staff for quality improvement of services and retention of staff, to address trauma in children and families, to increase classroom quality and strengthen areas of need. Administration proposes the distribution be as follows:

- **To improve compensation**, including benefits for all employees except as described below in all services areas and supplement the Cost of Living Adjustment of 2.75% by an additional 2.25%. This will ensure that our efforts continue to focus on compensation that is adequate to attract and retain qualified staff for the program in order to enhance program quality and continuous improvement. It will bring staff salaries up closer to their counterparts in the county, in other Head Start Programs and School Districts. **(\$222,639)**
- **To improve compensation in addition to COLA for our teachers by \$1200, and assistant teachers, and disability classroom assistants by \$600**, per employee instead of 2.25% Quality Improvement (QI) funds offered other employees. This will continue to address our focus on classroom instruction and to address a high teacher turnover rate of 29% last year. **(\$333,000)**
- **To improve compensation in addition to the COLA for our bus drivers by \$700 per employee** given the fact that is difficult to find bus drivers and their positions require a CDL and passenger endorsement, and specialized training. Bus aides/substitutes, will receive \$600. These amounts are proposed instead of the 2.25% offered other employees. **(\$25,100)**

- **To appropriately staff the Finance Department** Since this department operates with a staff of 2 professionals and 3 non credentialed staff. It has become increasingly complex in the performance of the functions to operate this program with a combined budget of \$38,128,133 (Head Start \$27,712,382; Non-Federal Match/In-Kind \$6,928,096; Texas Department of Agriculture - TDA \$3,487,655. All the financial accountability associated with the employment of 725 Head Start positions (663 full time employees, 8 part time employees, and 54 substitute teachers) under the Head Start budget and 27 full time TDA employees under the TDA budget is the responsibility of this department. There is a need to continue to ensure that the program meets the Uniform Audit Requirements and Cost Principles, for HHS Awards as stated in 45 CFR Part 75.500 Audit Requirements. Administration recommends the approval of an Assistant Chief Financial Officer to assist in providing leadership and support in the financial aspect for each department and to assist and sustain operations at a high level of performance. **(\$57,500)**
- **To implement a trauma-informed approach** by expanding Mental Health Services to improve preventive mental health screening, assessment and interventions, to enhance consultation with staff, children and parents, and to enhance collaboration with local substance abuse and mental health treatment programs, domestic violence providers, disaster, response programs and child advocacy agencies and services by funding two new positions in Mental Health to include a Mental Health Director and a Mental Health Counselor. **(\$119,348)**
- **To improve the quality of services** of our support staff including warehouse staff, bus drivers and bus aides, custodians and maintenance workers by adding the position of a Field Operations Manager to assist the Director of Field Services to oversee and coordinate services of these departments. The plan is to also delete a vacant warehouse courier position. **(\$48,980)**
- **To increase classroom quality** by providing additional compensation of \$1000 to our teacher coaches who are an integral component of our Practice Based Coaching Plan which we must continue to sustain to provide individualized professional staff development to fellow teachers and district teachers to improve the quality of instruction. **(\$36,000.00)**
- **To Address a Critical Need** There is a critical need to increase parking spaces for parents, staff and others at one of our larger Head Start Centers (Edinburg V). The design and engineering for the construction of this parking lot has been provided by Precinct 4 and funding for the project requires \$138,973. This will provide for safety and security of parents, children, staff and others as the area surrounding this center floods easily and creates a hazardous site for parking. **(\$138,973)**

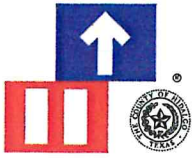
Hidalgo County Head Start Program
Memorandum to Policy Council and Commissioners' Court Members
Re: Cost of Living Adjustment (COLA) and Quality Improvement (QI) Funds
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Total Quality Improvement Budget	\$981,540.00
Improve Compensation	222,639.00
Compensation for Teachers/Assistant Teachers	333,000.00
Compensation for Bus Drivers/Bus Drivers/ Classroom Aides	25,100.00
Fiscal Position	57,500.00
Trauma Informed Approach	119,348.00
Improve the Quality of Services	48,980.00
Increase classroom quality	36,000.00
Addresses Critical Need	138,973.00
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	981,540.00
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This Application is due on May 15, 2020. Your review and consideration for approval is greatly appreciated.

Virtual Policy Council Meeting: April 15, 2020

Virtual Commissioners' Court Meeting: April 21, 2020



Hidalgo County Head Start Program

P.O. Box 0117 Edinburg, Texas 78540-0117 (956) 383-0706

To: Policy Council Members

From: Teresa Flores, Executive Director

Subj: Proposal for Cost of Living Adjustment (COLA) and Quality Improvement Funds (QI) –
Rationale for Additional Positions

Date: April 15, 2020

Cost of Living Adjustment (COLA) is provided more frequently but not every year and with varying percent of increases from year to year to improve the hiring scale for all employees. For 2020, the COLA funds will increase the scale for all employees by 2.75% and will be paid retroactively to January 1, 2020 to current employees. These funding increases will be utilized in accordance with the guidance and limitations of Section 653, Section 640(j) and Section 640(a)(5) of the Head Start Act for COLA and Quality Improvement.

Quality Improvement Funds (QI) are provided to Head Start Programs randomly and target the continuous improvement and enhancement of the quality of services and are also intended to attract and retain competent staff. Through these funds we are seeking to improve salaries of all staff to address equity and comparability to similar positions, specifically to our counterparts in other Head Start Programs, the school districts we continuously compete with especially for our teaching staff and bus drivers and to other county employees in different departments as evidenced by a step and grade salary scale that we are unable to reach and implement based on our limited access to funds to initiate and sustain such a system. We are proposing to provide a 2.75% Cost of Living Adjustment (COLA) and a 2.25% salary increase with the Quality Improvement Funds for all employees except for the higher increases as described in the following statement. Administration is proposing a fixed amount increase of \$1,200 for classroom teachers, \$600 for assistant teachers, disability classroom assistants, and bus aides/substitutes and \$700 for bus drivers instead of the 2.25%. The purpose for this exception is to attract and retain such staff as assigned.

In the guidance letter provided with the announcement of the QI funds, ACF is placing much emphasis on implementing a "Trauma-Informed Approach" to address the results of "frightening events and situations that overwhelm a child or adult's ability to cope or deal with what has happened" and which "cause an extended stress response and lasting effects on the physical and mental health of the individual." Our proposal addresses this area of concern and priority.

Since Administration is proposing to fund four (4) new positions with Quality Improvement (QI) funds to address our needs and priority areas, a detailed rationale is provided below:

Rationale - Assistant Chief Financial Officer: The Finance Department currently functions with a staff of 5, one Chief Financial Officer (accountant degree), one Coordinator (accountant degree), one payroll bookkeeper (non-credentialed), and two assistant bookkeepers (non-credentialed). This department has become increasingly complex in the performance of the functions to operate this program with a combined budget of \$38,128,133 [(Head Start \$27,712,382, Non-Federal Match (In-Kind) \$6,928,096, Texas Department of Agriculture (TDA) \$3,487,655)]. All the financial accountability associated with the employment of 725 Head Start positions (663 full time employees, 8 part time employees, and 54 substitute teachers) under the Head Start budget and 27 full time TDA employees under the TDA budget is the responsibility of this department.

Memorandum to Policy Council Members

Re: Proposal for Cost of Living Adjustment (COLA) and Quality Improvement Funds (QI)

April 15, 2020

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In addition, our partnerships with the ten public schools require recordkeeping and reporting of the 116 school district teachers' salaries which contribute toward in-kind funds. Also, additional record keeping and reporting of other activities including parent volunteer time, facilities used by the program where we pay little or no rent, utilities or use of some school district buses is also a critical function which must be performed throughout the year. Such functions as payroll including payroll deductions, insurance accounting and reconciliation, employee attendance is massive and many times difficult to manage within the working hours of a normal week with the staff now in place. Other functions, critical to the program include the overall budget planning and preparation process, recordkeeping and reporting of the Head Start Budget, the TDA Budget and the In-Kind funds, accountability for fixed assets including tagging, tracking and inventory control, account payables, issuance, reconciliation and payment of purchase orders, and the oversight of this process through the entire cycle of monthly reports required by the Office of Head Start, and other local County requirements. Staff continues to have to clock overtime which the program compensates as time or time and a half.

In addition the Finance Department is responsible for ensuring that the Head Start Program complies with the Uniform Audit Requirements and Cost Principles, for HHS Awards as stated in 45 CFR Part 75.500 Audit Requirements. This entails that proper accounting practices must be in place in order to prepare for the yearly Financial and Single audits. The Child Nutrition Program has also implemented a new financial tool used for the audit that needs to be completed on a monthly basis by the Accounting Department which entails accounting reconciliation for food purchases and all expenses and revenues associated with the Nutrition Budget.

Based on the above and foregoing, after much review and discussion, Administration recommends the approval of an **Assistant Chief Financial Officer** with a minimum of a degree In Public Accounting or better, and at least 3 years of experience in a Federal Program or similar entity of similar size in budget and personnel as Hidalgo County Head Start Program.

Rationale- Field Operations Manager: Administration proposes to assign the Warehouse Department, the Transportation Department, the Maintenance Department and the Custodial Department under a Field Operations Manager who will report directly to the Director for Field Operations. During different times of the year employees from the departments listed, perform other duties and responsibilities outside their regular assignment and this position will facilitate the delegation of duties and supervision of the different staff across assignments. Administration recommends that this position be a bachelor's degree in management or related field and experienced in field operations of program of the size and magnitude as our program. One warehouse courier position which is vacant at this time is not going to be replaced as it has been determined that with less travel to the centers and an increase of electronic record keeping and reporting, this position is not needed.

Rationale - Director of Mental Health and Mental Health Counselor: Mental Health is a critical component of our Program, for our children and for our staff. According to the Substance Abuse and Mental Health Services Administration (SAMHSA), Head Start and Early Head Start programs play a critical role in buffering the impact of trauma by promoting resilience in children, families, and staff. If parents and children experience trauma, mental health consultants are needed to support them, these experts are able to identify signs and symptoms

of trauma which manifest in challenging behaviors and create more intense needs that can be timely and effectively addressed. Currently we only have one Mental Health Counselor position assigned these duties and responsibilities. Our impact in this area remains at the preliminary stage with limited time for follow up and provision of training and development to help our children and parents more successfully. The whole area of social emotional development requires more time and attention also as we deal with children with severe special needs which many times are a cause of challenging behaviors and intentional and direct interventions by our staff and outside experts. Adding these two positions will provide for our program additional leadership and support to establish and sustain advanced strategies and opportunities to manage and direct a more comprehensive program for children in the areas of mental health and children's social emotional development. In addition we will be able to implement a more comprehensive mental health program for our employees, with opportunities to expand inclusion of parents. Our experience during this very tragic epidemic has served to solidify how much more we need to provide for our families in this area and how much more we need to support staff to strengthen their interventions. Administration recommends a master degree in counseling, psychology, psychiatry or related field with at least three years' experience in working with an early childhood program serving parents and children. It is recommended that a licensed professional counselor or a candidate with a master's degree in psychology, psychiatry or related field with at least three years' experience working with children ages 3 to 5 be employed for the Mental Health Counselor position.

2020 Hidalgo County Head Start Program Salaries (COLA and Quality Improvement Funds)

Position - Title	# of HS Positions	Current Annual Salary	COLA Funds		QI Funds		Total COLA & QI Annual Salary
			2.75% Annual Salary	2.75% COLA Adjusted Annual Salary	2.25% Annual Salary	2.25% QI Annual Salary	
			Net Change	Net Change	Net Change	Net Change	
Administrator for Education - Masters	1	73,444.80	2,017.60	75,462.40	1,698	77,160	
Administrator for Human Resources - Masters	1	73,444.80	2,017.60	75,462.40	1,698	77,160	
Assistant Administrator for Human Resources	1	64,563.20	1,768.00	66,331.20	1,492	67,824	
Assistant Bookkeeper - Procurement & Finance	3	26,187.20	728.00	26,915.20	606	27,521	
Assistant Program Director for Operations	1	89,294.40	2,454.40	91,748.80	2,064	93,813	
Assistant Program Director for Programmatic Serv-Masters	1	90,209.60	2,475.20	92,684.80	2,085	94,770	
Assistant Teacher	185	21,673.60	603.20	22,276.80	600	22,877 *	
Bookkeeper - Finance	1	31,720.00	873.60	32,593.60	733	33,327	
Bus Aide/Substitute	15	21,673.60	603.20	22,276.80	600	22,877 *	
Bus Driver/Maintenance	23	21,673.60	603.20	22,276.80	700	22,977 *	
Center Manager (Associates)	28	33,508.80	915.20	34,424.00	775	35,199	
Center Manager (Masters)	1	40,102.40	1,102.40	41,204.80	927	42,132	
Center Manager (Bachelors)	7	38,875.20	1,060.80	39,936.00	899	40,835	
Chief Financial Officer - Bachelors	1	73,361.60	2,017.60	75,379.20	1,696	77,075	
Coordinator - Associates (LVN's)	2	38,292.80	1,060.80	39,353.60	885	40,239	
Coordinator - Bachelors	13	41,912.00	1,144.00	43,056.00	969	44,025	
Coordinator - Masters	1	43,534.40	1,206.40	44,740.80	1,007	45,747	
Courier (Warehouse)	3	21,673.60	603.20	22,276.80	501	22,778	
Crew Leader- Non Degree	2	30,888.00	852.80	31,740.80	714	32,455	
Custodian - Administration & Center	49	21,673.60	603.20	22,276.80	501	22,778	
Department Director - Non Degree - Field Operations	1	63,980.80	1,768.00	65,748.80	1,479	67,228	
Department Director - Non Degree - MIS	1	61,734.40	1,705.60	63,440.00	1,427	64,867	
Director - Bachelor	5	62,899.20	1,726.40	64,625.60	1,454	66,080	
Director - Masters	4	64,563.20	1,768.00	66,331.20	1,492	67,824	
Disability Classroom Assistant	18	21,673.60	603.20	22,276.80	600	22,877 *	
Electrician Technician	1	33,030.40	915.20	33,945.60	764	34,709	
Executive Director - Masters	1	109,803.20	3,016.00	112,819.20	2,538	115,358	
Executive Secretary	1	39,436.80	1,081.60	40,518.40	912	41,430	
Executive Secretary	1	41,724.80	1,144.00	42,868.80	965	43,833	
Facilitator - Associates	2	33,030.40	915.20	33,945.60	764	34,709	
Facilitator - Non Degree	1	30,888.00	852.80	31,740.80	714	32,455	
Maintenance Worker	10	21,673.60	603.20	22,276.80	501	22,778	
Mental Health Counselor	1	52,083.20	1,435.20	53,518.40	1,204	54,723	
Nurse (RN) - Bachelors	1	50,814.40	1,393.60	52,208.00	1,175	53,383	
Part Time Bus Aide/Classroom (PTE's)	8	8,829.60	239.20	9,068.80	204	9,273	
Secretary	9	22,318.40	624.00	22,942.40	516	23,459	
Secretary	1	24,398.40	665.60	25,064.00	564	25,628	
Specialist	1	46,612.80	1,289.60	47,902.40	1,078	48,980	
Support Service Facilitator (Center) - A.A.	2	33,030.40	915.20	33,945.60	764	34,709	
Support Service Facilitator (Center) - Non Degree	5	28,142.40	769.60	28,912.00	651	29,563	
Support Service Assistants	72	21,673.60	603.20	22,276.80	501	22,778	
Teacher (Associates)	93	29,036.80	790.40	29,827.20	1,200	31,027 *	
Teacher (Bachelors)	92	33,030.40	915.20	33,945.60	1,200	35,146 *	
Substitute Teachers (Daily Rate)	54	63.46	65.20		10	10	
New Position Assistant Chief Financial Officer	1				57,500	57,500	
New Position Mental Health Director	1				64,625	64,625	
New Position Mental Health Counselor	1				54,723	54,723	
New Position Field Operations Manager	1				48,980	48,980	
Total # of Positions	728						

2020 Texas Department of Agriculture (TDA) Salaries (COLA and Quality Improvement Funds)

Position - Title	# of HS Positions	Current Approved Annual Salary	2.75% Annual Salary Net Change	2.75% COLA Adjusted Annual Salary	2.25% Annual Salary Net Change	Total COLA & QI Annual Salary
Food Driver	8	21,673.60	603.20	22,276.80	501	22,778
Head Cook	2	29,224.00	811.20	30,035.20	676	30,711
Kitchen Helper	10	21,673.60	603.20	22,276.80	501	22,778
Assistant Cook	2	21,673.60	603.20	22,276.80	501	22,778
Director - Bachelor	1	62,899.20	1,726.40	64,625.60	1,454	66,080
Coordinator - Bachelors	2	41,912.00	1,144.00	43,056.00	969	44,025
Secretary	1	22,318.40	624.00	22,942.40	516	23,459
TDA Bookkeeper	1	31,720.00	873.60	32,593.60	733	33,327
Total Number of TDA Positions	27					



ADMINISTRATION FOR
CHILDREN & FAMILIES

Office of Head Start | 330 C St., SW, 4th Floor, Washington DC 20201 | eclkc.ohs.acf.hhs.gov

March 13, 2020

Grant No. 06CH010420

Dear Head Start Grantee:

The Further Consolidated Appropriations Act, 2020, contains an increase of approximately \$550 million for programs under the Head Start Act for Fiscal Year (FY) 2020. The increase provides \$193 million for a cost-of-living adjustment (COLA) and \$250 million for Quality Improvement investments for Head Start. The COLA supports an increase of two percent for each grantee to increase staff salaries and fringe benefits, and offset higher operating costs. COLA funds are effective at the start of the FY 2020 budget period and are retroactive if this period has already begun. Quality Improvement funds are allocated proportionately based on federal funded enrollment, with additional consideration given to small grantees to allow for a meaningful investment, as permitted by the Act.

The following table reflects the COLA and Quality Improvement increases available for FY 2020.

Funding Type	Head Start
Cost-of-Living Adjustment (COLA)	\$547,796
Quality Improvement (QI)	\$981,540
Total Funding	\$1,529,336

The table provides projected amounts for each program, Head Start and/or Early Head Start. The Quality Improvement allocation above was calculated on Head Start and/or Early Head Start funded slots; however, grantees operating both programs have flexibility to use any amount of funding on either program, based on community needs, and not to exceed the total amount available. This flexibility does not extend to COLA allocations. Please note, allocations in the table are based on annual funding and enrollment levels by program as of February 2020, and may be subject to change if there are adjustments to these levels.

Submission Requirements

The supplemental application is due **May 15, 2020** and must be submitted in the [Head Start Enterprise System \(HSES\)](#). To apply, please select the **Financials** tab, **Grant Application** tab, **Fiscal Year 2020**, and add the **'Supplement – COLA and Quality Improvement'** amendment type. No other application type for these funds will be accepted.

Content of 'Supplement – COLA and Quality Improvement' Application

Applications must include separate narratives and detailed budget justifications for each funding type, COLA and Quality Improvement, and by program, Head Start and/or Early Head Start. Each narrative must begin with a Table of Contents, use 12 point font, and not exceed 10 pages. All narratives, budget justifications, and other supporting documentation must be uploaded into respective folders within the **Documents** tab of the application.

COLA Narrative and Budget Justification

Grantees must demonstrate:

- An increase of no less than two percent of the current pay scale for Head Start/Early Head Start employees, including unfilled vacancies, subject to the provisions of Sections 653 and 640(j) of the Head Start Act;
- The rationale and documentation detailing agency policies and procedures if employees are receiving less than the two percent COLA or differential COLA increases;
- The provision of a no less than two percent increase to all delegate agencies and partners or justification if less than two percent or differential increases are provided to delegate agencies and partners;
- The planned uses for the balance of the COLA funds to offset higher operating costs.

Sections [653](#) and [640\(j\)](#) of the Head Start Act provide further guidance on the uses and limitations of COLA funds. Sec. 653 restricts compensation to a Head Start employee that is higher than the average rate of compensation paid for substantially comparable services in the area where the program is operating. Sec. 640(j) of the Act requires compensation of Head Start employees must be improved regardless of whether the agency has the ability to improve the compensation of staff employed by the agency that do not provide Head Start services. Grantees with concerns that staff salaries cannot be increased due to wage comparability issues should ensure public school salaries for kindergarten teachers are included in their considerations.

Quality Improvement Narrative and Budget Justification

Grantees must demonstrate:

- Investments are consistent with Sec. 640(a)(5) of the Act (except programs are not bound by the requirements that at least 50 percent of the funds be used for staff compensation or that no more than 10 percent of funds be used on transportation. For more information on allowable activities as outlined in the Act, please see Attachment A);
- Investments made in Quality Improvement will be ongoing;
- How investments support children, families, and staff impacted by trauma; or justify the reasoning for investing in an activity not directly related to addressing trauma (For specific examples, please see Attachment B or the following resource on [Implementing a Trauma-Informed Approach](#).)
- For programs using flexibility in the proportional share of the funding for Head Start and Early Head Start, justify how that approach fully supports the greatest needs of communities.

Grantees are strongly encouraged to invest this funding into program efforts and activities that help better incorporate a trauma-informed approach that will support children, families, and staff impacted by adverse experiences. **For more information on trauma and implementation of trauma-informed approaches in Head Start and Early Head Start programs, including specific examples, please see Attachment B or the following resource on [Implementing a Trauma-Informed Approach](#).** However, grantees do have the flexibility to use these Quality Improvement funds to meet grantees' most pressing local needs, consistent with Section 640(a)(5) of the Act. With this funding, grantees should plan for ongoing, sustained investments in quality improvements, while also acknowledging one-time investments in FY 2020 year may be necessary to sustain ongoing quality improvement.

Budget Requirements

The data entered on the budget tab within the application populates the SF-424A. Grantees are required to include funds for both COLA and Quality Improvement, and within the appropriate program, Head Start or Early Head Start.

Non-Federal Share

The budget and detailed budget justification must include each source of non-federal match, including estimated amount per source and the valuation methodology. A detailed justification that conforms with the criteria under Section 640(b)(1)-(5) of the Head Start Act must be submitted if the application proposes a waiver of any portion of the non-federal match requirement.

Supporting Documents

Signed statements of the Governing Body and Policy Council Chairs along with Governing Body and Policy Council minutes documenting each group's participation in the development and approval of the supplemental application for COLA and Quality Improvement must be provided.

The application must be submitted on behalf of the Authorizing Official registered in the HSES. **Incomplete applications will not be processed.**

Please ensure the application contains all of the required information. If you have any questions or need assistance, please contact Monica Flores, Head Start Program Specialist, at 214-767-8856 or Monica.flores@acf.hhs.gov or Amanda Guy, Grants Management Specialist, at 816-426-2286 or amanda.guy@acf.hhs.gov.

For technical assistance in preparing the application, please contact the HSES Help Desk at help@hsesinfo.org or 1-866-771-4737.

Sincerely,
The Office of Head Start

Attachment A

Allowable Uses of Quality Improvement Funds

The language in this document comes directly from Sec. 640(a)(5) of the Head Start Act, except that language has been removed from no. 1 specifying that at least 50 percent of the funds must be used for staff compensation and language has been removed from no. 8 specifying that no more than 10 percent of the funds can be used on transportation to align with the FY 2020 enacted appropriation language.

1. To improve the compensation (including benefits) of educational personnel, family service workers, and child counselors, as described in Sections [644\(a\)](#) and [653](#) of the Head Start Act, in the manner determined by the Head Start agencies (including Early Head Start agencies) involved, to—
 - ensure that compensation is adequate to attract and retain qualified staff for the programs involved in order to enhance program quality;
 - improve staff qualifications and assist with the implementation of career development programs for staff that support ongoing improvement of their skills and expertise; and
 - provide education and professional development to enable teachers to be fully competent to meet the professional standards established under [Sec. 648A\(a\)\(1\)](#) of the Act, including—
 - providing assistance to complete postsecondary course work;
 - improving the qualifications and skills of educational personnel to become certified and licensed as bilingual education teachers, or as teachers of English as a second language; and
 - improving the qualifications and skills of educational personnel to teach and provide services to

children with disabilities

2. To support staff training, child counseling, and other services necessary to address the challenges of children from immigrant, refugee, and asylee families; homeless children ; children in foster care; limited English proficient children; children of migrant or seasonal farmworker families; children from families in crisis; children referred to Head Start programs (including Early Head Start programs) by child welfare agencies; and children who are exposed to chronic violence or substance abuse.
3. To ensure that the physical environments of Head Start programs are conducive to providing effective program services to children and families, and are accessible to children with disabilities and other individuals with disabilities.
4. To employ additional qualified classroom staff to reduce the child-to-teacher ratio in the classroom and additional qualified family service workers to reduce the family-to-staff ratio for those workers.
5. To ensure that Head Start programs have qualified staff that promote the language skills and literacy growth of children and that provide children with a variety of skills that have been identified, through scientifically based reading research, as predictive of later reading achievement.
6. To increase hours of program operation, including—
 - conversion of part-day programs to full-working day programs; and
 - increasing the number of weeks of operation in a calendar year.
7. To improve communitywide strategic planning and needs assessments for Head Start programs and collaboration efforts for such programs, including outreach to children described in no. 2 above.
8. To transport children in Head Start programs safely.
9. To improve the compensation and benefits of staff of Head Start agencies, in order to improve the quality of Head Start programs.

Attachment B

Office of Head Start Guidance on Implementing a Trauma-Informed Approach

Trauma occurs when frightening events or situations overwhelm a child or adult's ability to cope or deal with what has happened. These kinds of experiences cause an extended stress response and lasting effects on the physical and mental health of the individual. Trauma can occur in the form of a single event (e.g., a natural disaster or death of a close family member) or as a series of events or chronic condition (e.g., substance misuse, domestic and community violence, child abuse and neglect, extended homelessness, or food insecurity). Exposure to trauma is more common than most people believe. It is also multi-layered, with individual, community, and historical experiences. In addition to enrolled children and families, Head Start staff may experience trauma as well, along with stress associated with their role in supporting children and families impacted by trauma. That said, not everyone exposed to adverse experiences is traumatized.

Head Start and Early Head Start programs play a critical role in buffering the impact of trauma by promoting resilience for children, families, and staff. The effects of trauma are lessened by protective factors such as strong parent-child relationships; relationships between staff, children, and families in Head Start and Early Head Start

programs; and through relationships and supports within the community. Supporting staff wellness is a critical part of any trauma-informed approach in Head Start programs.

The Substance Abuse and Mental Health Services Administration (SAMHSA) defines a trauma-informed approach as one that: 1) **realizes** the widespread impact of trauma and understands potential paths for recovery; 2) **recognizes** potential signs and symptoms of trauma; 3) **responds** by fully integrating knowledge about trauma into program policies, procedures, and practices; and 4) **resists** re-traumatization of impacted individuals. For more information, please see [SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach](#).

Head Start Considerations for Funding Trauma-Informed Approaches

There are many ways Head Start and Early Head Start programs can use Quality Improvement funds to implement a comprehensive, ongoing trauma-informed approach. The following includes a limited, non-exhaustive list of examples:

Expand Mental Health Services

- Improve preventive mental health screening, assessment, and interventions
- Enhance mental health consultation for staff support and organizational improvement to help identify signs and symptoms of trauma and integrate supports and services to assist in healing
- Ensure mental health consultation and other related intervention services include a trauma-informed approach and are integrated at intake and orientation
- Build and/or enhance collaborative services with local substance abuse and mental health treatment programs, domestic violence service providers, disaster response programs, child welfare agencies, and others

Increase Classroom Quality

- Hire additional qualified education staff to lower classroom ratios, enhance caregiver-child relationships
- Provide ongoing coaching and support to education staff to address secondary stress and related turnover
- Hire behavioral specialists to support children, classroom staff, and parents
- Improve physical environments and learning spaces throughout the facility to help address the multiple domains of development and learning that are impacted by trauma
- Invest in professional development and staffing patterns that foster continuity of care, and consistent, predictable, and nurturing environments

Strengthen Family Services

- Enhance services that strengthen families, promote relationships, decrease parental stress, and improve family safety and financial security
- Strengthen service provision related to housing access and stability
- Provide enhanced job training, employment, education, and career services
- Help families better access healthcare and nutrition services
- Enhance transportation services to promote more regular participation by children and families in services designed to support development and learning and address trauma
- Improve collaboration efforts and alignment with family-serving agencies to lessen family confusion and stress in dealing with multiple agencies

Support a Trauma-Informed Workforce

- Provide training on trauma-informed approaches to all staff, governing boards, and Policy Councils, and ensure training is accompanied with coaching and opportunities for reflective practice and supervision
- Support staff capacity with salary increases and additional benefits, such as employee assistance services and break times
- Decrease family service staff and/or home visitor caseloads through hiring of additional qualified staff or other strategies

Create a Program-Wide Trauma-Informed Environment

- Ensure any trauma-informed training implemented at the management-, governing-, or policy-level includes oversight to examine how the approach is being implemented
- Conduct ongoing self-assessment to track program improvements related to integrating a trauma-informed approach over time
- Expand Health Services Advisory Committee efforts to better support health and mental health services for children and families by implementing trauma-informed approaches

Wage Comparability Study

Salary Comparability 2020

Position - Title	Head Start Current Annual Salary	Community Action Corp of So. TX	McAllen ISD	Mission CISD	Weslaco ISD	Mercedes ISD	Edcouch Elsa ISD	Hidalgo County
Administrator for Education - Masters	73,444.80							84,901 PCT1-Assistant Chief Administ
Administrator for Human Resources - Masters	73,444.80	60,800						84,901 PCT1-Assistant Chief Administ
Assistant Administrator for Human Resources	64,563.20	42,000						
Assistant Bookkeeper - Procurement & Finance	26,187.20	24,500						
Assistant Director for Operations	89,294.40	97,200	108,679-141,155					
Assistant Director for Programmatic Serv-Masters	90,209.60	97	108,555-140,995					95,406 PCT1-Chief Administrator
Assistant Teacher	21,673.60	19,700	17,188-24,101	23,192		102,032-136,618		95,405 PCT1-Chief Administrator
Bookkeeper - Finance	31,720.00	24,500	30,248-36232	39,977		16,980-24,654		35,983 TAX office-Bookk II
Bus Aide/Substitute	21,673.60			21,424				
Bus Driver/Maintenance	21,673.60			29,434		18,893-27,072		25,550 PCT I - Truck Dri. I
Center Manager (Associates)	33,508.80							
Center Manager (Masters)	40,102.40		79,771					
Center Manager (Bachelors)	38,875.20							
Chief Financial Officer - Bachelors	73,361.60		94,915-123,278	36,379		88,723		50,669 WIC-Clinic Mgr.
Coordinator - Associates (LVN's)	38,292.80	38,500						83,902 Treasurer-Chief Deputy
Coordinator - Bachelors	41,912.00		63,089-68,880					49,927 WIC-LVN
Coordinator - Masters	43,534.40							43,796 Urban County Coord II
Courier (Warehouse)	21,673.60	0	23,600-27,936	24,627				57,102 Urban County Coord IV
Crew Leader- Non Degree	30,888.00	36,050		44,283				37,243 PCT3 Parks-Invet. Clk
Custodian - Administration & Center	21,673.60		19,360-27,685	21,424				41,200 Pct1 Rd. Maint.Crew Lead II
Department Director - Non Degree - Field Operations	63,980.80							24,960 Custodian WIC
Department Director - Non Degree - MIS	61,734.40							116,231 Info.Tech
Director - Bachelor	62,899.20	60,800	86,550					69,496 Urban-Division Mgr.. Finance
Director - Masters	64,563.20					69,468		
Disability Classroom Assistant	21,673.60							26,738 WIC-Disa. Aide I
Electrician Technician	33,030.40			36,587				41,971 Fac. Mgmt.-Elect II
Executive Director - Masters	109,803.20	135,000						116,374 Urban- Program Director
Executive Secretary	39,436.80	30,000	36,268-50,588	44,740				
Executive Secretary	41,724.80	35,000		52,353				
Facilitator - Associates	33,030.40							44,927 Planning-Admin.Asst IV
Facilitator - Non Degree	30,888.00							51,674 Health clinicsSocial Worker
Maintenance Worker	21,673.60	30,000	23,600-32,273					26,449 Pct2-Comm.Outreach Spe
Mental Health Counselor	52,083.20	53,000	\$59,517					27,152 Pct2 Maint I
Nurse (RN) - Bachelors	50,814.40	60,800		51,250			42,500	58,602 TJJD-A
Part Time Bus Aide/Classroom (PTE's)	8,829.60							63,096 Health Dept. RN III
Secretary	22,318.40	19,700	27,337-38,547					
Secretary	24,398.40							28,565 WIC-Clerk III
Specialist - Masters	46,612.80							33,319 WIC-Clerk IV
Support Service Facilitator (Center) - A.A.	33,030.40	30,000						
Support Service Facilitator (Center) - Non Degree	28,142.40							30,948 Comm.Serv.Aid IMM DIV Local
Support Service Assistants	21,673.60	24,500	52,554			42,122		
Teacher (Associates)	29,036.80	30,000						
Teacher (Bachelors)	33,030.40	38,500	49,800	51,250	51,250	48,500	42,500	