

# **Approval of Head Start, Early Head Start (EHS), and Early Head Start- Child Care Partnership (EHS-CCP) Cost of Living Adjustment Applications**



**HEAD START**



Grant No: 06CH010821  
Attachment B

**City of San Antonio**  
**Head Start Program**  
**COLA Budget Narrative**  
**Program Year 2021-2022**

**1. Summary**

The City of San Antonio, Department of Human Services Head Start Program (DHS Head Start), submits the following budget for the 2021 Cost-of-Living adjustment (COLA). DHS Head Start is submitting a supplemental funding application to request funding for the available amount of \$302,076.00. The COLA funds will be used to offset program operational costs, add a permanent Senior Family Support Worker position and a permanent Fiscal Analyst position to the program, and provide the remaining amount to contractual services, San Antonio Independent School District (SAISD) and Edgewood Independent School District (EISD). DHS Head Start respectfully requests the non-federal share amount of the grant be waived for the program year 2021-2022 based on guidance received from the Office of Head Start.

The City defines and outlines policies with respect to the financial management of grants administered within the City. Grants management policies and procedures have been adopted for uniform application in all departments. DHS has policies and procedures that describe the process for initiation of master financial data, cash management, in-kind support, monitoring, and month and year end procedures in relation to grants. It is the policy of the City and DHS that grants are managed in accordance with federal, state and local guidelines. DHS promotes effective controls to ensure the protection of City assets, accurate financial reporting, and efficient use of City resources regardless of funding. Please visit the following link to access financial policies, administrative directives, ethics code and financial reports. <https://www.sanantonio.gov/finance>

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## 2. Head Start – Budget Justification – Federal Share

<b>Personnel</b>	<b>\$96,390.00</b>
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DHS Head Start will add a permanent Senior Family Support Worker position and a permanent Fiscal Analyst position.

Job Title	# of Positions	Annual Salary
Senior Family Support Worker	1	\$43,707.00
Fiscal Analyst	1	\$52,683.00

<b>Fringe Benefits</b>	<b>\$33,588.00</b>
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Social Security (FICA)	\$7,471.00
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Health/Dental/Life Insurance	\$14,660.00
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Health insurance is paid for full time employees working at least 40 hours per week. Employees may elect to pay for dental insurance, supplemental life insurance, and other additional insurance coverage.

Retirement \$11,457.00

Employees participate in a retirement program after meeting employment criteria. DHS Head Start will match 10.47%-11.35% of the employee's salary.

<b>Contractual Services</b>	<b>\$172,098.00</b>
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DHS Head Start will utilize funding to maintain the administrative building located at 1227 Brady Blvd. San Antonio, TX 78207. DHS Head Start will also provide funding allocations to SAISD and EISD for continued program improvements. SAISD will utilize the funds to hire an additional instructional coach, create five sensory rooms for Head Start children and purchase classroom supplies and furniture for the new sensory rooms. EISD will utilize the funds to hire an additional behavioral coach and to pay for salaries and fringe for extended day services. The extended day



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services will specifically be for Head Start children whose families have a need for an extended day.

DHS Head Start	Amount
DHS Head Start Administrative Building – 1227 Brady Blvd. San Antonio, TX 78207	\$21,975.00

Service Providers	Amount
San Antonio ISD	\$94,915.00
Edgewood ISD	\$55,208.00

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<b>TOTAL COST FOR FEDERAL SHARE</b>	<b>\$0.00</b>
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DHS Head Start Program is requesting a waiver of the non-federal match amount.

Note: Minor discrepancies due to rounding.



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**City of San Antonio**  
**Head Start Program**  
**COLA Supplemental Funding Application**  
**Program Year 2021-2022**

**Project Summary**

The City of San Antonio, Department of Human Services Head Start Program (DHS Head Start), submits the enclosed Cost-of-Living Adjustment (COLA) Supplemental Application for consideration to offset program operations costs for the period of February 1, 2021 through January 31, 2022. Per guidance received from the U.S. Department of Health and Human Services (HHS), DHS Head Start is submitting a supplemental funding application to request federal funding in the amount of \$302,076.00 (Program Operations).

**Project Description**

The DHS Head Start Program is in its third year of its five-year project period and implementation of the 5-year strategic plan. DHS Head Start plans to continue contracting with direct service providers to deliver high quality education and support services to 3,020 enrolled children and their families.

Based on results of the program's ongoing monitoring, self-assessment, community assessment, 5-year strategic planning, and program evaluation, improvements are being implemented this current School Year (2020-2021) and more are planned for the 2021-2022 School Year. Planned changes and implemented system improvements include: ensuring better outcomes on School Readiness goals with a continued emphasis on the integration of the Parent, Family and Community Engagement Framework (PFCE) and the School Readiness Plan; refining family and community assessment tools by utilizing instruments based on best practices; enhancing targeted professional development and training efforts across the program; increasing service provider responsibility of overall Head Start



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compliance and performance; refining the comprehensive data collection and analysis system for effective decision making; and enhancing collaboration with the school districts and other community agencies.

Through continuous quality improvement, DHS Head Start will maximize community resources to ensure enrolled children and families have access to all comprehensive services. By supporting children and families in reaching their potential, DHS Head Start will create positive and lasting benefits to the community as a whole.

### **COLA Approach**

DHS Head Start, SAISD, and EISD have a formalized system for increases to salaries and pay scales that are made annually and have been realized for the current grant year. The DHS Head Start Program will utilize the COLA to offset program operational costs, add one new permanent Senior Family Support Worker (SFSWs) position and one permanent Fiscal Analyst position to the program and to allocate funds to maintain our administrative building located at 1227 Brady, San Antonio TX 78207. The Senior Family Support Worker will work to develop and implement wellness support services which will improve outcomes for Head Start staff, children, and families. This includes providing case management and intensive family wellness support, as well as decreasing caseload sizes. Wellness support is a high need not only with the families served, but with the Head Start staff as well. The Fiscal Analyst position will perform financial management work with emphasis on accounting, budgeting, and financial compliance. DHS Head Start will provide the remaining amount to contractual services, SAISD and EISD. The increase to contractual services, SAISD and EISD, will allow for increased program quality. SAISD will utilize the funds to hire an additional instructional coach, create five sensory rooms for Head Start children and purchase classroom supplies and furniture for the new sensory rooms. EISD will utilize the funds to hire an additional behavioral coach



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and to pay for salaries and fringe for extended day services. The extended day services will specifically be for Head Start children whose families have a need for an extended day.

***Table 1: Personnel***

Job Title	# of Positions	Annual Salary
Senior Family Support Worker	1	\$43,707.00
Fiscal Analyst	1	\$52,683.00

***Table 2: Contractual Services***

DHS Head Start	Amount
DHS Head Start Administrative Building – 1227 Brady Blvd. San Antonio, TX 78207	\$21,975.00

  

Service Providers	Amount
San Antonio ISD	\$94,915.00
Edgewood ISD	\$55,208.00

DHS Head Start Program is requesting a waiver of the non-federal match amount.

### **Conclusion**

DHS Head Start Program has strong and effective management systems in place for the delivery of the highest quality services and is committed to continue to strengthen and improve the Program. DHS Head Start also has a systematic, ongoing planning and monitoring infrastructure in place to assure continuous improvements. DHS Head Start will utilize the COLA funds for the areas of operational need indicated above.

***EARLY HEAD START***



Grant No: 06CH011533  
Attachment A

**City of San Antonio  
Department of Human Services  
Early Head Start Program COLA Supplemental Application  
Program Year 2021-2022**

**Budget Narrative**

**1. Summary**

The City of San Antonio Department of Human Services Early Head Start (DHS Early Head Start) Program, submits the enclosed budget for the 2021 Cost of Living Adjustment for the period of February 1, 2021 through January 31, 2022 in the total amount of \$25,282.00. DHS Early Head Start respectfully requests the non-federal share amount of the grant be waived for the program year 2021-2022 based on guidance received from the Office of Head Start.

DHS Early Head Start provides general program oversight, governance, program design, policies, and technical assistance to the contracted education and service provider that carries out direct program services in the areas of Early Childhood Education, Health, Nutrition, Disabilities, and Safe Environments. Additionally, DHS Early Head Start provides direct services in the areas of Family and Community Support, Health and Training and Technical Assistance. DHS Early Head Start's goals are to ensure program integrity and sound management principles as well as fiscal responsibility. All procurement processes follow the City's processes.

The City defines and outlines policies with respect to the financial management of grants administered within the City. Grants management policies and procedures have been adopted for uniform application in all departments. DHS has policies and procedures that describe the process for initiation of master financial data, cash management, in-kind support, monitoring, and month and year end procedures in relation to grants. It is the policy of the City and DHS that grants are managed in accordance with federal, state and local guidelines. DHS promotes effective controls to ensure the protection of City assets, accurate financial reporting, and efficient use of City resources regardless of funding. Please visit the following link to access financial policies, administrative directives, ethics code and financial reports. <https://www.sanantonio.gov/finance>

**2. Early Head Start Budget Justification – Federal Share**

**Contractual** \_\_\_\_\_ **\$25,282.00**

DHS Early Head Start will utilize funding to maintain the administrative building located at 1227 Brady Blvd. San Antonio, TX 78207. DHS Early Head Start will also provide funding to Edgewood ISD (EISD) for continued program improvements. EISD proposes to increase the EHS teaching staff hours from 37.5 to 40 hours per week to have needed planning, staff development and meeting times.

education service provider to support capacity building, developing, and strengthening systems and overall knowledge of the Early Head Start program. Strong and effective management systems are in place for the delivery of the highest quality infant toddler program. The focus for the 2021-2022 program year is strengthening capacity for quality care and a solid foundation of understanding of the Head Start Program Performance Standards. Increasing the hours of the EISD EHS's staff will offer the needed time to build in adequate planning and meeting times to strengthen program and communication systems, as well as offer additional opportunities for in-service staff development throughout the program year. By supporting the education service provider, the EHS Program creates positive and lasting benefits to the community.



Grant No: 06CH011533  
Attachment A

DHS Head Start	Amount
DHS Head Start Administrative Building – 1227 Brady Blvd. San Antonio, TX 78207	\$662.00

Service Providers	Amount
Edgewood ISD	\$24,620.00

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### 3. Early Head Start Budget Justification – Non-Federal Share

DHS respectfully request the waiver of the non-federal share.

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**TOTAL COST FOR NON-FEDERAL SHARE** \_\_\_\_\_ **\$0**

Note: Minor discrepancies due to rounding.

**City of San Antonio Early Head Start  
COLA Supplemental Funding Application**

**Program Year 2021-2022**

**Project Summary**

The City of San Antonio, Department of Human Services , Early Head Start Program (DHS Early Head Start) submits the enclosed cost-of-living adjustment (COLA) supplemental application for consideration for increasing staff salaries, fringe benefits and to offset higher operating costs for the period of February 1, 2021 through January 31, 2022. Per guidance received from the Department of Health and Human Services (HHS) on March 19, 2021, DHS Early Head Start is submitting a supplemental application for the Traditional/Home-Based EHS Program to request federal funding in the amount of \$25,282.00.

**Project Description**

The Early Head Start Program is a part of the City of San Antonio DHS Head Start Division. DHS Early Head Start plans to continue contracting with Edgewood ISD to deliver high quality early childhood education and support services to 128 infants and toddlers and their families through center-based and home-based options.

DHS Early Head Start remains committed to helping our community's most vulnerable children and families with high quality comprehensive services, including educational, nutritional, medical, dental, mental health, disability and other services, through strong partnerships which promote success through school readiness and family strengthening.

**COLA Approach**

DHS Early Head Start contracts with Edgewood Independent School District (EISD) to provide

direct services through both center-based and home-based options. EISD is located in a high need area with limited resources on the west side of the center city of San Antonio. EISD employs EHS staff which includes but is not limited to teachers, substitutes, floaters, Home Visitors, EHS Coordinator, EHS Instructional Coach, maintenance staff and others.

Based on the guidance from HHS, the approach to expend the requested funds follows:

- *An increase of no less than 1.22 percent of the current pay scale for the Head Start employees, including unfilled vacancies, subject to the provisions of Sections 653 and 640(j) of the Head Start Act;*
  - DHS EHS and EISD have a formalized system for increases to salaries and pay scales that are made every year.
    - \$24,620.00 (see budget justification)
      - EISD proposes to increase the EHS teaching staff hours from 37.5 to 40 hours per week to ensure needed planning, staff development and meeting times.
    - \$662.00 (see budget justification)
      - DHS EHS proposes to use funds to offset higher operational costs.
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- *The rationale and documentation detailing agency policies agency policies and procedure if employees are receiving less than the 1.22 percent COLA or differential COLA increases;*
  - DHS EHS and EISD have a formalized system for increases to salaries and pay scales that are made every year.
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- *The provision of a no less than 1.22 percent increase to all delegate agencies and partners or justification if less than 1.22 percentage or differential increases are provided to delegate agencies and partners;*
  - DHS EHS and EISD have a formalized system for increases to salaries and pay scales that are made every year.
- *The planned uses for the balance of the COLA funds to offset higher operating costs;*
  - DHS EHS proposes the remaining \$662.00 be used to contribute to maintenance of the Brady Administrative Building located at 1227 Brady Blvd., San Antonio, TX 78207.

## Conclusion

DHS Early Head Start is committed to ongoing development and continual improvement in the EHS program. Dedicated DHS Early Head Start staff works side-by-side with the child care and

***EARLY HEAD START***  
***CHILD CARE PARTNERSHIP***  
***(EHS-CCP)***



Grant No: 06HP000255  
Attachment A

**City of San Antonio  
Department of Human Services  
Early Head Start Program – Child Care Partnership  
COLA Supplemental Application  
Program Year 2021-2022**

**Budget Narrative**

**1. Summary**

The City of San Antonio Department of Human Services Early Head Start-Child Care Partnership (DHS EHS-CCP) Program submits the enclosed budget for the 2021-2022 Cost of Living Adjustment for the period of August 1, 2021 through July 31, 2022 in the total amount of \$35,593.00. DHS EHS-CCP respectfully requests the non-federal share amount of the grant be waived for the program year 2021-2022 based on guidance received from the Office of Head Start.

DHS EHS-CCP provides general program oversight, governance, program design, policies, and technical assistance to contracted service providers that carry out direct program services in the areas of Early Childhood Education, Health, Nutrition, Disabilities, and Safe Environments. Additionally, DHS EHS-CCP provides direct services in the areas of Family and Community Support, Health and Training and Technical Assistance. DHS EHS-CCP's goals are to ensure program integrity and sound management principles as well as fiscal responsibility. All procurement follows City's processes.

The City defines and outlines policies with respect to the financial management of grants administered within the City. Grants management policies and procedures have been adopted for uniform application in all departments. DHS has policies and procedures that describe the process for initiation of master financial data, cash management, in-kind support, monitoring, and month and year end procedures in relation to grants. It is the policy of the City and DHS that grants are managed in accordance with federal, state and local guidelines. DHS promotes effective controls to ensure the protection of City assets, accurate financial reporting, and efficient use of City resources regardless of funding. Please visit the following link to access financial policies, administrative directives, ethics code and financial reports. <https://www.sanantonio.gov/finance>

**2. Early Head Start – Child Care Partnership Budget Justification – Federal Share**

**Contractual** \_\_\_\_\_ **\$35,593.00**

The City's budget for contractual costs includes funding allocations for the following services: education, disabilities, nutrition, health, and dental services to the 216 children enrolled in Early Head Start - Child Care Partnership Program. DHS EHS-CCP proposes to work with child care service providers to ensure base salary and salary levels of all EHS-CCP staff have no less than a



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Attachment A

1.22% permanent pay rate increase. DHS EHS-CCP will also utilize funding to maintain the administrative building located at 1227 Brady Blvd. San Antonio, TX 78207.

Service Providers	Number of Children	Amount
Blessed Sacrament Academy CDC	36	\$3,466.00
Ella Austin Community Center	48	4,622.00
Healy Murphy Center, Inc.	64	6,162.00
Inman Christian Center	28	2,696.00
Seton Home	20	1,926.00
YWCA – Olga Madrid CDC	20	1,926.00

DHS Head Start	Amount
DHS Head Start Administrative Building – 1227 Brady Blvd. San Antonio, TX 78207	\$14,795.00

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### 3. Early Head Start - Child Care Partnership Budget Justification – Non-Federal Share

DHS respectfully requests the waiver of the non-federal share.

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**TOTAL COST FOR NON-FEDERAL SHARE** \_\_\_\_\_ **\$0**

Note: Minor discrepancies due to rounding.

**City of San Antonio Early Head Start-Child Care Partnership  
COLA Supplemental Funding Application**

**Program Year 2021-2022**

**Project Summary**

The City of San Antonio, Department of Human Services (DHS), Early Head Start Child Care Partnership (DHS EHS-CCP) Program submits the enclosed cost-of-living adjustment (COLA) supplemental application for consideration for increasing staff salaries, fringe benefits and to offset higher operating costs for the period of August 1, 2021 through July 31, 2022. Per guidance received from the Department of Health and Human Services (HHS) on March 19, 2021, the City of San Antonio Early Head Start – Child Care Partnership is submitting a supplemental application to request federal funding in the amount of \$35,593.00.

**Project Description**

The DHS Early Head Start-Child Care Partnership Program is a part of the DHS Head Start division. The DHS EHS-CCP program plans to continue contracting with direct service providers to deliver high quality early childhood education and support services to 216 infants and toddlers and their families.

DHS EHS-CCP remains committed to helping our community's most vulnerable children and families with high quality comprehensive services, including educational, nutritional, medical, dental, mental health, disability and other services, through strong partnerships which promote success through school readiness and family strengthening.

**COLA Approach**

DHS EHS-CCP contracts with six community-based agencies, having non-profit status, offering state licensed early childhood development programs. All six child care centers are located in the

center city of San Antonio, in high need areas with limited resources. Each of the child care centers employs EHS-CCP staff which includes but is not limited to teachers, substitutes, floaters, Center Directors, Assistant Center Directors, maintenance staff and others.

Based on the guidance from HHS, the approach to expend the requested funds follows:

- *An increase of no less than 1.22 percent of the current pay scale for the Head Start/Early Head Start employees, including unfilled vacancies, subject to the provisions of Sections 653 and 640(j) of the Head Start Act;*
  - DHS EHS-CCP proposes to allocate the following COLA funds to the six child care centers based on the percentage of total enrollment:
    - \$20,798.00 (see budget justification)
      - DHS EHS-CCP proposes to work with child care service providers to ensure base salary and salary levels of all EHS-CCP staff have no less than a 1.22% permanent pay rate increase. In the event current staff has received, at a minimum, 1.22% increase during this program year, funds would be allowed to go back into child care service providers operating budgets. However, if the increase is less than the 1.22%, then child care service providers would be expected to increase the salary by the difference to reach the equivalent of a 1.22% increase.
    - \$14,795 (see budget justification)
      - DHS EHS-CCP will use to offset higher operational cost.
- *The rationale and documentation detailing agency policies agency policies and procedure if employees are receiving less than the 1.22 percent COLA or differential COLA increases;*
  - DHS EHS-CCP proposes to work with child care service providers to ensure base salary and salary levels of all EHS-CCP staff have no less than a 1.22% permanent pay rate increase.
- *The provision of a no less than 1.22 percent increase to all delegate agencies and partners or justification if less than 1.22 percentage or differential increases are provided to delegate agencies and partners;*
  - DHS EHS-CCP proposes to work with child care service providers to ensure base salary and salary levels of all EHS-CCP staff have no less than a 1.22% permanent pay rate increase.
- *The planned uses for the balance of the COLA funds to offset higher operating costs;*
  - DHS EHS-CCP proposes the remaining \$14,795.00 funds be used to contribute to the needed updates and repairs of the Brady Administrative Building located at 1227 Brady Blvd., San Antonio, TX 78207, to include replacing the plumbing, parking lot improvements, and other structural repairs needed.

## **Conclusion**

DHS EHS-CCP is committed to ongoing development and continual improvement in the EHS-CCP program. Dedicated DHS EHS-CCP staff works side-by-side with the child care service providers to support capacity building, developing and strengthening systems and overall knowledge of the Early Head Start program. Strong and effective management systems are in place for the delivery of the highest quality infant toddler program. The focus for the 2021-2022 program year is building capacity for quality care and a solid foundation of understanding of Head Start Program Performance Standards. Increasing the salary scale and current wages of child care service provider's staff will offer an incentive for staff to continue to stay with the service provider, the DHS EHS-CCP Program and contribute to a more stable workforce. By supporting child care service providers, children and families in reaching their potential, the DHS EHS-CCP Program creates positive and lasting benefits to the community as a whole.