

Review of Early Head Start- Child Care Partnership (EHS- CCP) Cost of Living (COLA) and Quality Improvement (QI) Application





**City of San Antonio
Department of Human Services
Early Head Start-Child Care Partnership
Cost Of Living Adjustment Supplemental Funding Application**

Program Year 2023-2024

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, 2023, through July 31, 2024. Per guidance received from the Department of Health and Human Services (HHS) on March 10 2023, the City of San Antonio DHS EHS-CCP is submitting a supplemental application to request federal funding in the amount of \$170,102.00. DHS Head Start Program is requesting a waiver of the non-federal match amount.

Project Description

The DHS EHS-CCP Program is a part of the DHS Head Start division. The DHS EHS-CCP program plans to continue contracting with early learning 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 early learning centers are located in the center city of San Antonio, in high need areas with limited resources. Each of the early learning centers employs EHS-CCP staff which includes but is not limited to teachers, substitutes, floaters, Peer Coach, 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 5.6 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 early learning centers based on the percentage of total enrollment:
 - DHS EHS-CCP proposes to work with the early learning service providers to ensure base salary and salary levels of all EHS-CCP staff have no less than a 5.6% permanent pay rate increase. In the event current staff has received, at a minimum, 5.6% increase during this program year, funds would be allowed to go back into child care service providers operating budgets. One early learning service provider has a formalized system for increases to salaries and pay scales that are made at the beginning of their fiscal year and have been realized for the current grant year.
 - DHS Head Start has a formalized system for increases to salaries and pay scales that are made in October of every year and has been realized for the current grant year.
- *The rationale and documentation detailing agency policies agency policies and procedure if employees are receiving less than the 5.6 percent COLA or differential COLA increases;*
 - DHS EHS CCP City of San Antonio staff receive pay increases based on the City of San Antonio's schedule. This past year all City of San Antonio EHS CCP staff received a minimum of 7% permanent pay increase.
- *The provision of a no less than 5.6 percent increase to all delegate agencies and partners or justification if less than 5.6 percentage or differential increases are provided to delegate agencies and partners;*
 - DHS EHS-CCP proposes to work with early learning service providers to ensure base salary and salary levels of all EHS-CCP staff have a permanent pay rate increase and/or funds to offset higher operating costs.
- *The planned uses for the balance of the COLA funds to offset higher operating costs;*
 - DHS EHS-CCP proposes the remaining funds be applied to salaries to offset the City's imposed 7% COLA increase to all employees.



DHS EHS CCP Program is requesting a waiver of the non-federal match amount.

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 2023-2024 program year is continual capacity building for understanding and practices in trauma informed care incorporating wellness strategies into every day practices to further strengthen, not only the care provided to the children, but the care provided to the families and staff. 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.



Grant No: 06HP000255

Attachment A

**City of San Antonio
Department of Human Services
Early Head Start Program – Child Care Partnership
Cost of Living Adjustment Budget Narrative
Program Year 2023-2024**

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 Cost of Living Adjustment (COLA) for the period of August 1, 2023, through July 31, 2024, in the total amount of \$170,102.00. DHS EHS-CCP's respectfully requests the non-federal share be waived.

DHS 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'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

SALARIES _____ **\$70,080.00**

- Minimum of 7-12% raise for all DHS EHS-CCP staff.



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CONTRACTUAL _____ **\$100,022.00**

- EHS-CCP Early Learning Service Providers

Service Providers	Number of Children	% of Total Enrollment	Amount
Blessed Sacrament Academy CDC	36	17%	\$ 20,375
Ella Austin Community Center	48	22%	22,227
Healy Murphy Center, Inc.	64	30%	29,636
Inman Christian Center	28	13%	12,966
Seton Home	20	9%	5,557
YWCA – Olga Madrid CDC	20	9%	9,261

TOTAL COST FOR FEDERAL SHARE _____ **\$170,102.00**

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

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

TOTAL COST FOR NON-FEDERAL SHARE _____ **\$0.00**

Note: Minor discrepancies due to rounding.



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**City of San Antonio
Department of Human Services
Early Head Start-Child Care Partnership
Quality Improvement Supplemental Funding Application
Program Year 2023-2024**

Project Summary

The City of San Antonio, Department of Human Services, administers the Early Head Start-Child Care Partnership (EHS-CCP) Program and submits the enclosed Quality Improvement (QI) supplemental application for consideration for the period of August 1, 2023, through July 31, 2024. Per guidance received from the Department of Health and Human Services (HHS) on March 10, 2023, the City of San Antonio DHS EHS-CCP is submitting a supplemental Quality Improvement application to request federal funding in the amount of \$91,079.00. DHS is requesting a waiver for the non-federal match amount.

Project Description

The DHS EHS-CCP program is a part of the DHS Head Start program. DHS EHS-CCP plans to continue contracting with the six direct service early learning providers to deliver high quality early learning and support services to 216 infants and toddlers and their families.

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

Background and Need

DHS contracts with six community-based agencies, having non-profit status, offering state licensed early learning programs to deliver the EHS-CCP model. All six early learning centers are



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in the center city of San Antonio, in high need areas with limited resources. Each of the early learning centers employs staff funded with EHS-CCP funds, which includes but is not limited to teachers, substitutes, floaters, Peer Coaches, Center Directors, Assistant Center Directors, maintenance staff and others. During the past two years, the early learning centers have struggled with being fully enrolled, fully staffed and supporting staff well-being.

Quality Improvement Approach

EHS-CCP funded early learning staff play an essential role in supporting the well-being of infants, toddlers, and their families. To do this, it is imperative that the DHS EHS-CCP program also support the well-being of early learning staff to ensure they are able to provide quality interactions and responsive caregiving.

In addition to the current wellness support systems in place, DHS EHS-CCP proposes to address and support the early learning staff wellness through four phases where each phase will scaffold off the supports provided in the previous phase.

Phase 1 – The Foundation

The DHS EHS-CCP Program will support the early learning centers with creating an onsite wellness space for early learning staff well-being. Each wellness space will provide early learning staff with materials that can support self-care to help lower levels of stress and anxiety. Wellness spaces will also include information for early learning staff to connect to community resources, continuing education and wellness services offered through the DHS EHS-CCP Program.

The DHS EHS-CCP team will work with the early learning centers to purchase specific items that will enhance the identified wellness space such as flexible seating, storage containers, bulletin boards/brochure holders, technology, and items to support the Eight Dimensions of Wellness. As referenced by the Substance Abuse and Mental Health Services Administration (SAMHSA), the Eight Dimensions of Wellness support the overall well-being of an individual. SAMHSA provides guidance for understanding that the Eight Dimensions are interconnected and build upon each other. Providing support for each dimension will create a framework for achieving longevity and



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improving quality of life as wellness is also influenced by one's own culture and spiritual beliefs. The Eight Dimensions of Wellness supports the overall well-being of an individual. Dimensions consist of Physical, Intellectual, Emotional, Social, Financial, Occupational and Environmental.

Phase 2 – Crisis Response

As the DHS Head Start Program makes progress towards becoming a trauma informed program it is important for the DHS EHS-CCP program to have a system for responding to early learning staff in crisis. For early learning staff in crisis, a consultation will be provided to assess wellness needs and to connect them to supportive services. Crisis response kits will be created to provide to early learning staff along with the one-on-one consultation.

DHS EHS-CCP staff will put together crisis kits that could contain items such as personal hygiene items, suicide prevention materials, bus passes, portable phone chargers, backpack, as well as affirmation cards. Items would be gathered based on the individual needs of those being supported through the one-on-one consultation.

Phase 3 – Early Head Start - Early Learning Employee Assistance Program (ELEAP)

The DHS EHS-CCP Program currently offers early learning staff an opportunity to receive a wellness consultation or support service through our mental health contractor or our DHS Wellness team. The need for staff wellness services has increased in the past three years and the demand for services continues to grow. Early learning staff have currently reported wanting to meet with a wellness provider who does not support children in their classrooms.

Based on the needs and demands for early learning staff wellness, the DHS EHS-CCP Program plans to create an Early Head Start Early Learning Employee Assistance Program (ELEAP). The EHS ELEAP will provide short term consultation services to address a broad and complex body of issues that affect mental and emotional well-being.

DHS EHS-CCP will work to put a professional services contract in place to serve the EHS early learning service providers' early learning staff. By removing the response to the early learning staff from the current mental health contractor, services can then be increased to reach a larger



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number of children and families in need of mental health services across the EHS-CCP program. This will allow for a clear and concise focus on both early learning staff as well as children which will allow for a larger number of staff, children, and families to be served.

Phase 4 – Peer-to-Peer Support/Trauma Informed Mentors

Peer Support has proven to be an effective strategy for reinforcing the implementation of self-care strategies and supporting ongoing wellness initiatives. The DHS EHS Program recognizes this will take time but believes this is an effective strategy to not only support well-being but also to contribute to building a culture of caring among the early learning staff. Peer Support is a reciprocal process where both individuals benefit; those receiving the support and those giving the support. DHS EHS-CCP recognizes the value of engaging with others to achieve a particular goal is an important step in succeeding along the way. Having a trained early learning peer on site not only adds to the individual's skill set but will offer peer support that is about sharing and reaching goals together that lead to better mental and physical health.

DHS EHS-CCP will provide training to those identified staff at each of early learning centers to create a peer-to-peer network related to well-being. Early Learning center's leadership will provide space for Peer-to-Peer Mentors to check-in with early learning staff, offer opportunities to decompress, and discuss success and challenges.

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

Conclusion

DHS is committed to the ongoing investment of the early learning workforce. Dedicated DHS EHS-CCP staff works side-by-side with the early learning providers to support capacity building, developing and strengthening systems and overall knowledge of the Early Head Start – Child Care Partnership program. Strong and effective management systems are in place for the delivery of the highest quality infant toddler program. DHS Head Start is focused on being a trauma informed program and building sustainable systems within the early learning centers to offer ongoing



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support for the early learning workforce. By reframing the current culture within the early learning centers to one of taking care of the workforce and giving opportunities of the early learning staff to take care of themselves while on site will promote individual and organizational well-being which in turn continue to support positive and nurturing relationships with children and families.

The focus for the 2023-2024 program year is continual capacity building for understanding and practices in trauma informed care incorporating wellness strategies into everyday practices to further strengthen, not only the care provided to the children, but the care provided to the staff and families.



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**City of San Antonio
Department of Human Services
Early Head Start Program – Child Care Partnership
Quality Improvement Budget Narrative
Program Year 2023-2024**

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 Quality Improvement (QI) Application for the period of August 1, 2023, through July 31, 2024, in the total amount of \$91,079.00. DHS EHS-CCP respectfully requests the non-federal share be waived for the program year 2023-2024 based on guidance received from the Office of Head Start on March 10, 2023.

DHS 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' goals are to ensure program integrity and sound management principles as well as fiscal responsibility. All procurement follows City's processes.

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

SUPPLIES _____ **\$13,662.00**

Wellness supplies, materials and supports such as journals, fidgets, wellness books, suicide prevention materials, affirmation cards, baskets for organization, backpacks, personal hygiene items, exercise balls, stretch bands, word puzzles, arts and crafts materials, stress balls, financial journals, gardening items (*not an exhaustive list*)



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CONTRACTUAL _____ **\$77,417.00**

- Fees to Professional Contractors
- EHS-CCP Early Learning Service Providers

Service Provider	# Children Served	Program Operations Amount
Blessed Sacrament	44	\$10,779
Ella Austin	48	11,759
Healy Murphy	64	15,679
Inman	28	6,860
Seton Home	12	2,940
YWCA	20	4,900

TOTAL COST FOR FEDERAL SHARE _____ **\$91,079.00**

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

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

TOTAL COST FOR NON-FEDERAL SHARE _____ **\$0.00**

Note: Minor discrepancies due to rounding.