

**Program Narrative Statement
Continuation Application
Washington State Department of Early Learning
Head Start-State Collaboration Office
Budget Period: 3/1/08-2/28/09
Project Period: 3/1/06-2/28/11**

DUNS # 12-734-7115

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Department of Early Learning/ Head Start-State Collaboration Office: Kids' Potential, Our Purpose

Over the last year, the Head Start-State Collaboration Office (HS-SCO) in Washington State has continued to evolve and define its role within the context of the new cabinet-level agency, the Department of Early Learning (DEL). As DEL outlines strategic directions and further defines its role in providing statewide leadership for building comprehensive early learning systems, the HS-SCO is positioned to play a pivotal role in the process. Recently, DEL (internally) announced the foundation for its strategic plan by presenting four major goal areas that will guide the state department's work in the coming years: 1) *Build Public Will*; 2) *Build a Comprehensive Early Learning System*; 3) *Build a Trusted Environment to Exchange Information*; and 4) *Build Organizational Excellence*. These goals, guided by the DEL axiom "Kids' Potential, Our Purpose", provide a sound framework for which DEL and the HS-SCO can develop effective strategies for ensuring positive outcomes for all of Washington State's children and their families.

In addition to a strong alignment with DEL strategic goals and strategies, the HS-SCO has also continued to engage the Head Start community (State HS Association, Directors, Region X Office and T&T/A) and other key partners in the overall direction of the grant. To connect with and support all of its significant partners, the HS-SCO will maintain its leadership role in Washington State's early childhood systems building plan, *Kids Matter (ECCS, HS-SCO and Foundation for Early Learning are lead partners)*. As a result, grant funds will be invested to continually support partnerships that reflect the HS-SCO goals, DEL strategic plan, and prioritized outcomes developed in the *Kids Matter* framework.

Budget Period March 2007 - February 2008: Performance and Progress for the Past Year

The HS-SCO successfully accomplished some of its goals and objectives over the last year, despite continuous change and transformation within a new state department. Within the context of DEL changes, the HS-SCO focused its efforts on establishing a foundation for new management and support with the arrival of a new Project Manager and return of the office's Project Assistant in June and August, respectively. As the new HS-SCO team assimilated to the new environment, maintaining current relationships and projects became a primary focus, in addition to fostering new relationships and connections.

Attending State Association meetings, regular DEL staff meetings, the 2007 Region X Leadership Forum, Kids Matter meetings, and other pertinent collaborative efforts provided venues for the HS-SCO Project Manager to establish a pulse for the needs and status of the Head Start and greater early learning community. As a result, the HS-SCO engaged in a number of activities and projects aligned with the needs of Head Start programs and Washington early learning communities, all guided within the framework of the federal goals and priority areas for the HS-SCO. Finally, the progress and performance of the action plan for 2007-08 represents the ever-transforming early learning environment in Washington and demonstrates comprehensive outcomes and strategies that serve to benefit all young children in our state.

HSSCO Action Plan 2007-08
 Accomplishments

Goal #1: Increase the public’s understanding of early education, health, and school readiness as major contributors of student academic success and the state’s economic vitality.

HSSCO Function	Actions and Strategies
<p><i>Improve and increase an awareness and understanding of what is being achieved through Head Start/Early Head Start Programs in WA State (priority areas: education and health)</i></p>	<ul style="list-style-type: none"> ➤ Head Start/Early Head Start Data Share Agreements The HS-SCO has continued its role in facilitating 31 data share agreements to provide DSHS client data to Head Start/Early Head Start programs in Washington for recruitment and enrollment purposes. Four data share agreements are with tribal Head Start programs. ➤ State Profile (Initial Planning Phase) The HS-SCO engaged in initial planning stages (gathering feedback from stakeholders, developing a project tracker, etc.) for development of the second edition of the Head Start/ECEAP State Profile. The State Profile 2001-2002 was first introduced in 2003 in an effort to provide state agencies, community partners, and other public and private organizations with a statewide picture of Head Start and ECEAP programs across the state. The second edition will provide an updated picture of Head Start and ECEAP programs in the state, as well as a format to communicate to legislators and other key decision-making entities. ➤ Home Visiting Workgroup The HS-SCO provided information regarding delivery of Early Head Start home-based models to a statewide workgroup focused on collecting data about the types and intensity of home visiting services in Washington for children birth to three. ➤ Children and Families of Incarcerated Parents Task Force The HS-SCO coordinated with Head Start and Early Head Start Directors to provide information to a statewide task force related to the types of services provided to families of children who have incarcerated parents. In addition, the HS-SCO provided the task force with PIR data regarding incarcerated parent(s).

HSSCO Function	Actions and Strategies
<p><i>Support Thrive By Five (WA Public-Private Partnership) in its efforts to build public and political will for increased resources toward early childhood education, health and school readiness (priority areas: education, health and child care)</i></p>	<ul style="list-style-type: none"> ➤ Reading Readiness Review Panel The HS-SCO represented the Department of Early Learning as a panel member for the selection of the Reading Readiness grant awards. The Reading Readiness grants awarded funding to selected communities to engage parents in early literacy approaches designed to enhance positive literacy outcomes for children ages birth to five.
<p><i>Support the Collaborative Leadership Institute in its efforts to build a renewed and lasting network of leaders prepared to advance innovative approaches that benefit children and families (priority areas: education, health and child care)</i></p>	<ul style="list-style-type: none"> ➤ Continued participation on Collaborative Leadership Conference* (CLC) Steering Committee ➤ Continued support to CLC leadership development activities through funding and in-kind resources. <p><small>*Collaborative Leadership Conference A partnership conference for growing leaders in the early learning and care field. The goal of the partnership is a renewed and lasting network of leaders prepared to advance innovative approaches that benefit children and families in Washington.</small></p>

Goal #2: Improved ability of families to obtain quality preschool and early learning programs that meet families’ needs.

HSSCO Function	Actions and Strategies
<p><i>Improve coordination and policy development between Head Start/Early Head Start programs and the K-12 System (local education agencies, and the Office of the Superintendent of Public Instruction) around the topic areas of special education preschool, data tracking and transitions (priority areas: education)</i></p>	<ul style="list-style-type: none"> ➤ State Interagency Coordinating Council (SICC) board representative The HS-SCO represented the Department of Early Learning and Head Start/Early Head Start programs on the State Interagency Coordinating Council, the federally-mandated advisory board to the state’s Infant/Toddler Early Intervention Program. In addition to attending SICC meetings, the HS-SCO, ECEAP, and the Assistant Director for Systems, Partnerships, and Collaborations division within DEL have established a regular meeting schedule with the ITEIP Director in an effort to build relationships, exchange information, and inform DEL decisions related to infant/toddler frameworks.

HSSCO Function	Actions and Strategies
<p><i>Promote and increase innovative Head Start-Child Care collaborative models that meet the changing needs of children and families (priority areas: child care and health)</i></p>	<ul style="list-style-type: none"> ➤ Child Welfare Project - DSHS Children's Administration The HS-SCO and the state's Early Childhood Education and Assistance Program (ECEAP) developed a collaborative partnership with DSHS-Children's Administration to support implementation of a Child Welfare referral project. The project, aimed at children ages 3-5, will foster collaborative efforts between Head Start/ECEAP programs and DSHS Social Workers to build aligned referral systems for supporting placement of children in dependent-care situations into Head Start/ECEAP programs. ➤ Public Works Survey The HS-SCO provided feedback to individuals leading a survey for Public Works regarding child care subsidy issues. Public Works, the entity contracted by the Department of Early Learning to gather information related to child care subsidy issues, requested information from the HS-SCO regarding child care subsidy issues faced by Head Start/Early Head Start programs. ➤ DEL/DSHS Child Welfare Workgroup The HS-SCO facilitated a workgroup between DEL and DSHS for the purpose of defining a common language and vision for collaborating on issues related to child welfare.

Goal #3: Increase awareness and use of the Kids Matter framework by statewide public and private partners.

HSSCO Function	Actions and Strategies
<p><i>Promote and educate public and private partners on examples of how to use the Kids Matter Framework (priority areas: education, child care and health)</i></p>	<ul style="list-style-type: none"> ➤ Kids Matter Advisory Group Meetings Attended monthly Kids Matter Advisory Group meetings for the purpose of participating in ongoing planning and decision-making regarding Kids Matter implementation in Washington State.

HSSCO Function	Actions and Strategies
	<ul style="list-style-type: none"> <li data-bbox="646 325 1437 525"> <p>➤ Kids Matter Survey As a key partner in Kids Matter, the HS-SCO sponsored the evaluation of the Kids Matter early childhood systems building efforts through key informant interviews and a survey developed and implemented by Organizational Research Services in Seattle.</p> <li data-bbox="646 556 1437 861"> <p>➤ Joint Advisory Council Over the last two years, the HS-SCO has gone through a merger process to blend Advisory Council memberships with the Foundation for Early Learning, Kids Matter and BUILD, bringing together several key early learning leaders and stakeholders in their advisory capacity. There is representation from the Region X Office, WSA, HS/EHS T&TA, and HS/EHS Directors on the Joint Advisory Council.</p> <li data-bbox="646 892 1437 1480"> <p>➤ Rivers of Culture Coalition In collaboration with the Migrant/Seasonal Head Start and American Indian/Alaska Native Collaboration Offices, the HS-SCO participated in an emerging early learning coalition located in a diverse region of the Yakima Valley in Washington State. The Rivers of Culture Coalition was established to build comprehensive early learning systems while focused on maintaining cultural and linguistic importance in young children’s lives. The HS-SCO has provided technical guidance with regard to systems building strategies, including the introduction of the Kids Matter framework to the coalition. In addition, the HS-SCO will sponsor development and implementation of a community-based professional development needs assessment to support the coalition’s efforts to build an early childhood professional development system.</p>

HSSCO Action Plan 2007-08

Additional Accomplishments

Presentations

- **Washington State Association of Head Start and ECEAP Director's Retreat - July 2007**

Conference Sponsorship

- **Healthy Child Care Washington & HS/ECEAP Health Symposium**
- **Infant and Early Childhood Conference**
- **Family Policy Council Summit Sponsorship:** The HS-SCO provided sponsorship in the form of free registration as an opportunity for Head Start/Early Head Start programs to attend the state's Family Policy Council Summit- "The Partnership of Amazing Innovation: Building an Ecology of Resiliency."

Additionally, the HS-SCO:

- Has provided a single point of contact for Head Start within the State;
- Worked closely with the HS State Association with planning meetings, attending board and association meetings;
- Connected groups working on related issues and assured local Head Start representation on various state work groups and committees;
- Has established collaborative relationships with the other three Region X HSSCO Directors, the Migrant/Seasonal Head Start Collaboration Office, and the American Indian/Alaska Native Collaboration Office;
- Administered the HS-SCO within state and federal policies and procedures; and
- Awarded fiscal year 06-07 carryover funds to support ongoing activities identified in the original five-year goals of the HS-SCO.

Budget Period 2008-09

Management Plan and Priority Areas

Although the HS-SCO is expected to address all of the legislatively mandated eight priority areas in 2008-09 (health care; welfare; child care; education; family literacy; service activities; homeless children; and children with disabilities), it will continue to embark on priority areas and strategies that most effectively align with the changing early learning environment in Washington State.

Consequently, the HS-SCO has intentionally aligned several outcomes and strategies with major priority areas of the Department of Early Learning (DEL) to promote continuity in building early learning systems and ensuring Head Start's ongoing involvement in state policies, plans, and activities. The HS-SCO will align many of the 2008-09 "Proposed Outcomes and Strategies" with the following three DEL goal areas represented in its strategic plan: **1) Build Public Will; 2) Build a Comprehensive Early Learning System; and 3) Build a Trusted Environment to Exchange Information** (see Proposed Outcomes and Strategies below for specific goal alignment).

Within the context of improving outcomes and opportunities for young children through building systems, fostering collaboration and facilitating Head Start involvement in state planning, the HS-SCO will focus on supporting the following three outcomes and strategies. In addition, the HS-SCO will adapt our 5 year-goal of promoting the Kids Matter framework to represent activities that encapsulate broader aspects of early learning systems building approaches (see below). It is also important to note that some strategies within the five-year plan will be modified while new ones will be added—all with the intent of aligning strategies to current needs and efforts among the HS-SCO's many partners and stakeholders.

Management Plan - Proposed Outcomes and Strategies

- 1. Increase the public's understanding of early childhood education, health and school readiness as major contributors to student's academic success and the state's economic vitality.**
 - Better coordinate federal Head Start/Early Head Start child outcome data (and other data sources) across Washington State to improve and increase an awareness and understanding of what is being achieved through these programs (**DEL Goal #1**); and
 - Support the Department of Early Learning in its efforts to build public and political will for increased resources toward early childhood education, health and school readiness (**DEL Goal #1**).

2. Improve ability of families to obtain quality preschool and child care programs that meet families' needs.

- Improve coordination and policy development between Head Start/Early Head Start programs and the K-12 System (local education agencies, and the Office of the Superintendent of Public Instruction) (**DEL Goals #2,3**);
- Improve coordination and policy development between Head Start/Early Head Start programs and the Early Childhood Education and Assistance Program (prioritized focus on programs dually funded by HS and ECEAP) (**DEL Goals #2,3**); and
- Promote and increase innovative Head Start-Child Care collaborative models that meet the changing needs of children and families (**DEL Goal #2**).

3. Improve efforts to build comprehensive early learning systems at the state and local levels.

- Promote and educate public and private partners on ways to use the Kids Matter Framework and other systems planning efforts (**DEL Goal #2**);
- Provide guidance and resources to local communities engaged in community mobilization efforts to build comprehensive early learning systems (**DEL Goal #2**); and
- Foster collaborative partnerships with other state agencies and entities in an effort to build comprehensive early learning systems (i.e., Child Care Subsidy, Professional Development, Family Literacy, services for Children with Disabilities) (**DEL Goal #2**).

Partnership Conferences - Sponsorships

The HS-SCO has a unique role to build partnerships among state agencies, local and private organizations and national counterparts. The HS-SCO was created to assure a visible presence for Head Start at the state level and to develop and maintain the capacity to support multi-agency and public/private collaborations and partnerships. To this end, the HS-SCO will continue to sponsor several “partnership” conferences and meetings throughout the year. The majority of our work takes place with stakeholders around the state, region and nation. Some of our sponsorships have included:

- Infant and Early Childhood Conference: The annual conference provides professional development opportunities for early childhood practitioners who work with children with special needs in a variety of settings. The Collaboration Office sponsored the pre-conference session on Infant Mental Health.
- Joint Advisory Council Meetings and other Systems related meetings and forums: In Washington, early childhood policies, supports and services reside

in a complex system of systems with many parts and shifting, and hard to predict outcomes. The traditional command-and-control style of planning, systems building and/or management is ill suited to such a complex systems of systems, and inevitably it impairs our efficacy in terms of creativity and adaptability (which is needed in a world of shifting and hard to predict outcomes). Relationships (people relationships and systems relationships) are the bottom line for success in this complex environment because of all its moving parts (public and private). In early childhood people and organizations interact quite often, and when these interactions have a mutual effect on one another something novel emerges. Sponsorship of these systems related efforts will focus on supporting and/or developing a grounding sense of mutuality; mutual interest; and hopefully, mutual respect; which can have a mutual influence and impact on each other, even if we are not of equal power. The realm of “between” is the focus vs. one organization or one funding stream.

- Collaborative Leadership Institute - Conference: A joint partnership conference for growing leaders in the early learning and care field. The goal of the Conference is a renewed and lasting network of leaders prepared to advance innovative approaches that benefit children and families in achieving positive outcomes.

Key Partners: HS-SCO and the WA State Association of Head Start/ECEAP

The Head Start-State Collaboration Office maintains a high level of involvement with the Washington State Association of Head Start and ECEAP. The WSA executive director serves on the HS-SCO Advisory Council along with WSA board members and federal Region X Office of Head Start staff. The HS-SCO director regularly confers with the WSA executive director through in-person meetings, e-mail and conference calls around upcoming projects and initiatives affecting Head Start/Early Head Start programs in Washington. As a result, the two will be participating together in a number of collaborative efforts in 2008-09, including a Higher Education Roundtable being facilitated by WSA and the development of the Head Start/ECEAP State Profile led by the HS-SCO. Additionally, the HS-SCO Project Manager regularly attends and often presents at the semi-annual meetings and WSA board meetings. Finally, the HS-SCO considers the Washington State Association of Head Start and ECEAP an invaluable partner in all its efforts to better serve the children and families our state.

Budget Period 2008-09

BUDGET PERIOD : 2008 - 2009			
Object Class	Federal Budget	Non-Federal Budget	Total Budget
Personnel	66,160	16,540	82,700
Fringe Benefits	24,080	6,020	30,100
Travel	12,000	3,000	15,000
Equipment			
Supplies	4,000	1,000	5,000
Contractual	68,760	17,190	85,950
Construction			
Other			
Total Direct Charges	175,000	43,750	218,750
Indirect Charges			
TOTALS	175,000	43,750	218,750