

Jefferson County Public Schools
Head Start Duration Supplement Application

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Application Narrative

Through this duration supplement application, Jefferson County Public Schools (JCPS) proposes to increase learning time for 696 Head Start children. JCPS will achieve extended duration by lengthening daily hours of operation and by adding additional days to the annual program schedule. This extended duration will result in a shift from 960 annual hours of class operations to over 1,020 annual hours of class operations.

Program Schedules. JCPS currently operates one program schedule for its Head Start program. This program schedule is full-day (6 hours), full-week (5 days per week), and 160 days per year. As depicted in Figure 1, this program schedule annually provides 960 hours of class operations to 1,741 children throughout 89 classrooms.

Figure 1: Current Operations			
Program Schedule	Hours of Class Operations	Number of Classrooms	Number of Children
HS Full-Day	960	89	1,741

Evidence of Current Operations. As evidence of our current operations, Figure 2 shows the program schedule, which has been exported from the Head Start Enterprise System. By multiplying item 4 (6 hours per day) and item 6 (160 days per year), the annual hours of class operations is 960.

Program Option	Schedule Number	2. Funded Child Enrollment	3a. Number of classes / groups / family child care settings	3b. Double Session?	4. Number of hours of classes / groups / FCC settings per child, per day	5. Number of days of classes / groups / FCC settings per child, per week	6. Number of days of classes / groups / FCC settings per child, per year	7. Number of home visits per child, per year	8. Number of hours per home visit
Center-based	CB-000-1	1,741	89	no	6	5	160	2	1.5
Total	1	1,741							

Figure 2: Head Start Enterprise System Program Schedule

None (n=0, 0%) of our currently funded Head Start slots meet the equivalent of 1,020 hours per year for Head Start center-based programs.

Approach. Several observations and recommendations from our 2015 Head Start Community Assessment (CA) justify the extended duration. First, the quality, affordability, and necessity of child care programs in Jefferson County show a need for extended Head Start services. A search of licensed child care providers for the service area revealed that of the 440 child care providers that serve infants, toddlers, and preschool children in Jefferson County, only one has a 4 star rating (the highest possible rating on our state's Quality Rating and Improvement Systems), seven have a three star rating, and 85 have a 2 star rating (CA, p. 56). In our survey of Head Start/Early Head Start families, parents cited "affordable child care during, before, and after school hours" as their fourth highest concern out of a list of 20 problems (CA, p. 11). Since 44% of our Head Start parents are employed full-time and 50% of single parents are employed (CA, p. 63), child care is a necessity. The proposed extension of duration reduces this burden for our participating families.

Many in our community experience difficulty in addressing their basic daily needs. The Community Assessment indicates that 412 children ages 3 to 5 in our service area face homelessness (CA, p. 33). The food insecurity rate in our county is 18.4%, which means that more than 31,000 children do not have sufficient access to nutritious food (CA, p. 12). By extending the duration of our services, JCPS increases the number of days where we help address the pressing needs of our children.

In addition to the Community Assessment data, our Kindergarten Readiness scores are a concern that calls for increased duration. According to the Kentucky Department of Education, fewer than half (47.9%) of district's 2015-2016 Kindergarten students began the year school-

ready. Head Start children exceeded the overall district rate of Kindergarten Readiness (51.3%). The increased learning time for Head Start children will strengthen our program's approach to Kindergarten Readiness.

JCPS proposes the following approach to extending the duration of Head Start services. 45 of our 89 Head Start classrooms serve only Head Start children; the remaining classrooms are blended programs, in which state-funded preschool programs are enhanced by Head Start. We will transition all 45 Head Start classrooms from 6 hours to 6.5 hours per day, a "full-day variation" (Head Start Program Performance Standards, 1306.3(e)).

JCPS will achieve the transition to the full-day variation model by improving its daily operations. In previous years, our Head Start sites have been open for 6.5 hours each day. However, several factors led to a loss of time in services. Inefficient arrival and dismissal procedures, as well as our schedule for teachers' meal and planning times, led to service hours equivalent to 6 hours per day. In 2016-2017, we are improving these procedures to maximize the hours of operation. We will stagger staff reporting schedules so that Head Start services are maximized for our 6.5 hour day. The staggered schedule is as follows:

- Head Start teachers work from 9:15 a.m. to 4:45 p.m.
- Lead instructional assistants work from 8:45 a.m. to 4:15 p.m. This schedule allows the lead instructional assistants to supervise children on buses as they commute to Head Start sites.
- Instructional assistants work from 10:00 a.m. to 5:30 p.m. This schedule allows instructional assistants to supervise children on buses as they commute home from Head Start sites.

In addition, these Head Start classes will transition from 160 days to 165 days by beginning in the program year a week earlier than previous years. The result of these changes is that 665 children will participate in 1,072.5 Head Start program hours. Our approach will include three blended classrooms, which will also transition to 6.5 hours per day for 165 days per year. The inclusion of these classrooms will bring the total number of Head Start children participating in 1,072.5 hours to 696. The 165 days of operation occur over a ten-month period between August and May.

Implementation Plan. JCPS has begun the process of transitioning program operations to the longer service duration. Head Start staff have coordinated with essential service providers to ensure that extended duration of 165 days meets all Head Start Program Performance Standards. This coordination has involved planning with our district's transportation, food, and custodial services staff. In preparation for our extended duration, our district has modified the contracts for teaching staff. Head Start teachers, lead instructional assistants, and instructional assistants will have contracts of 187 days (compared to 182 previously) to accommodate the additional operational days. In order to prepare families for the transition, we have updated the application to our program and promotional materials to indicate the extended duration.

JCPS proposes to increase duration beginning with the 2016-2017 program year. The Head Start hours of operation will begin on August 17th, which represents an earlier date than previous years. In order to capitalize on the earlier start date, we will not provide transportation to our Head Start students on the first five days. JCPS will utilize the first week of school to build relationships between families and school staff, review and establish family partnerships agreements and establish family goals. Research indicates that building relationships is an important piece to improve student outcomes.

Budget

	2016-17 Additional Costs	Duration Supplement Request
Personnel	350,606	350,606
Lead Instructional Assistants (Formerly Instructional Assistants) 2015-16 costs under previous model: $\$13.91/\text{hr (avg.)} \times 7.5 \text{ hours/day} \times 182 \text{ days} \times 91 \text{ staff} = \$1,727,913.46$ 2016-17 costs for extended duration: $\$16.18/\text{hr (avg.)} \times 7 \text{ hours/day} \times 187 \text{ days} \times 91 \text{ staff} = \$1,927,345.42$	199,432	199,432
Instructional Assistants (Formerly Bus Monitors) 2015-16 costs under previous model: $\$14.24/\text{hr (avg.)} \times 7 \text{ hours/day} \times 171 \text{ days} \times 82 \text{ staff} = \$1,397,712.96$ 2016-17 costs for extended duration: $\$14.43/\text{hr (avg.)} \times 7 \text{ hours/day} \times 187 \text{ days} \times 82 \text{ staff} = \$1,548,887.34$	151,174	151,174
Fringe Benefits	96,626	96,626
Lead Instructional Assistants (Formerly Instructional Assistants) 2015-16 costs under previous model: \$1,140,026.49 2016-17 costs for extended duration: \$1,194,906.83	54,880	54,880
Instructional Assistants (Formerly Bus Monitors) 2015-16 costs under previous model: \$984,251.98 2016-17 costs for extended duration: \$1,025,997.66	41,746	41,746
Travel	0	0
Equipment	0	0

	2016-17 Additional Costs	Duration Supplement Request
Supplies	2,552	2,552
Child and Family Service Supplies	1,147	1,147
Classroom supplies and materials to stimulate learning environment.		
Annual cost is \$815.50/year/class. Estimated cost for 5 additional days is \$25.48/class		
x 45 classes		
Food Services Supplies		
One adult lunch per class x 45 classes x 5 days x \$4.25	956	956
Based on previous years, 21.5% of children not covered by CACFP	449	449
(696 children x 21.5%) x 5 days x \$0.60		
Contractual	0	0
Construction	0	0
Other	0	0
Subtotal	449,784	449,784
Indirect Costs (Restricted rate of 2.96%)	13,314	13,314
Total	463,098	463,098

	Non-Federal Share
Personnel	25,196
Head Start Director	
The Head Start Director will devote 1.25% of his time to extending the duration of services. \$539.59 x 3.3 days	1,781
Managers, Specialist, Coordinators, and Site Administrators	7,501
-3 Site Administrators will devote 1% of their time to extending the duration of services. 2.3 days x \$415.65/day x 3 staff = \$2,868	
-1 Early Childhood Center Coordinator will devote 1.75% of time to extending the duration of services. 4 days x \$390.30/day = \$1,561.20	
-2 Coordinator IIIs will devote 1.25% of their time to extending the duration of services 3.2 days x \$483.03/day x 2 staff = \$3,072.18	
Clerical Personnel	5,706
-1 Head Start Secretary will devote 1.25% of time to extending the duration of services 3.2 days x \$159.25/day = \$509.60	
-4 School Secretaries will devote 1.2% of time to extending the duration of services. 2.6 days x \$155.73/day x 4 staff = \$1,619.59	
-3 Bookkeepers will devote 1.5% of time to extending the duration of services. 3.9 days x \$135.53/day x 3 staff = \$1,585.70	
-1 School-Year Bookkeeper will devote 1% of time to extending the duration of services. 2 days x \$135.53/day = \$271.06	
-3 School-Year Clerks will devote 1.2% of time to extending the duration of services 2.2 days x \$113.29/day x 3 staff = \$747.71	
-1 Full-Year Clerk will devote 1.5 % of time to extending the duration of services 3.9 days x \$135.19 = \$527.24	
-1 230-day Clerk will devote 1.5% of time to extending the duration of services 3.4 days x \$131.04/day = \$445.54	

	Non-Federal Share
Personnel con't	
Fiscal Personnel	2,293
-Budget and Management Operations Specialist will devote 1.25% of time to extending the duration of services. 3.2 days x \$445.34 = \$1,425.08	
-Accounting Clerk will devote 1.25% of time to extending the duration of services. 3.2 days x \$135.98 = \$435.13	
-Clerk II will devote 1.25% of time to extending the duration of services. 3.2 days x \$135.19 = \$432.60	
Maintenance Personnel - Custodial	
16 Building Custodians/Plant Operators will devote 1.15% of their time to services related to the addition of 5 classroom days 3 days x \$133.13/day x 16 staff	6,390
Other Personnel	1,525
Building Security and Safety will devote 1.5% of their time to extending the duration of services. 3.9 days x \$193.53/day x 2 staff	
Other	2,073
Volunteers	925
100 volunteers x .5 hrs/volunteer x \$18.50/hour (\$11.43/hour plus 61% Fringe)	
Utilities	1,148
\$0.33/day/student x 5 days x 696 students	
Subtotal	27,269

Budget Justification Narrative

Duration Supplement Request. The budget (p. 6-7) requests funds for four object class categories—personnel, fringe benefits, supplies and indirect costs.

Personnel costs account for additional costs in 2016-17 that result from (1) the change in staffing patterns described on page 4 and (2) the addition of 5 classroom days to the annual days of operation. Four positions are affected by these changes: Instructor II, Instructor III, Lead Instructional Assistant (formerly Instructional Assistant), and Instructional Assistant (formerly Bus Monitor). For each of these positions, we are changing the daily work hours to 7 hours and work days per year to 187 days. For the positions of Instructor II and Instructor III, these changes do not incur additional costs because in previous years they worked more hours per day (7.5 hours). For the positions of Lead Instructional Assistant and Instructional Assistant, these changes incur additional costs as depicted on page 6.

Fringe Benefit costs are related to the increased personnel costs for Lead Instructional Assistants and Instructional Assistants. Figure 3 compares the costs of Fringe Benefits for these positions under our previous years' staffing model to the costs of Fringe Benefits for these positions under the extended duration model. Fringe Benefits that are calculated per staff member—including liability insurance, unemployment insurance, health insurance, state life insurance, and state administrative fees—remain stable in the comparison. On the other hand, Fringe Benefits that are calculated as a percentage of income—including life insurance, disability insurance, FICA, Medicare match, retirement, and workers compensation—vary between the two models.

Figure 3: Comparison of Fringe Benefit Costs			
2015-16 Fringe Benefit Costs under Previous Staffing Model		2016-17 Fringe Benefit Costs under Extended Duration Model	
<i>Instructional Assistant</i>		<i>Lead Instructional Assistant</i>	
<u>Fringe Benefit</u>	<u>Cost for 91 staff</u>	<u>Fringe Benefit</u>	<u>Cost for 91 staff</u>
Life Insurance	1,866	Life Insurance	2,082
Liability Insurance	3,585	Liability Insurance	3,925
Long Term Disability	5,184	Long Term Disability	5,782
FICA	107,131	FICA	119,495
Medicare Match	25,055	Medicare Match	27,947
County Employees Retirement System	322,774	County Employees Retirement System	360,028
Unemployment	5,460	Unemployment	5,460
Workers Compensation	4,665	Workers Compensation	5,204
Health Insurance	655,200	Health Insurance	655,200
State Life Insurance	1,092	State Life Insurance	1,092
State Administrative Fee	8,015	State Administrative Fee	8,692
FRINGE TOTAL	1,140,027	FRINGE TOTAL	1,194,907
Difference: \$54,880			
<i>Bus Monitor</i>		<i>Instructional Assistant</i>	
<u>Fringe Benefit</u>	<u>Cost for 82 staff</u>	<u>Fringe Benefit</u>	<u>Cost for 82 staff</u>
Life Insurance	1,510	Life Insurance	1,673
Liability Insurance	3,230	Liability Insurance	3,537
Long Term Disability	4,193	Long Term Disability	4,647
FICA	86,658	FICA	96,031
Medicare Match	20,267	Medicare Match	22,459
County Employees Retirement System	261,093	County Employees Retirement System	289,332
Unemployment	4,920	Unemployment	4,920
Workers Compensation	3,774	Workers Compensation	4,182
Health Insurance	590,400	Health Insurance	590,400
State Life Insurance	984	State Life Insurance	984
State Administrative Fee	7,223	State Administrative Fee	7,833
FRINGE TOTAL	984,252	FRINGE TOTAL	1,025,998
Difference: \$41,746			

Supply costs reflect supplies needed on a daily basis, including instructional materials and food service supplies. The demand for these items will increase with the addition of 5 days. Our annual per class cost for supplies is \$815.50. The duration supplement request prorates this cost per classroom for the addition of 5 days. For the 2015-16 program year, we budgeted for one adult meal per class per day for lead teachers (e.g., Instructor II, Instructor III) and for meals for children not covered by the Child and Adult Care Food Program (21.5% of children). The duration supplement request includes these costs for 5 additional classroom days.

Indirect Costs accord with the district's negotiated indirect cost rate agreement. See p. 14 for a copy of the indirect rate report from the Kentucky Department of Education.

Non-Federal Share. The required non-federal share is \$115,443. We will meet the non-federal share (NFS) requirement by identifying additional sources of NFS and by drawing upon our annual reserve of NFS.

Additional sources of NFS are the in-kind costs associated with the addition of classroom days to our annual operations. The district provides administrative, clerical, fiscal, custodial, and other personnel, who daily support the Head Start program. Our proposed NFS includes a commitment from these staff that is proportional to their time commitment for the current 160-day model. For the additional five days, time commitments range from 1.15% to 1.5% depending upon personnel's commitment during the 2015-16 program year. Volunteer in-kind was projected based upon volunteer in-kind for the 160-day model. In-kind costs for utilities were determined based upon a per-day, per-student formula from 2015-16 figures. The total of these new sources of in-kind is \$27,269.

The **annual reserve of NFS** is the amount of in-kind JCPS collects beyond the 20% NFS requirement. Our required Head Start NFS for 2015-16 was \$3,264,653. However, we projected

to secure \$4,744,612 of NFS. Our projected annual reserve was \$1,479,959. This reserve consisted of transportation costs, contractual services, student liability insurance, and utilities. As the Office of Head Start factors the duration supplement into our base, we have a sufficient reserve of NFS to cover the remaining required NFS. The estimated NFS to come from our annual reserve is \$88,174.

**Kentucky Department of Education
Indirect Cost Report used for FY 2016 - 2017
Jefferson County School District
Based on FYE 2014 - 2015**

Munis Code	Program Name	Expenditure			
		Total	Direct and Unallowed	Indirect	Excluded
1000	Instruction	553,492,617.00	430,335,705.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	120,541,646.00
0533	On-Behalf Technology 16M	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	2,615,266.00
2100	Student Support Services	50,170,141.00	39,155,124.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	10,909,506.00
0533	On-Behalf Technology 16M	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	105,511.00
2200	Instruction Support Services	93,493,757.00	72,721,091.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	18,922,819.00
0533	On-Behalf Technology 16M	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	1,849,847.00
2300	District Administration	3,987,782.00	3,340,008.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	640,795.00
0342	Auditing Services	0.00	0.00	0.00	0.00
0344	Financial Services	0.00	0.00	0.00	0.00
0533	On-Behalf Technology 16M	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	6,979.00
2400	School Admin Support	86,582,157.00	69,986,368.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	15,023,494.00
0533	On-Behalf Technology 16M	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	1,572,295.00
2500	Business Support	38,771,374.00	0.00	28,719,324.00	0.00
0280	On-Behalf	0.00	0.00	0.00	4,255,218.00
0533	On-Behalf Technology 16M	0.00	0.00	0.00	508,579.00
0700	Property	0.00	0.00	0.00	5,288,253.00

**Kentucky Department of Education
Indirect Cost Report used for FY 2016 - 2017
Jefferson County School District
Based on FYE 2014 - 2015**

Munis Code	Program Name	Expenditure			
		Total	Direct and Unallowed	Indirect	Excluded
2600	Plant Operations and Maintenance	107,531,470.00	0.00	98,462,735.00	0.00
0280	On-Behalf	0.00	0.00	0.00	7,461,149.00
0700	Property	0.00	0.00	0.00	1,607,586.00
2700	Student Transportation	76,919,959.00	67,129,785.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	6,465,309.00
0700	Property	0.00	0.00	0.00	3,324,865.00
2900	Other Support Services	27,404.00	27,404.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3100	Food Service Operations	18,892.00	18,892.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3200	Day Care Operations	0.00	0.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3300	Community Service Operations	2,540,172.00	2,002,533.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	537,765.00
0700	Property	0.00	0.00	0.00	-126.00
3400	Adult Education Operations	0.00	0.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3900	Other Non-Instructional Services	0.00	0.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
4XXX	Facilities	886,842.00	0.00	0.00	886,842.00
5XXX	Fund Transfers/Debt Service	5,461,710.00	0.00	0.00	5,461,710.00
Totals Fund 1 :		1,019,884,277.00	684,716,910.00	127,182,059.00	207,985,308.00

**Kentucky Department of Education
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Jefferson County School District
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Munis Code	Program Name	Expenditure			
		Total	Direct and Unallowed	Indirect	Excluded
1000	Instruction	72,605,802.00	70,830,987.00	0.00	0.00
0700	Property	0.00	0.00	0.00	1,774,815.00
2100	Student Support Services	3,728,451.00	3,725,136.00	0.00	0.00
0700	Property	0.00	0.00	0.00	3,315.00
2200	Instruction Support Services	43,102,030.00	37,156,110.00	0.00	0.00
0700	Property	0.00	0.00	0.00	5,945,920.00
2300	District Admin Support	86,339.00	86,339.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
2400	School Admin Support	124,654.00	124,654.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
2500	Business Support	1,353,317.00	0.00	1,338,317.00	0.00
0700	Property	0.00	0.00	0.00	15,000.00
2600	Plant Operations and Maintenance	299,232.00	0.00	261,900.00	0.00
0700	Property	0.00	0.00	0.00	37,332.00
2700	Student Transportation	3,895,603.00	3,895,603.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
2900	Other Support Services	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3100	Food Service Operations	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3200	Day Care Operations	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
3300	Community Service Operations	7,245,627.00	7,197,560.00	0.00	0.00
0700	Property	0.00	0.00	0.00	48,067.00
3400	Adult Education Operations	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00

Division of District Support
15th Floor Capital Plaza Tower
500 Mero Street
Frankfort, KY 40601



Support Education Excellence in Kentucky
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**Kentucky Department of Education
Indirect Cost Report used for FY 2016 - 2017
Jefferson County School District
Based on FYE 2014 - 2015**

Munis Code	Program Name	Expenditure			
		Total	Direct and Unallowed	Indirect	Excluded
3900	Other Non-Instructional Services	0.00	0.00	0.00	0.00
0700	Property	0.00	0.00	0.00	0.00
4XXX	Facilities	96,499.00	0.00	0.00	96,499.00
5XXX	Fund Transfers/Debt Service	3,009,041.00	0.00	0.00	3,009,041.00
Totals Fund 2 :		135,546,595.00	123,016,389.00	1,600,217.00	10,929,989.00
Fund 51					
	Total Fund 51 Expenditures	62,764,059.00	7,849,215.00	0.00	0.00
0280	On-Behalf	0.00	0.00	0.00	3,602,521.00
0700	Property	0.00	0.00	0.00	2,292,358.00
4500	Federal Reimbursement	0.00	0.00	0.00	46,322,797.00
4900	Federal Reimbursement	0.00	0.00	0.00	2,556,333.00
5XXX	Fund Transfers/Debt Service	0.00	0.00	0.00	140,835.00
Totals Fund 51:		62,764,059.00	7,849,215.00	0.00	54,914,844.00
Grand Total From Fund 1, Fund 2, Fund 51 Calculations:		1,218,194,931.00	815,582,514.00	128,782,276.00	273,830,141.00
District Adjustments:		0.00	0.00	0.00	0.00
Grand Total After Adjustments:		1,218,194,931.00	815,582,514.00	128,782,276.00	273,830,141.00
District Adjustment Pertaining to Function 2300 & 2600:				0.00	

Indirect Cost Rate calculator for FY 2016 - 2017

Non Restricted Indirect Cost Rate: $(128,782,276.00 * 90\%) / 815,582,514.00 = 14.21\%$

Restricted Indirect Cost Rate: $(30,057,641.00 * 90\%) / 914,307,149.00 = 2.96\%$ **

** Non Restricted Indirect 128,782,276.00 Less Plant Operations and Maintenance & Admin 98,724,635.00

Non Restricted Direct 815,582,514.00 Plus Plant Operations and Maintenance & Admin 98,724,635.00

Early Childhood Office

Dawson Orman Education Center
900 South Floyd Street, 2nd Floor
Louisville, Kentucky 40203
(502) 485-3919
Fax: (502) 485-3037



June 9, 2016

Captain Robert Bialas
Regional Program Manager
U.S. Department of Health and Human Services
Administration for Children and Families
Atlanta Federal Center Suite #4M60
61 Forsyth Street, SW
Atlanta, Georgia 30303-8909

Dear Captain Bialas,

It is my pleasure to announce that on Thursday, June 9, 2016, the Jefferson County Public Schools Head Start/Early Head Start Policy Council approved the Head Start Duration Supplement application.

The application proposes to increase the total annual hours of Head Start services to 1,020 per year for 40% of our Head Start children. Extending the duration of services for these 696 children will support our district's strategic plan and its emphasis on strengthening early childhood education and increasing kindergarten readiness.

Your consideration of this request is greatly appreciated.

Respectfully yours,

A handwritten signature in blue ink, appearing to read "Suemaryl Allen", is written over the typed name and title.

Suemaryl Allen, Policy Council Chairperson
JCPS Head Start/Early Head Start Policy Council