

A G R E E M E N T

THIS AGREEMENT is made and entered into by and between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (“Denver”) for itself and on behalf of the **DENVER HEAD START OFFICE** (the “Agency”), and the **OFFICE OF CHILDREN’S AFFAIRS** (the “City”), and **CATHOLIC CHARITIES AND COMMUNITY SERVICES OF THE ARCHDIOCESE OF DENVER, INC.**, a Colorado nonprofit corporation, with an address of 6240 Smith Road, Denver, Colorado 80216 (the “Contractor”), jointly (“the Parties”).

1. DEFINITIONS: In addition to other terms which may be defined elsewhere in this Agreement, the following terms will have the meanings set forth in such subparagraph wherever used in this Agreement with the first letter of each capitalized.

A. “ACF” means the Administration for Children and Families in the U.S. Department of Health and Human Services.

B. “CFR” means the Code of Federal Regulations.

C. “Delegate Agency” means the Contractor or Contractor’s successor- in-interest with whom the City has contracted to operate a portion of the City’s Head Start Program.

D. “Denver’s Head Start Program” means a program or programs of the City and County of Denver that deliver Head Start services to certain children and their families living in the City and County of Denver (Head Start CFDA #93.600).

E. “Grant” means an award of financial assistance in the form of money, or property in lieu of money, by the Federal Government through the ACF to the City to operate Head Start Programs.

F. “Head Start” means a program of educational, social, psychological, health, nutritional, and parent education services to children and their families eligible to participate in Head Start programs under applicable guidelines of HHS.

G. “HHS” means the United States Department of Health and Human Services.

H. “Program Year” means the period of time designated by the ACF to the City to provide Head Start programs under the Grant (and is currently set as the calendar year beginning on July 1 and ending on June 30).

I. “Services” means the scope of services to be provided by the Contractor as Catholic Charities and Community Services of the Archdiocese of Denver, Inc.
MOEAI-202367404-00

set forth in this Agreement and the Exhibits attached hereto relating to the provision of services to administer and operate Head Start programs. For purposes of providing the Services, the Contractor is a subrecipient of federal Head Start funds.

J. “Subcontractor” means any entity other than a Subdelegate that furnishes, to the Contractor or its Subdelegates or Vendors, services (other than Head Start professional services), goods or supplies under this Agreement.

K. “Subdelegate” means any entity retained by Contractor, by written agreement to operate all or part of the Contractor’s Head Start program on a professional basis as described in this Agreement but does not include Vendors or entities retained to provide goods, services or supplies under this Agreement.

L. “Subvendor” means an entity retained by the Contractor, by written agreement, to provide a portion of Contractor’s Services under this Agreement and does not include Subdelegates or Subcontractors.

M. “Vendor” means, for purposes of this Agreement only, any entity retained by a Delegate Agency, by written subcontract, to provide a specified Head Start service on a professional basis for Denver’s Head Start Program and does not include Subdelegates or entities retained to provide goods, services or supplies under this Agreement.

2. COORDINATION AND LIAISON: The Contractor shall fully coordinate all services under the Agreement with the Director of the Denver Head Start Office (the “Director” and the “Head Start Office” respectively) or the Director’s Designee.

3. CONTRACT DOCUMENTS: This Agreement consists of Sections 1 through 41, which precede the signature page, and the following attachments which are incorporated herein and made a part hereof by reference:

- A. Exhibit A,** Contractor’s Application and narrative to provide Head Start Services for program year 2023-2024 (Program Design).
- B. Exhibit B,** Contractor’s Budget and Justification.
- C. Exhibit C,** Calendar of Times and Days of Operations.
- D. Exhibit D,** Schedule for Submission of Reports.
- E. Exhibit E,** Certificate of Insurance.
- F. Exhibit F,** Site Locations.

- G. Exhibit G**, Section 20-76 of the Den. Rev. Mun. Code pertaining to Payment of Prevailing Wages.
- H. Exhibit H**, Standardized Health/Wellness Form.
- I. Exhibit I**, Standardized Head Start Eligibility Form.

The terms and conditions of Sections 1 through 41 will control any contradictory or inconsistent terms and conditions that may be found or contained in the above-referenced attached or incorporated in Exhibits.

4. TERM: The Agreement will commence on July 1, 2023 and will expire on June 30, 2024 (the “Term”). Subject to the Director’s prior written authorization, the Contractor shall complete any work in progress as of the expiration date and the Term will extend until the work is completed or earlier terminated by the Director.

5. SERVICES TO BE PERFORMED:

A. At the direction of the Director, or the Director’s Designee, the Contractor shall diligently undertake, perform, and complete all of the Services and produce all the deliverables set forth in the Exhibits attached hereto to the City’s satisfaction.

B. The Contractor is ready, willing, and able to provide the Services required by this Agreement.

C. The Contractor shall faithfully perform the Services in accordance with the standards of care, skill, training, diligence, and judgment provided by entities or highly competent individuals performing services of a similar nature to those described in the Agreement and in accordance with the terms of the Agreement.

6. CONTRACTOR’S RESPONSIBILITIES: In addition to any and all obligations required by law or stated elsewhere in this Agreement or in any attachments hereto, the Contractor will:

A. Assist the City as requested in reviewing currently designated Head Start facilities and provide advice and input concerning any and all decisions about such facilities;

B. Communicate timely with the Head Start Director concerning the provision of services hereunder and attend and participate in meetings as requested reasonably by the Director or the Director’s designated representative;

C. Ensure that all of Contractor’s staff have adequate skills, training, and

experience for their respective functions and comply with the reasonable directions and requests of the City in implementing Head Start Services;

D. Permit the City or the ACF to carry out reasonable monitoring and evaluation activities and ensure the cooperation of the Contractor, its employees, agents, board members, and subcontractors in such efforts;

E. Obtain and maintain all applicable licenses, permits and authority necessary to provide the Services under this Agreement;

F. Establish and maintain efficient and effective records and record-keeping policies in accordance with the requirements prescribed by the federal government or reasonably required by the City for all matters covered by this Agreement to provide accurate and timely information regarding children, families, and staff, and that will ensure appropriate confidentiality of this information;

G. Contractor will follow “Head Start Performance Standards” to provide Active Supervision of all children at all times; and will use Active Supervision strategies to ensure all children are safe in the Head Start environment. Active Supervision includes but is not limited to ensuring that all children are under the direct supervision of a qualified adult with the responsibility to supervise at all times and no child is at no time left alone or unsupervised by staff, consultants, contractors, or volunteers while under their care, and using name-to-face recognition by visually identifying each child. Contractor will develop adequate methods for maintaining group control and handling individual behavior consistent with any and all City policies concerning developmentally appropriate practices. Contractor will report all incidents of unsupervised children, regardless of Head Start or Early Head Start funding, to City immediately. Reporting of unsupervised children will include any reports made or information shared with child welfare agencies, state licensing bodies, and parents. The Contractor will report the results of all state and local child-care licensing visits and determinations to the Head Start Director without delay.

H. The Contractor will notify the Director without delay of any incidents that involve serious injury or death to a child enrolled in Head Start or otherwise receiving Head Start services regardless of cause that occur on any of Contractor’s Site Locations in accordance with the policy and procedures of the Denver Head Start Office as designated by the City and approved

by the Contractor's management team. Further, in addition to all requirements established by law, the Contractor will report without delay to the City and to any and all appropriate authorities, any incidents of suspected or known child abuse or neglect of a child enrolled in Head Start or otherwise receiving Head Start services.

I. Establish policies and procedures to secure and protect all property purchased with funds provided under this Agreement, against theft, loss, damage, misuse or misappropriation. Contractor will further establish policies and procedures to safeguard electronic and computer information against theft, loss, damage, misuse, or misappropriation. Such policies and procedures will include, without limitation, specific terms for the acceptable and reasonable use of telephone, email and internet for non-business purposes.

J. Operate Head Start programs as designated by the City and County of Denver and in accordance with the hours and days set forth on **Exhibit C**, the Calendar of Times and Days of Operation.

In the event of an emergency (an unforeseen event that endangers the health or safety of children enrolled in Contractor's Head Start programs), the Contractor may cease program operations for a limited period of time; provided, however, that Contractor will immediately take all necessary and appropriate measures to ensure that services are immediately reinstated for any and all children enrolled in Contractor's Head Start programs that may be displaced as a result of an emergency. In the event that Contractor ceases program operations as a result of an emergency, the Contractor will notify the Director of the cessation in program operations, the site or facility where program operations ceased, the actions taken by Contractor in response to the emergency, and Contractor's estimate as to when services will be reestablished at the site where the emergency occurred, by telephone on the same day of cessation and in writing within five (5) business days of the day of cessation.

K. Maintain program operations for the length of the Program Year as set forth in **Exhibit C**. If the Contractor changes the length of the Program Year or deviates in any manner from **Exhibit C**, Contractor will obtain the written approval of the City at least thirty (30) calendar days prior to the date the requested change is to be effective. Failure to request the advance written approval of the City will be deemed to be a default under this Agreement and may result in the City invoking any or all remedies stated in this Agreement.

L. Pursuant to applicable provisions of the Head Start Performance Standards, the Contractor will include in all Head Start meals those foods that conform to the “minimum standards” for meal patterns in accordance with any and all guidance issued by the ACF. In particular, but not by way of limitation, Contractor will comply with all requirements stated in 45 CFR 1302.42, 1302.44, 1302.31, 1302.46, 1302.90, as may be amended from time-to- time and will ensure that any and all Subcontractors will comply with said provisions.

M. Comply with all directives of the City issued in the form of a City-issued monitoring report within all timeframes designated in said City monitoring report. The Contractor will deliver to the City written confirmation of compliance with said directives on or before a date reasonably designated by the Director. If the Contractor cannot in good faith comply with any directive contained in a City monitoring report by the deadline established by the Director, the Contractor will notify the Director, on or before the deadline for written confirmation of compliance, in writing of the reasons why Contractor is unable to comply with a required directive and will propose a new date upon which the Contractor expects to comply with said directive. The Director will approve or disapprove of this new timeframe in writing, which approval will not be unreasonably withheld.

N. Obtain, for each child enrolled in the Delegate Agency’s Head Start program, a student identification number from the Local Education Agency (LEA) for the City and County of Denver and maintain this information in a comprehensive up-to-date report consistent with any format reasonably designated by the City.

O. Maintain at all times its funded enrollment level as designated by the City. If any vacancy occurs in any of Contractor’s Head Start programs, the Contractor will fill such vacancy within thirty (30) calendar days. The Contractor will determine eligibility for enrollment in Head Start programs based on family income in strict accordance with Section 645 (a)(1)(B) of the Head Start Act. The Contractor will determine eligibility for recruitment, selection, enrollment, and attendance in Head Start programs based on the requirements of Section 645 of the Head Start Act and 45 C.F.R. 1302, Subpart A (Sections 1302.10 – 1302.18).

P. Comply with the City’s policy directives and required procedures for branding and marking of the Services and other activities concerning Denver’s Head Start Program. Branding includes, without limitation, how the Services and other activities concerning

Denver's Head Start Program will be named and presented to the public and the roles of the City, ACF or HHS, and the Contractor in connection with the Services. Marking includes, without limitation, the development and use of graphic identities, trademarks, service marks, tradenames, logos, and signage to provide the Services to visibly acknowledge and identify the roles of the City, the ACF or HHS, and the Contractor in connection with the Services and other activities concerning Denver's Head Start Program.

7. COMPENSATION:

A. Budget: The City shall pay and the Contractor shall accept as the sole compensation for services rendered and costs incurred under the Agreement in accordance with the budget contained in **Exhibit B**.

B. Reimbursable Expenses: Except as set forth on **Exhibit B**, there are no reimbursable expenses allowed under the Agreement.

C. Invoices: Contractor shall provide the City with a monthly invoice in a format and with a level of detail acceptable to the City including all supporting documentation required by the City. Contractor will submit invoices monthly no later than the 21st of the following month for which Contractor seeks reimbursement. The Contractor will use its allotted funds up to Maximum Contract Amount in accordance with the approved program narrative, budget documents and detailed budget categories. The City's Prompt Payment Ordinance, §§ 20-107 to 20-118, D.R.M.C., applies to invoicing and payment under this Agreement. The amounts invoiced by Contractor will be payable upon receipt and acceptance of designated work product as set forth herein and as fully documented by Contractor's periodic invoice. Funds payable by the City hereunder shall be distributed to the Contractor on a reimbursement basis only, for work performed during the prior month. Invoices submitted for services rendered that are submitted after such deadline are considered to be untimely and must be submitted separately to be considered for payment. Payment for such late-submitted invoices shall be made only upon a showing of good cause for the late submission. Payments to the Contractor are subject to the submission of approved Contractor invoices to the City.

D. Maximum Contract Amount:

(1) Notwithstanding any other provision of the Agreement, the City's maximum payment obligation will not exceed **TWO MILLION ONE HUNDRED FIFTY-**

EIGHT THOUSAND TWO HUNDRED SEVENTY-FOUR DOLLARS AND SEVENTY-TWO CENTS (\$2,158,274.72) (the “Maximum Contract Amount”). The City is not obligated to execute an Agreement or any amendments for any further services, including any services performed by Contractor beyond that specifically described in **Exhibit A**. Any services performed beyond those in **Exhibit A** are performed at Contractor’s risk and without authorization under the Agreement.

(2) The City’s payment obligation, whether direct or contingent, extends only to federal funds received for the Head Start program, appropriated annually by the Denver City Council, paid into the Treasury of the City, and encumbered for the purpose of the Agreement. The City does not by this Agreement irrevocably pledge present cash reserves for payment or performance in future fiscal years. This Agreement does not and is not intended to create a multiple-fiscal year direct or indirect debt or financial obligation of the City.

E. Recovery of Incorrect Payments: The City has the right to recover from the Contractor any and all incorrect payments issued to the Contractor due to any omission, error, fraud, and/or defalcation including, but not limited to, applying a deduction from subsequent payments under this Agreement or other means of recovery by the City as a debt due to the City or otherwise as provided by law.

F. Non-Federal Share Match: The Contractor will contribute a match of at least twenty percent (20%) of the Maximum Contract Amount from non-federal funds through cash or in-kind contributions of services or property. Values for non-federal in-kind contributions of services and property will be established in accordance with applicable federal law, regulations, cost principles, or as otherwise determined by an appropriate federal agency. Contractor’s total non-federal match contribution (cash and in-kind services or property) under this Agreement will be at least **FOUR HUNDRED THIRTY-ONE THOUSAND NINE HUNDRED FIFTY-SEVEN HUNDRED DOLLARS AND THIRTY-SEVEN CENTS (\$431,957.37)** as set forth in more detail in **Exhibit B**. The Contractor will report in writing to the City, within thirty (30) calendar days from the date of receipt thereof, any cash or other funds to be applied toward the non-federal match that Contractor receives. Contractor will be responsible for documenting and maintaining accurate records to the reasonable satisfaction of the City of both Contractors' non-federal share contributions and the contributions of Subdelegates and any Vendor designated by

the Director. Such contributions will be recorded on each expenditure variance report and in written reports forwarded to the City on a monthly basis. Each monthly report will list all contributions provided by Contractor and/or its Subdelegates and/or any Vendor for each respective quarter and will list the total amount of contributions made as of the date of the monthly report.

G. Expenditure Variance Reports: The Contractor will prepare and submit to the City, according to the schedule in **Exhibit D** or a date agreed upon in writing by the Parties, an Expenditure Variance Report setting out in detail the following information: 1) a description by category of the amount and nature of all monies expended by Contractor during the budget period designated in the Contractor's Expenditure Variance Report; and 2) all non-federal share contributions made by Contractor during the budget period designated in Contractor's expenditure variances.

Every one of Contractor's Expenditure Variance Reports will be certified to be correct by an authorized representative of Contractor and will reference the Contract Control Number of this Agreement as designated below on the City's signature page. Every one of Contractor's Expenditure Variance Reports will be submitted with supporting documentation evidencing, in detail, the nature and propriety of the charges including general ledgers, transaction listings, journals and invoices paid by the Contractor that equal or exceed One Thousand Dollars (\$1,000.00) for any transaction, time sheets, payrolls, receipts and any other document which may be pertinent in light of the nature of services to be performed under this Agreement and showing that services were performed within the period for which the payment is requested. Contractor will make available to the City and provide the City with a copy of any and all such documentation upon request.

H. Federal Funds Contingency/Appropriations: The Contractor understands that as of the date of the execution of this Agreement, the City has only received a notice of intent to award federal funds from the HHS for Head Start programs. In the event that the City is awarded funds in an amount less than the amount reflected in said notice of intent, then the total amount of compensation to be paid to the Contractor will be reduced and Contractor's **Exhibit B** will be revised accordingly. Moreover, it is acknowledged by the Parties that if and when HHS issues the first official notice of financial award to the City to fund Head Start

operations for Program Year 2023-2024, HHS may issue only a partial financial award for program costs for Program Year 2023-2024. If, during the term of this Agreement, HHS later issues official notice of financial award to further fund Head Start programs beyond the amount stated in the initial notice of intent, then such funds may only be disbursed to the Contractor through a written amendatory agreement executed by the Parties in the same manner as this Agreement.

All payments under this Agreement, whether in whole or in part, are subject to and contingent upon the continuing availability of federal funds for the purposes of Head Start. In the event that federal funds, or any part thereof, are not awarded to the City or are reduced or eliminated by the federal government, the City may reduce the total amount of compensation to be paid to the Contractor by revising **Exhibit B** or it may terminate this Agreement. The City reserves the right to withhold, adjust and/or reallocate subsequent Grant funds whenever it determines that Contractor's current spending is inconsistent with amounts and categories listed on **Exhibit B**, the purposes identified in **Exhibit A**, or if reports of nonfederal share contributions, in whole or in part, are not provided by Contractor on a timely basis.

I. Updated Program Conditions: If additional conditions are lawfully imposed on the Head Start Program and the City by federal, state, or local law, executive order, rules and regulations, or other written policy instrument, the Contractor will comply with all such additional conditions. If the Contractor is unable or unwilling to accept any such additional conditions concerning the administration of the Head Start Program, the City may withhold payment to the Contractor of any unearned funds or terminate this Agreement in accordance with Section 19.A.2, below. If the City withholds payment for this reason, the City shall advise the Contractor and specify the actions that must be taken as a condition precedent to the resumption of payments.

J. Modifications to Exhibits: The Parties may modify an exhibit attached to this Agreement; provided, however, that no modification to an exhibit shall result in or be binding on the City if any proposed modification(s), individually or collectively, requires an upward adjustment to the Maximum Contract Amount. The Parties shall, in each instance, memorialize in writing any and all modifications to an exhibit by revising and restating that exhibit and referencing this City Contract Control number stated on the signature page below. A proposed modification to an exhibit will be effective only when it has been approved in writing by the Parties, approved as

to form by the City Attorney's office, and uploaded into the City's automated contract system (Jaggaer) by an employee of the Head Start Office or another City office designated by the Director. All such modifications shall contain the date upon which the modified exhibit or exhibits shall take effect. Any modification to an exhibit agreed to by the Parties that requires an increase in the Maximum Contract Amount shall be evidenced by a written Amendatory Agreement prepared and executed by both Parties in the same manner as this Agreement.

8. REPORTS:

A. The Contractor will establish and maintain reporting systems in accordance with any and all policies, procedures and directives of the City concerning reporting requirements of delegate agencies and will require any and all Subdelegates and any Vendor to establish and maintain said reporting systems. In addition to any other reports required or requested under this Agreement or any exhibit, the Contractor will prepare and submit the following reports and will require any and all Subdelegates and, as directed by the Director, any Vendor to prepare and submit the following reports:

(1) Enrollment Report: The Enrollment Report will include the number of children actually enrolled by Contractor in Head Start programs by site and program option in the following categories: age, ethnicity, language, and gender. Contractor will monitor at all times the number of students it has enrolled for Head Start services and will promptly identify any and all vacancies.

In the event that the Contractor determines that it has not maintained the designated number of enrolled students, the Contractor will include in the Enrollment Report a detailed explanation as to why such levels were not maintained and a detailed description of how Contractor will return said levels to the designated number. The Enrollment Report will be consistent with any format designated by the City.

(2) Attendance Report: The Attendance Report will include attendance for all approved program options on a monthly basis. Contractor will monitor at all times and report the monthly average daily attendance rate of students that it has enrolled for Head Start services in all program options. When the monthly average daily attendance rate in a center-based program falls below eighty-five percent (85%), the Contractor will, in accordance with 45 CFR 1302.16, include in the Attendance Report a detailed explanation as to why such attendance

rate was not maintained and a detailed description of how the Contractor will return the attendance rate to the designated level, and the number of absences that occur on consecutive days. The Attendance Report will be consistent with any format designated by the City.

(3) **Personnel Report:** The Personnel Report will include quarterly and year-to-date employment status for all staff and contract employees performing Head Start duties, including the position held by such persons and a listing of which positions, if any, are unfilled. The Personnel Report will be consistent with any format designated by the City.

(4) **Expenditure Variance Report:** The Expenditure Variance Report will include the information designated in Section 7.G of this Agreement concerning monthly expenditures, invoices, and non-federal share match requirements. The Expenditure Variance Report will be consistent with any format designated by the City.

(5) **United States Department of Agriculture (USDA) Report:** The USDA Report will include a complete listing of all funds reimbursed to the Contractor by the U.S. Dept. Of Agriculture for the costs of providing meals for children enrolled in or otherwise served by Head Start programs and will be consistent with any format designated by the City.

(6) **Self-Assessment Report:** The Self-Assessment Report will include a description of the progress of work set forth in **Exhibits A** and **B** as well as an evaluation of the effectiveness of Contractor's management systems, child development and health services, family and community partnerships, program design and fiscal management operations information and will be consistent with any format designated by the City.

(7) **Administrative and Development Costs Report:** The Administrative and Development Costs Report will include an itemized description of all costs and expenses incurred relating to the administration and management of Head Start programs and will be consistent with any format designated by the City.

(8) **Other Reports:** The Contractor will prepare and submit any other report or information pertaining to the administration of Head Start programs and expenditure of Head Start funds as requested by the City; any and all official reports for federal, state and local governmental entities, as required by applicable law; and will prepare and maintain all records, statements and information as required by applicable federal, state and local laws for the purpose of carrying out the provisions of this Agreement or the Grant.

(9) Inventory Report: In accordance with Section 19 below, the Contractor will establish and submit to the Head Start Director on a date designated by the Director, or the Director's designated representative, an annual inventory list, in such format as designated by the City's Head Start Director. The date for submission of the Inventory Report may be set forth in **Exhibit D** or, if not contained therein, will be separately designated by the Director or the Director's designated representative.

B. The reports required in this Section 8 will be submitted in accordance with the schedule set forth in **Exhibit D**. If Contractor does not submit such reports in accordance with **Exhibit D**, the City may determine and find that such failure constitutes an act of noncompliance, a deficiency or an event of default and the City may invoke any remedy provided in this Agreement or otherwise available to the City by law. If Contractor does not submit such reports in accordance with **Exhibit D** and no further payments are due from the City, then such failure will automatically be deemed to be an event of default and the City may, in addition to any other remedies provided in this Agreement or available to the City by law, deny Contractor any future awards, grants, or contracts of any nature by the City.

9. PERFORMANCE MONITORING/ INSPECTION: The Contractor will permit the Director or any other governmental agency authorized by law, or their respective authorized designees, to monitor all activities conducted by the Contractor pursuant to the terms of this Agreement and inspect any and all files, records, reports, policies, minutes, materials, books, documents, papers, invoices, accounts, payrolls and other data, whether in hardcopy or electronic format, relating to any matter covered by this Agreement. As the monitoring agency may in its sole discretion deem necessary or appropriate, such monitoring may consist of reviewing methods, procedures and practices, examining internal evaluation procedures, examining program data, on-site observation, on-site verification, formal and informal audit examinations, attending all meetings, hearings, or proceedings held by the Contractor, its Board of Directors, or its employees or any other reasonable procedures relating to the performance of services under this Agreement. All such monitoring and inspection will be performed in a manner that will not unduly interfere with the services to be provided under this Agreement. The Contractor will make available for inspection by the Director or the Director's designated representative any and all files, records, reports, policies, minutes, materials, books, documents, papers, invoices, accounts, payrolls and

other data, whether in hard copy or electronic format, relating to any matter covered by this Agreement.

10. STATUS OF CONTRACTOR: The Contractor is an independent contractor retained to perform professional or technical services for limited periods of time. Neither the Contractor nor any of its employees are employees or officers of the City under Chapter 18 of the Denver Revised Municipal Code, or for any purpose whatsoever.

11. EXAMINATION OF CONTRACTOR RECORDS:

A. Any authorized agent of the City, including the City Auditor or his or her representative, has the right to access, and the right to examine, copy and retain copies, at City's election in paper or electronic form, any pertinent books, documents, papers and records related to Contractor's performance pursuant to this Agreement, provision of any goods or services to the City, and any other related to this Agreement. Contractor shall cooperate with City representatives and City representatives shall be granted access to the foregoing documents and information during reasonable business hours and until the latter of three (3) years after the final payment under the Agreement or expiration of the applicable statute of limitations. When conducting an audit of this Agreement, the City Auditor shall be subject to government auditing standards issued by the United States Government Accountability Office by the Comptroller General of the United States, including with respect to disclosure of information acquired during the course of an audit. No examination of records and audits pursuant to this paragraph shall require Contractor to make disclosures in violation of state or federal privacy laws. Contractor shall at all times comply with D.R.M.C. 20-276.

B. The Contractor will keep true and complete records of all business transactions under this Agreement, will establish and maintain a system of bookkeeping satisfactory to the City's Auditor and give the City's authorized representatives access during reasonable hours to such books and records, except those matters required to be kept confidential by law. The Contractor agrees that it will keep and preserve for at least three (3) years all evidence of business transacted under this Agreement for such period.

C. The Contractor acknowledges that it is subject to any and all applicable regulations or guidance of the United States Office of Management and Budget including, but not limited to, all applicable laws, rules, regulations, policy statements, and guidance issued by the

Federal Government (including the United States Office of Management and Budget), regarding audit requirements.

12. AUDIT REQUIREMENTS:

A. The Contractor will cause an annual single audit of Head Start services provided under this Agreement to be prepared by an independent auditor in accordance with applicable federal, state and City laws. Where required by applicable federal, state or City law, Contractor's auditor will provide an accounting certification that the audit was conducted in accordance with applicable standards set forth in the U.S. Office of Management and Budget ("OMB") circulars. All accounting practices will be in conformance with generally accepted principles.

B. Contractor will complete and deliver two copies of its audit report no later than six (6) months after the Contractor's prior budget year unless such time frames are extended in writing by the responsible HHS official. If the responsible HHS official extends said time frames, in writing, then Contractor's audit report will be submitted to the City at least two months prior to the new deadline. Contractor's agreements with any Subdelegates or any Vendor will contain a clause stating that Subdelegates or Vendors, as appropriate, are subject to the Audit Requirements of this Agreement or as may be imposed by federal, state and City law. Contractor's audit will either include an audit of Subdelegates and any Vendor, unless said Vendor has been exempted in writing by the Director, or Contractor will cause Subdelegates and, if directed in writing by the Director, any Vendor to provide separately their own independent audits. If a Subdelegate or Vendor conducts its own audit for Head Start services provided hereunder, then the Contractor will provide two copies of such audit or the portions that pertain to Head Start services along with Contractor's audit or portions thereof. Final financial settlement under this Agreement will be contingent upon receipt and acceptance of Contractor's audit and the audits of Contractor's Subdelegates and any Vendor.

C. If, as a result of any audit relating to the fiscal performance of Contractor or its Subdelegates concerning Head Start programs, the City receives notice of any irregularities or deficiencies in said audits, then the City will notify the Contractor of such irregularities or deficiencies. The Contractor will correct all identified irregularities or deficiencies within the time frames designated in the City's written notice. If the identified irregularities or deficiencies cannot

be corrected by the date designated by the City, then Contractor will so notify the City, in writing, and will identify a date that Contractor expects to correct the irregularities or deficiencies; provided, however, that if Contractor's notice is dated within thirty calendar days prior to the deadline established or permitted by the ACF, then Contractor's corrections will be made and submitted to the City on or before the fifth working day from said federal deadline. If corrections are not made by such date, then the final resolution of identified deficiencies or disputes will be deemed to be resolved in the City's favor unless the Contractor obtains a resolution in its favor from the responsible HHS official.

D. The Contractor will satisfy the requirements of the Single Audit Act of 1984, as amended, codified at 31 U.S.C. §7501, *et seq.*, and as may be further amended from time to time, and all applicable Office of Management and Budget Circulars including but not limited to 2 CFR Chapter I, and Chapter II, Parts 200, 215, 220, 225, and 230 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. If Contractor determines that it is not subject to the requirements of the Single Audit Act, it will notify the City in writing within ten (10) calendar days of its determination that it is not subject to the Single Audit.

13. WHEN RIGHTS AND REMEDIES NOT WAIVED: In no event will any payment or other action by the City hereunder constitute or be construed to be a waiver by the City of any breach of covenant or default which may then exist on the part of the Contractor. No payment, or other action, or inaction by the City when any breach or default exists will impair or prejudice any right or remedy available to the City with respect to such breach or default. No assent, expressed or implied, to any breach of any term of Agreement constitutes a waiver of any other breach.

14. INSURANCE:

A. General Conditions: Contractor agrees to secure, at or before the time of execution of this Agreement, the following insurance covering all operations, goods or services provided pursuant to this Agreement. Contractor shall keep the required insurance coverage in force at all times during the term of the Agreement, or any extension thereof, during any warranty period. The required insurance shall be underwritten by an insurer licensed or authorized to do business in Colorado and rated by A.M. Best Company as "A-" VIII or better. Each policy shall

require notification to the City in the event any of the required policies be canceled or non-renewed before the expiration date thereof. Such written notice shall be sent to the Parties identified in the Notices section of this Agreement. Such notice shall reference the City contract number listed on the signature page of this Agreement. Said notice shall be sent thirty (30) days prior to such cancellation or non-renewal unless due to non-payment of premiums for which notice shall be sent ten (10) days prior. If such written notice is unavailable from the insurer, Contractor shall provide written notice of cancellation, non-renewal and any reduction in coverage to the Parties identified in the Notices section by certified mail, return receipt requested within three (3) business days of such notice by its insurer(s) and referencing the City's contract number. Contractor shall be responsible for the payment of any deductible or self-insured retention. The insurance coverages specified in this Agreement are the minimum requirements, and these requirements do not lessen or limit the liability of the Contractor. The Contractor shall maintain, at its own expense, any additional kinds or amounts of insurance that it may deem necessary to cover its obligations and liabilities under this Agreement.

B. Proof of Insurance: Contractor may not commence services or work relating to the Agreement prior to placement of coverages required under this Agreement. Contractor certifies that the certificate of insurance attached as **Exhibit E**, preferably an ACORD certificate, complies with all insurance requirements of this Agreement. The City requests that the City's contract number be referenced on the Certificate. The City's acceptance of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements set forth in this Agreement shall not act as a waiver of Contractor's breach of this Agreement or of any of the City's rights or remedies under this Agreement. The City's Risk Management Office may require additional proof of insurance, including but not limited to policies and endorsements.

C. Additional Insureds: For Commercial General Liability, Auto Liability and Excess Liability/Umbrella (if required), the Contractor, Subdelegate's, and Subcontractor's insurer(s) shall name the City and County of Denver, its elected and appointed officials, employees and volunteers as additional insured.

D. Waiver of Subrogation: For all coverages under this Agreement, except Student Accident coverage, Contractor's insurer shall waive subrogation rights against the City.

E. Subdelegates, Subcontractors and Subconsultants: All Subdelegates,

Subcontractors and subconsultants (including independent contractors, suppliers or other entities providing goods or services required by this Agreement) shall be subject to all of the requirements herein and shall procure and maintain the same coverages required of the Contractor. Contractor shall include all such Subdelegates or Subcontractors as additional insured under its policies (with the exception of Workers' Compensation) or shall ensure that all such Subdelegates, Subcontractors and subconsultants maintain the required coverages. Contractor agrees to provide proof of insurance for all such Subdelegates, Subcontractors, and subconsultants upon request by the City.

F. Workers' Compensation/Employer's Liability Insurance: Contractor shall maintain the coverage as required by statute for each work location and shall maintain Employer's Liability insurance with limits of \$100,000 per occurrence for each bodily injury claim, \$100,000 per occurrence for each bodily injury caused by disease claim, and \$500,000 aggregate for all bodily injuries caused by disease claims.

G. Commercial General Liability: Contractor shall maintain a Commercial General Liability insurance policy with minimum limits of \$1,000,000 for each bodily injury and property damage occurrence, \$2,000,000 products and completed operations aggregate (if applicable), and \$2,000,000 policy aggregate. Policy shall not contain an exclusion for sexual abuse, molestation or misconduct.

H. Automobile Liability: Contractor shall maintain Automobile Liability with limits of \$1,000,000 combined single limit applicable to all owned, hired and non-owned vehicles used in performing services under this Agreement.

I. Bond: If required by applicable federal law, as currently presented in 45 CFR Part 75 304, the Contractor will obtain and keep in force during the term of this Agreement a fidelity bond, in form and surety acceptable to the City, conditioned upon the faithful and honest utilization and handling by the Contractor's employees and officers of all monies paid to the Contractor by the City pursuant to this Agreement, said bond to protect the City against any malfeasance or misfeasance with respect to such funds on the part of such persons. All appropriate federal officials will authorize any determination made by Contractor that such bond is not required by applicable federal law in writing.

15. DEFENSE AND INDEMNIFICATION:

A. Contractor hereby agrees to defend, indemnify, reimburse and hold

harmless City, its appointed and elected officials, agents and employees for, from and against all liabilities, claims, judgments, suits or demands for damages to persons or property arising out of, resulting from, or relating to the work performed under this Agreement (“Claims”), unless such Claims have been specifically determined by the trier of fact to be the sole negligence or willful misconduct of the City. This indemnity shall be interpreted in the broadest possible manner to indemnify City for any acts or omissions of Contractor or its subcontractors either passive or active, irrespective of fault, including City’s concurrent negligence whether active or passive, except for the sole negligence or willful misconduct of City.

B. Contractor’s duty to defend and indemnify City shall arise at the time written notice of the Claim is first provided to City regardless of whether Claimant has filed suit on the Claim. Contractor’s duty to defend and indemnify City shall arise even if City is the only party sued by claimant and/or claimant alleges that City’s negligence or willful misconduct was the sole cause of claimant’s damages.

C. Contractor will defend any and all Claims which may be brought or threatened against City and will pay on behalf of City any expenses incurred by reason of such Claims including, but not limited to, court costs and attorney fees incurred in defending and investigating such Claims or seeking to enforce this indemnity obligation. Such payments on behalf of City shall be in addition to any other legal remedies available to City and shall not be considered City’s exclusive remedy.

D. Insurance coverage requirements specified in this Agreement shall in no way lessen or limit the liability of the Contractor under the terms of this indemnification obligation. The Contractor shall obtain, at its own expense, any additional insurance that it deems necessary for the City’s protection.

E. This defense and indemnification obligation shall survive the expiration or termination of this Agreement.

16. LIABILITY; COLORADO GOVERNMENTAL IMMUNITY ACT: For Contractors that are a “public entity”, the Contractor and the City each represent that they are a self-insurer as permitted by the Colorado Governmental Immunity Act, and that each will continue to qualify as a self-insurer or will obtain commercial insurance in connection with the subject matter of this Agreement. Neither party shall have any liability or responsibility to anyone for any

act or omission of the other. Each party is responsible for any and all claims, damages, liability and court awards, including costs, expenses and attorney fees, incurred as a result of its actions or omissions or any action or omission of its officers, employees, and agents in connection with the subject matter of this Agreement or any amendment hereto. Nothing in this Agreement shall be construed as a waiver of the notice requirements, defenses, immunities and limitations the City or Contractor may have under the Colorado Governmental Immunity Act (§24-10-101, C.R. S., *et seq.*) or to any other defenses, immunities, or limitations of liability available to the City or Contractor by law.

17. TAXES, LATE CHARGES, AND PERMITS: The City is not liable for the payment of taxes, late charges or penalties of any nature, except for any additional amounts that the City may be required to pay under the City's prompt payment ordinance D.R.M.C. § 20-107, *et seq.* The Contractor shall promptly pay when due, all taxes, bills, debts and obligations it incurs performing the services under the Agreement and shall not allow any lien, mortgage, judgment or execution to be filed against City property.

18. ASSIGNMENT AND SUBCONTRACTING:

A. By the City. The City may assign or transfer this Agreement at its discretion or when required by the ACF.

B. By the Contractor. The Contractor shall not voluntarily or involuntarily assign any of its rights or obligations, or subcontract performance obligations, under this Agreement without obtaining the Director's prior written consent. Any assignment or subcontracting without such consent will be ineffective and void, and shall be cause for termination of this Agreement by the City. The Director has sole and absolute discretion whether to consent to any assignment or subcontracting, or to terminate the Agreement because of unauthorized assignment or subcontracting. In the event of any subcontracting or unauthorized assignment: (i) the Contractor shall remain responsible to the City; and (ii) no contractual relationship shall be created between the City and the Subdelegate, sub-consultant, subcontractor or assignee.

Services subcontracted to Subdelegates under this Agreement shall be specified by written agreement and will be subject to each applicable provision of this Agreement and any and all applicable federal and state laws with appropriate changes in nomenclature in referring to such subcontract. The Contractor will submit proposed subcontract agreements to the

Director for the Director's review and approval no later than thirty (30) calendar days prior to the commencement of the Program Year or the commencement date of the proposed contract whichever is later. Such consent of the City obtained as required by this paragraph shall not be construed to constitute a determination of approval of any cost under this Agreement, unless such approval specifically provides that it also constitutes a determination of approval of such cost. Any approved use of any Subdelegate or any Vendor will be on a reimbursement basis only.

19. TERMINATION:

A. Notice of Deficiencies (with opportunity for corrective action): In the event the City identifies one or more deficiencies in Contractor's performance of the Services or its other obligations under this Agreement, the Director will provide the Contractor with written notice of the deficiency or deficiencies ("Notice of Deficiencies"). The Notice of Deficiencies will identify the deficiencies to be corrected and will state that the Contractor is to either correct the Deficiencies immediately (or such longer period as the City may allow) or according to a Quality Improvement Plan (with included timeline) to be developed by the Contractor (the "Quality Improvement Plan").

(1) If the Contractor is to correct the identified Deficiencies according to a deadline established by the Director, the Contractor will verify in writing to the Director, no later than ten (10) calendar days after the designated deadline, that Contractor corrected the Deficiencies and the specific measures taken to complete such corrective actions.

(2) If the Contractor is to develop a Quality Improvement Plan, the Contractor will submit to the Director for the Director's approval, within ten (10) calendar days of the date of the Notice of Deficiencies, a Quality Improvement Plan that identifies the actions the Contractor will undertake to correct each identified deficiency and the date that Contractor expects to complete the Quality Improvement Plan. Within thirty (30) calendar days of the date of receipt of Contractor's proposed Quality Improvement Plan, the Director will notify the Contractor in writing of the Director's approval or disapproval. If the Director disapproves of the Quality Improvement plan, the Director will inform the Contractor of the reasons for that disapproval. If the Quality Improvement Plan is disapproved, the Contractor must submit, within ten (10) calendar days of the date of the Director's notice of disapproval, a revised Quality Improvement Plan, making the changes necessary to address the reasons why the initial Quality Improvement Plan

was disapproved. If the Director does not approve or disapprove of the Quality Improvement Plan within ten (10) calendar days of the date of receipt, the City will be deemed to have approved the Quality Improvement Plan.

(3) Within three (3) business days of the date specified in the Quality Improvement Plan for the correction of each identified deficiency, the Contractor will verify in writing to the Director that it corrected each identified deficiency according to the Quality Improvement Plan and will further state the measures taken to correct each identified deficiency. If the Contractor does not complete the Quality Improvement Plan on or before the date designated for completion, the Contractor will provide written notice to the Director within twenty-four (24) hours of the date designated for completion and will state the reasons why the Contractor did not complete the Quality Improvement Plan and provide a new date of expected completion. Contractor's notice of non-completion of the Quality Improvement Plan will not be deemed to be a waiver of Contractor's obligations under the original Quality Improvement Plan. In no case will the deadline proposed in any Quality Improvement Plan exceed one year from the date that the Contractor received official notification of the deficiencies to be corrected.

B. Remedies for Failure to Timely Correct Deficiencies: If the Contractor fails to timely correct any deficiency or deficiencies identified by the City, the City has the right to take any or all of the following actions, in addition to any and all other actions authorized by law:

(1) Withhold any or all payments to the Contractor, in whole or in part, until the necessary services or corrections in performance are satisfactorily completed;

(2) Deny any and all requests for payment and/or demand reimbursement from Contractor of any and all payments previously made to Contractor for those services or deliverables that have not been satisfactorily performed and which, due to circumstances caused by or within the control of the Contractor, cannot be performed or if performed would be of no value to the City's Head Start program. Denial of requests for payment and demands for reimbursement will be reasonably related to the amount of work or deliverables lost to the City;

(3) Disallow or deny all or part of the cost of the activity or action that has not been satisfactorily corrected or completed;

(4) Suspend or terminate this Agreement, or any portion or portions

thereof, effective immediately (or such longer period as the City may allow) upon written notice to Contractor;

(5) Deny in whole or in part any application or proposal from Contractor for refunding of a Head Start program for a subsequent program year regardless of source of funds;

(6) Reduce any application or proposal from Contractor for refunding of a Head Start program for a subsequent program year by any percentage or amount that is less than the total amount of compensation provided in this Agreement regardless of source of funds;

(7) Refuse to award Contractor, in whole or in part, any and all additional funds for expanded or additional services under the City's Head Start Grant;

(8) Deny or modify any future awards, grants, or contracts of any nature by the City regardless of funding source for Contractor;

(9) Modify, suspend, remove, or terminate the Services, in whole or in part. If the Services, or any portion thereof, are modified, suspended, removed, or terminated, the Contractor will cooperate with the City in the transfer of the Services as reasonably designated by the City; or

(10) Take other remedies that may be legally available.

20. OTHER GROUNDS FOR TERMINATION:

A. By the City:

(1) The City has the right to terminate this Agreement upon thirty (30) calendar days' written notice to Contractor for any default by the Contractor under this Agreement other than the failure to correct an identified deficiency which default has not been cured within the time period as set forth pursuant to Section 18.

(2) The City further has the right to terminate this Agreement upon thirty (30) days' written notice for the convenience of the City, if the Grant is suspended or terminated, in whole or in part, by HHS, or if the Contractor demonstrates to the Director that it is unable or unwilling to comply with any updated or additional program requirements lawfully imposed on the Head Start Program and the Services.

(3) Notwithstanding the preceding paragraphs, the City may terminate the Agreement, in whole or in part, if the Contractor or any of its officers or employees who have contact with Head Start children are convicted, plead *nolo contendere*, enter into a formal

agreement in which they admit guilt, enter a plea of guilty or otherwise admit culpability to criminal offenses of violence, sexual assault, assault, battery, child abuse or endangerment, neglect of a child, child sexual assault, bribery, kickbacks, collusive bidding, bid-rigging, antitrust, fraud, undue influence, theft, racketeering, extortion or any offense of a similar nature in connection with Contractor's business. Termination for the reasons stated in this paragraph is effective upon receipt of notice.

Contractor will timely notify the City in writing if any employee, agent or contractor of Contractor is convicted or found liable, pleads *nolo contendere*, enters into a formal agreement in which the person admits guilt or liability, enters a plea of guilty, or otherwise admits culpability or liability for crimes of violence, sexual assault, assault, battery, child abuse or endangerment, neglect of a child, child sexual assault, bribery, kickbacks, collusive bidding, bid-rigging, antitrust, fraud, undue influence, theft, racketeering, extortion or any offense of a similar nature, in connection with Contractor's business.

B. By the Contractor: The Contractor may terminate this Agreement for substantial breach by the City, including the failure to compensate Contractor timely for services performed under this Agreement, that has not been corrected within thirty (30) calendar days of Contractor's written notice to do so identifying the breach including but not limited to the City's failure to meet its obligations herein and if additional conditions are lawfully applied by HHS to the Grant and upon the City, and the Contractor is unable or unwilling to comply with such additional conditions, then the Contractor may terminate this Agreement by giving thirty (30) days' written notice signifying the effective date of termination. In such event, the City has the right to require the Contractor to make adequate arrangements to transfer the City's Head Start programs, operations, and activities to another Contractor or to the City. In the event of any termination, all property and finished or unfinished documents, data, studies, reports purchased or prepared by the Contractor under this Agreement will be disposed of according to HHS directives. Notwithstanding any other provision contained herein, the Contractor will not be relieved of liability to the City for damages sustained by the City by virtue of any breach of the contract by the Contractor and the City may withhold reimbursement to the Contractor for the purpose of set-off until such time as the exact amount of damages due the City from the Contractor is agreed upon or otherwise determined.

C. Nothing in this Agreement gives the Contractor the right to perform services under this Agreement beyond the time when such services become unsatisfactory to the Director. If the Agreement is terminated with or without cause the Contractor will not have any claim against the City by reason of, or arising out of, incidental or relating to termination, except for compensation for work duly requested and satisfactorily performed as described in the Agreement. In the event that this Agreement is terminated prior to the expiration date specified in Paragraph 4, “**Term**”, above, Contractor will submit any and all outstanding reports or requested information within forty-five (45) calendar days of the date of early termination. In addition, if this Agreement is terminated, the City is entitled to and will take possession of all materials, equipment, tools and facilities it owns that are in the Contractor’s possession, custody, or control by whatever method the City deems expedient.

21. PROCUREMENT:

A. **Tangible Property**: The Contractor shall comply with all federal regulations applicable to property and procurement standards (which are currently presented in 45 CFR Part 75). With respect to the procurement of goods and services, supplies, and equipment, as such terms are presented in 45 CFR Part 75, the Contractor shall use its own documented procurement procedures as long as such procedures conform to applicable Federal and City laws, the standards identified in this Section, and 45 CFR Parts 75.327 through 75.335. All procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. The Contractor shall be alert to organizational conflicts of interest as well as noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. The Contractor will establish written procurement standards covering competition, conflicts of interest, and governing the actions of employees engaged in the selection, award, and administration of contracts consistent with the “Procurement Standards” contained in 45 CFR Part 75 and consistent with the requirements contained in this Section 20.

B. **Inventory**: The Contractor will establish and submit to the Head Start Director an annual inventory list, in such format as designated by the City’s Head Start Director, of all unused supplies exceeding Five Thousand Dollars (\$5,000.00) in total aggregate value and all equipment purchased under this Agreement. Contractor will update said inventory list as necessary on a timely basis. The inventory will specify the location of all supplies and equipment

so purchased. The Contractor will also cause its Subdelegates and, if directed by the Director in writing, any Vendor to establish and maintain a similar inventory list for all supplies and equipment purchased with funds provided under this Agreement.

C. **Real Property; Intangible Property:** Contractor will not use Head Start funds to purchase or otherwise acquire title to real or intangible property without the prior written consent of the City. Any proposed transaction to acquire title to real or intangible property will be made in conformance with applicable federal laws and any and all requirements as may be designated by the City.

22. SITE LOCATIONS, LEASES AND LICENSES:

A. **Site Locations/Leases:** The Contractor will operate Head Start programs at the facilities and locations identified on **Exhibit F**, entitled Site Locations. The Contractor will be responsible for executing any and all leases or amendments of leases of the real property and/or facilities designated on **Exhibit F**. The Contractor will maintain, and will cause any and all Subdelegates to maintain, copies of all leases and amendments thereto executed in the performance of services under this Agreement, and will deliver copies thereof to the City upon request.

B. **Changes to Site Locations:** If the Contractor or any employee determines that it is necessary to move, change or operate a Head Start program in any other facility or location, it will notify the Director in writing within fourteen (14) calendar days of the date of such determination and will provide an explanation as to the reason why the move, change or new operation should be undertaken. The Contractor will not move, change or operate any Head Start program in any other facility or location, unless the City has approved of such move, change or operation in writing, in advance of any contractual obligation and occupancy by the Contractor of such new facility.

C. **Smoke and Toxin Free Facilities:** All Head Start Sites and facilities operated by the Contractor and its Subdelegates and any Vendor will be free of toxins. The Contractor will further provide a smoke free environment for all Head Start children and adults consistent with federal and City policies concerning the use or sale of tobacco in Head Start or City facilities, as such policies may be amended from time to time. No class will be operated in a facility that does not comply with any applicable federal or City policies. No class will be operated in a facility that is not a smoke or toxin free facility.

D. Licensing of Site Locations: The Contractor will obtain and maintain any and all required and appropriate licenses to operate Head Start programs. No site location will be opened and no Head Start funds will be paid to the Contractor if the Contractor does not have in place, prior to opening each site location and maintaining throughout the term of this Agreement, any and all required and appropriate license for each and every site location. The Contractor will provide the Director with a copy of current licenses maintained by the Contractor for each site location identified in **Exhibit F**. In addition, the Contractor will secure, post and maintain in its' files copies of current health inspection reports for each kitchen facility utilized in the preparation of food for each site location identified in **Exhibit F**. If, at any time during the term of this Agreement, any such health clearance or license is revoked, suspended or modified, or if the Contractor in any other manner loses the clearance or license, the Contractor will give immediate written notice to the Director. In such an event, the City may, in its sole discretion, order corrective action or suspend or terminate this Agreement. Head Start funds will not be paid to the Contractor to operate a Head Start Program in a site location that is not covered by the aforementioned clearances and/or licenses. If Contractor receives any order, direction, notice or other communication concerning the licensing of any site location assigned to the Contractor by the City, the Contractor will be solely responsible for taking any and all action required to maintain all licenses in good standing. The Contractor will submit a copy to the Director of all such orders, reports, direction, notices or communications within twenty-four (24) hours of Contractor's receipt thereof. The Contractor will notify the Director in writing within twenty-four (24) hours of Contractor's receipt of any notice of immediate closure of any site location assigned to the Contractor by the City. The Contractor will comply by the required date and time. The City reserves the right to require Contractor to cease or suspend program operations at any time if the City determines that a danger exists to the health, safety or well-being to the children enrolled in Head Start programs.

23. COMPLIANCE WITH APPLICABLE LAWS: Contractor shall perform or cause to be performed all services in full compliance with all applicable laws, rules, regulations and codes of the United States, the State of Colorado; and with the Charter, ordinances, rules, regulations and Executive Orders of the City and County of Denver whether or not specifically referenced herein. In particular, the Contractor will perform the duties and satisfy the requirements

of the following laws, regulations, and policies as may be amended from time to time:

- A. The Head Start Act, as amended, codified at 42 U.S.C. 9801, *et seq.*;
- B. Head Start Program Performance Standards, 45 CFR Part 1301 through 1305, including all regulations referenced therein and all successor regulations pertaining to the Head Start program;
- C. 45 CFR Part 16, 30, 46, 75, 80, 81, 84, 87, and 92;
- D. All applicable circulars of the U.S. Office of Management and Budget (“OMB”) including without limitation Omni-Circular “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards”, 2 CFR Part 200, *et seq.* and 2 CFR Part 25.110;
- E. Program instructions, directives, and guidance. All manuals, policies, procedures, informational memoranda, Program guidance, instructions, directives, or other written documentation issued by the federal government or the City and provided to the Contractor concerning the Head Start Program or the expenditure of federal funds;
- F. The terms and conditions of the Notice of Grant Award issued by ACF to the City concerning the Head Start program. Contractor further acknowledges that the Notice of Grant Award governing the Term has not yet been fully executed between the City and ACF;
- G. The terms and conditions contained in all exhibits to this Agreement unless the City notifies the contractor in writing that a specific requirement does not apply to the performance of the Services;
- H. The Drug-Free Workplace Act of 1988 as codified at 41 U.S.C. 701, *et seq.*;
- I. U.S. Executive Order 12549, Debarment and Suspension implemented at 2 CFR Part 180. The Contractor is subject to the prohibitions on contracting with a debarred organization pursuant to U.S. Executive Orders 12549 and 12689, Debarment and Suspension, and implementing federal regulations codified at 2 CFR Part 180 and 2 CFR Part 376. By its signature below, the Contractor assures and certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency. The Contractor shall provide immediate written notice to the Executive Director if at any time Contractor learns that the Contractor’s certification to enter into this Agreement was erroneous, when submitted or has become erroneous,

by reason of changed circumstances. If the Contractor is unable to certify to any of the statements in the certification contained in this paragraph, the Contractor shall provide a written explanation to the City within thirty (30) calendar days of the date of execution of this Agreement. Furthermore, if the Contractor is unable to certify to any of the statements in the certification contained in this paragraph, the City may pursue any and all available remedies available to the City, including but not limited to terminating this Agreement immediately, upon written notice to the Contractor.

The Contractor shall include the clause titled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Lower Tier Covered Transaction” in all covered transactions associated with this Agreement. The Contractor is responsible for determining the method and frequency of its determination of compliance with Executive Orders 12549 and 12689 and their implementing regulations;

J. Byrd Anti-Lobbying: If the Maximum Contract Amount exceeds \$100,000.00, the Contractor must complete and submit to the Agency a required certification form provided by the Agency certifying that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Contractor must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award;

K. “New Restrictions on Lobbying”: As set forth in implementing regulations 45 CFR Part 93, Contractor assures and certifies that: No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement.

If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned will

complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions;

L. Non-Discrimination and Equal Employment Opportunity (Federal requirements):

(1) In carrying out its obligations under the Agreement, Contractor audits officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with 29 CFR Part 37, Title VII of the Civil Rights Act of 1964, The Americans With Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, and all other nondiscrimination and equal employment opportunity statutes, laws, and regulations. Contractor agrees not discriminate against any employee or applicant for employment because of race, religion, national origin, ancestry, color, gender, gender identity, sexual orientation, age, disability, political affiliation or belief, or veteran status. Contractor will ensure that all qualified applicants are hired, and all employees are considered for promotion, demotion, transfer; recruitment or recruitment advertising, layoff, termination, rates of pay, other forms of compensation, selection for training (including apprenticeship), or any other employment-related opportunities, without regard to race, religion, national origin, ancestry, color, gender, gender identity, sexual orientation, age, disability, political affiliation or belief, or veteran status.

(2) Contractor agrees to post notices affirming compliance with all applicable federal and state non-discrimination laws in conspicuous places accessible to all employees and applicants for employment. Contractor will affirm that all qualified applicants will receive consideration for employment without regard to race, religion, national origin, ancestry, color, gender, gender identity, sexual orientation, age, disability, political affiliation or belief, or veteran status in all solicitations or advertisements for employees placed by or on behalf of Contractor.

(3) Contractor will incorporate the foregoing requirements of this section in all of its subcontracts.

(4) Contractor agrees to collect and maintain data necessary to show compliance with the nondiscrimination provisions of this section;

M. No Discrimination in Program Participation (Federal): The Contractor will comply with any and all applicable federal, state, and local laws that prohibit discrimination

in programs and activities funded by this Agreement on the basis of race, color, religion, national origin, sex, disability, and age including but not limited to Title VI of the Civil Rights Act of 1964 (Title VI), Section 504 of the Rehabilitation Act of 1973 (Section 504), the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990 (ADA), Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964 (Title VII), the Age Discrimination in Employment Act (ADEA), the antidiscrimination provision of the Immigration Reform and Control Act of 1986 (IRCA), and the Equal Pay Act (EPA), or other Federal, State or local laws that provide additional protections against discrimination. Violations may be subject to any penalties set forth in said applicable laws and the Contractor agrees to indemnify and hold the City harmless from any and all claims, losses, or demands that arise under this paragraph. Contractor acknowledges that Title VI prohibits national origin discrimination affecting persons with limited English proficiency (LEP). Contractor hereby warrants and assures that LEP persons will have meaningful access to all services provided under this Agreement. To the extent Contractor provides assistance to LEP individuals through the use of an oral or written translator or interpretation services, in compliance with this requirement, LEP persons shall not be required to pay for such assistance. Further, Contractor acknowledges the City's Office of Human Rights and Community Partnerships, Office of Sign Language Services (OSLS) oversees access for deaf and hard of hearing people to City programs and services. The Contractor will comply with any and all requirements and procedures of the OSLS, as amended from time to time, concerning the provision of sign language interpreter services for all services provided by the Contractor under this Agreement. Further, Contractor acknowledges the public policy requirement of the U.S. Dept. of Health and Human Services that that no person otherwise eligible to participate in programs and services supplied under this Agreement will be excluded from participation in, denied the benefits of, or subjected to discrimination in the administration of HHS programs and services based on non-merit factors such as age, disability, sex, race, color, national origin, religion, gender identity, or sexual orientation. Contractor must comply with this national policy requirement with respect to the performance of work and administration of funds provided under this Agreement and for all programs and services supported by HHS awards. 45 CFR Part 75.300(c);

N. **Davis-Bacon Act**: 40 U.S.C. Section 276a-a(7) (2000) or to the extent that the Davis-Bacon Act is deemed not to apply to this Agreement, Section 20-76 of the Den. Rev.

Mun. Code pertaining to Payment of Prevailing Wages. Section 20-76 of the Den. Rev. Mun. Code is attached hereto and marked as **Exhibit G**;

O. Mandatory Disclosures: Contractor must disclose, in a timely manner, in writing to the Agency all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the work to be performed under this Agreement. Failure to make required disclosures can result in the Agency taking any of the remedies described in 2 CFR §200.338;

P. FFATA: The Federal Funding Accountability and Transparency Act of 2006, FFATA, and implementing rules and regulations;

Q. The Deficit Reduction Act of 2005, 109 P.L. 171;

R. Federal Privacy Requirements, as applicable, including without limitation, 45 CFR Parts 160, 164, and 1303 Subpart C and HHS's Standards for Privacy of Individually Identifiable Health Information (Privacy Rule) implementing the Health Insurance Portability and Accountability Act (HIPAA) of 1996, 42 U.S.C. 1320 et seq. Contractor shall submit to the Director, within fifteen (15) days of the Director's written request, copies of Contractor's policies and procedures to maintain the confidentiality of protected health information to which Contractor has access;

S. No Discrimination in Employment (City Executive Order No. 8): In connection with the performance of work under this Agreement, the Contractor agrees not to refuse to hire, discharge, promote or demote, or to discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, ethnicity, citizenship, immigration status gender, age, military status, sexual orientation, gender expression or gender identity, marital status, source of income, military status, protective hairstyle, or disability; and the Contractor further agrees to insert the foregoing provision in all subcontracts hereunder;

T. City and County of Denver Executive Order No. 94 concerning the use, possession or sale of alcohol or drugs. The Contractor, its officers, agents and employees will cooperate and comply with the provisions of Executive Order 94 and Attachment A thereto concerning the use, possession or sale of alcohol or drugs. Violation of these provisions or refusal to cooperate with implementation of the policy can result in the City barring the Contractor's personnel from City facilities or participating in City operations.

24. AGREEMENT AS COMPLETE INTEGRATION-AMENDMENTS: The Agreement is the complete integration of all understandings between the Parties as to the subject matter of the Agreement. No prior or contemporaneous addition, deletion, or other modification has any force or effect, unless embodied in the Agreement in writing. No subsequent novation, renewal, addition, deletion, or other amendment will have any force or effect unless embodied in a written amendment to the Agreement properly executed by the Parties. No oral representation by any officer or employee of the City at variance with the terms of the Agreement or any written amendment to the Agreement will have any force or effect or bind the City. The Agreement is, and any amendments thereto will, be binding upon the Parties and their successors and assigns. Amendments to this Agreement will become effective when approved by both Parties and executed in the same manner as this Agreement.

25. CONFLICT OF INTEREST:

A. No employee of the City shall have any personal or beneficial interest in the services or property described in the Agreement; and the Contractor shall not hire, or contract for services with, any employee or officer of the City in violation of the City's Code of Ethics, D.R.M.C. §2-51, et seq. or the Charter §§ 1.2.8, 1.2.9, and 1.2.12.

B. The Contractor shall not engage in any transaction, activity or conduct that would result in a conflict of interest under the Agreement. The Contractor represents that it has disclosed any and all current or potential conflicts of interest which shall include transactions, activities or conduct that would affect the judgment, actions or work of the Contractor by placing the Contractor's own interests, or the interests of any party with whom the Contractor has a contractual arrangement, in conflict with those of the City. The City, in its sole discretion, will determine the existence of a conflict of interest and may terminate the Agreement in the event it determines a conflict exists, after it has given the Contractor written notice describing the conflict. The Contractor will have thirty (30) days after the notice is received to eliminate or cure the conflict of interest in a manner which is acceptable to the City.

26. NOTICES: All notices required by the terms of the Agreement must be hand delivered, sent by overnight courier service, mailed by certified mail, return receipt requested, or mailed via United States mail, postage prepaid, if to Contractor at the address first above written, and if to the City at:

Catholic Charities and Community Services of the Archdiocese of Denver, Inc.
MOEAI-202367404-00

Executive Director of Denver Great Kids Head Start Office
201 West Colfax Avenue, Dept. 1101
Denver, Colorado 80202

With a copy of any such notice to:

Denver City Attorney's Office
1437 Bannock St., Room 353
Denver, Colorado 80202

Notices hand delivered or sent by overnight courier are effective upon delivery. Notices sent by certified mail are effective upon receipt. Notices sent by mail are effective upon deposit with the U.S. Postal Service. The Parties may designate substitute addresses where or persons to whom notices are to be mailed or delivered. However, these substitutions will not become effective until actual receipt of written notification.

27. DISPUTE RESOLUTION: All disputes between the City and the Contractor arising out of or regarding this Agreement will be resolved by administrative hearing pursuant to the procedure established by Denver Revised Municipal Code 56-106(b)-(f). Under this administrative hearing procedure, the City official rendering a final determination will be the Executive Director of the Mayor's Office for Education and Children.

28. GOVERNING LAW; VENUE: The Agreement will be construed and enforced in accordance with applicable federal law, the laws of the State of Colorado, and the Charter, Revised Municipal Code, ordinances, regulations and Executive Orders of the City and County of Denver, which are expressly incorporated into the Agreement. Unless otherwise specified, any reference to statutes, laws, regulations, charter or code provisions, ordinances, executive orders, or related memoranda, includes amendments or supplements to same. Venue for any legal action relating to the Agreement will be in the District Court of the State of Colorado, Second Judicial District (Denver District Court).

29. CONFIDENTIAL INFORMATION; OPEN RECORDS:

A. Data and Information: The Contractor will observe and abide by, and will cause its Subdelegates to observe and abide by, all applicable Federal, State, and local laws, regulations, executive orders, and policies governing the use or disclosure of confidential information concerning Denver's Head Start Program. Contractor acknowledges and accepts that,

in performance of all work under the terms of this Agreement, Contractor may have access to the following types of information: (1) City Proprietary Data or confidential information that may be owned or controlled by the City (“City Proprietary Data”); (2) personal information pertaining to persons receiving services from the Agency (“Client Data”), or (3) confidential proprietary information owned by third parties (“Third Party Proprietary Data”). For purposes of this Agreement, City Proprietary Data, Client Data, and Third Party Proprietary Data shall be referred to collectively as “City Data”. Contractor agrees that disclosure of City Data may be damaging to the City or third parties. Contractor agrees that all City Data provided to Contractor shall be held in confidence and used only in the performance of its obligations under this Agreement. Contractor shall exercise the same standard of care to protect City Data as a reasonably prudent Contractor would to protect its own proprietary or confidential data. “Proprietary Data” shall mean any materials or information which may be designated or marked “Proprietary” or “Confidential,” or which would not be documents subject to disclosure pursuant to the Colorado Open Records Act or City ordinance, and provided or made available to Contractor by the City. Such Proprietary Data may be in hardcopy, printed, digital or electronic format.

B. “Personal Information”: means all information that individually or in combination, does or can identify a specific individual by or from which a specific individual can be identified, contacted, or located. Personal Information includes, without limitation, name, signature, address, e-mail address, telephone number, social security number (full or partial), business contact information, date of birth, national or state identification numbers, bank account number, credit or debit card numbers, and any other unique identifier or one or more factors specific to the individual’s physical, physiological, mental, economic, cultural, or social identity.

C. Data Protection and Security: Contractor confirms and warrants that it complies with any and all applicable Data Protection Laws relating to the collection, use, disclosure, and other processing of Personal Information and City Data and that it will perform its obligations under this Agreement in compliance with them.

D. “Data Protection Laws”: means (i) all applicable federal, state, and local laws, rules, regulations, directives and governmental requirements relating in any way to the privacy, confidentiality or security of Personal Information; and (ii) all applicable laws and regulations relating to electronic and non-electronic marketing and advertising; laws regulating

unsolicited email communications; security breach notification laws; laws imposing minimum security requirements; laws requiring the secure disposal of records containing certain Personal Information; laws imposing licensing requirements; laws and other legislative acts that establish procedures for the evaluation of compliance; and all other similar applicable requirements. Further, and not by way of limitation, Contractor shall provide for the security of all Personal Information and City Data in accordance with all policies promulgated by Denver Technology Services, as amended, and all applicable laws, rules, policies, publications, and guidelines including, without limitation: (i) the most recently promulgated IRS Publication 1075 for all Tax Information, (ii) the most recently updated PCI Data Security Standard from the PCI Security Standards Council for all PCI, (iii) the most recently issued version of the U.S. Department of Justice, Federal Bureau of Investigation, Criminal Justice Information Services Security Policy for all CJ, (iv) the Colorado Consumer Protection Act, (v) the Children's Online Privacy Protection Act (COPPA), (vi) the Family Education Rights and Privacy Act (FERPA), and (vii) Colorado House Bill 18-1128.

E. Confidentiality; No Ownership by Contractor: Unless otherwise permitted expressly by applicable law, all Personal Information collected, used, processed, stored, or generated as the result of the services to be provided under this Agreement will be treated by Contractor as highly confidential information. Contractor will have no right, title, or interest in any Personal Information or any other data obtained or supplied by Contractor in connection with the services to be provided under this Agreement. The City shall own all Client Information, and any other work product, with or without Personal Information, developed or obtained by Contractor pursuant to this Agreement and such information or work product are considered to be "City Data". Contractor has an obligation to immediately alert the City if Contractor's security has been breached or if Contractor is aware of any unauthorized disclosure of Personal Information. This Section will survive the termination of this Agreement.

F. Use and Protection of Personal Information and City Data: Contractor will take all necessary precautions to safeguard the storage of Personal Information and City Data including without limitation: (i) keep and maintain Personal Information and City Data in strict confidence and in compliance with all applicable Data Protection Laws, and such other applicable laws, using such degree of care as is appropriate and consistent with its obligations as described in this Agreement and applicable law to avoid unauthorized access, use, disclosure, or loss; (ii) use

and disclose Personal Information or City Data solely and exclusively for the purpose of providing the services hereunder, such use and disclosure being in accordance with this Agreement, and applicable law; (iii) not use, sell, rent, transfer, distribute, or otherwise disclose or make available Personal Information or City Data for Contractor's own purposes or for the benefit of anyone other than the City without the prior written consent of the City and the person to whom the Personal Information pertains; and (iv) not engage in "data mining" of Personal Information or City Data except as specifically and expressly required by law or authorized in writing by the City. This Section will survive the termination of this Agreement.

G. Employees and Subcontractor: Contractor will ensure that, prior to being granted access to the Data, Contractor Staff who perform work under this Agreement have all undergone and passed criminal background screenings; have successfully completed annual instruction of a nature sufficient to enable them to effectively comply with all Data protection provisions of this Agreement; and possess all qualifications appropriate to the nature of the employees' duties and the sensitivity of the Data they will be handling. Only those employees of the Contractor who have a direct need for City Data shall have access to any information provided to Contractor under this Agreement. Prior to allowing any employee of the Contractor to access or use any City Data, the Contractor shall require any such employee to review and agree to the usage and access terms outlined in this Agreement. Contractor will inform its employees and officers of the obligations under this Agreement, and all requirements and obligations of Contractor under this Agreement shall survive the expiration or earlier termination of this Agreement. Contractor shall not disclose Proprietary Data or City Data to subcontractors unless such subcontractors are bound by non-disclosure and confidentiality provisions at least as strict as those contained in this Agreement. Unless Contractor provides its own security protection for the information it discloses to a third-party service provider, the Contractor shall require the third party service provider to implement and maintain reasonable security procedures and practices that are appropriate to the nature of the City Data and protected information disclosed and reasonably designed to protect the City Data and protected information from unauthorized access, use, modification, disclosure, or destruction.

H. Loss of Personal Information or City Data: In the event of any act, error or omission, negligence, misconduct, or breach that compromises or is suspected to compromise

the security, confidentiality, or integrity of Personal Information or City Data, Contractor will, as applicable: (i) notify the person affected and the City as soon as practicable but no later than twenty-four (24) hours of becoming aware of such occurrence; (ii) cooperate with the person affected and the City in investigating the occurrence, including making available all relevant records, logs, files, data reporting, and other materials required to comply with applicable law or as otherwise required by the person affected or the City; (iii) in the case of Personal Information and if required by applicable law, at the affected person's sole election: (A) notify the affected individuals in accordance with any legally required notification period; or, (B) reimburse the person affected for any costs in notifying the affected individuals; (iv) in the case of Personal Information and if required by applicable law, provide third-party credit and identity monitoring services to each of the affected individuals for the period required to comply with applicable law; (v) perform or take any other actions required to comply with applicable law as a result of the occurrence; (vi) indemnify, defend, and hold harmless the City and the person affected for any and all claims, including reasonable attorneys' fees, costs, and expenses incidental thereto, which may be suffered by, accrued against, charged to, or recoverable from the City or the person affected in connection with the occurrence; (vii) be responsible for recovering lost data and information in the manner and on the schedule set forth by the City without charge to the person affected, and (viii) provide to the City and the person affected a detailed plan within ten (10) calendar days of the occurrence describing the measures Contractor will undertake to prevent a future occurrence. Notification to affected individuals, as described above, will comply with applicable law, be written in plain terms in English and in any other language or languages specified by the affected individual, and contain, at a minimum: (i) name and contact information of Contractor's representative; (ii) a description of the nature of the loss; (iii) a list of the types of data involved; (iv) the known or approximate date of the loss; (v) how such loss may affect the affected individual; (vi) what steps Contractor has taken to protect the affected individual; what steps the affected individual can take to protect himself or herself; (vii) contact information for major credit card reporting agencies; and (viii) information regarding the credit and identity monitoring services to be provided by Contractor. This Section will survive the termination of this Agreement.

I. Data Retention and Destruction: Using appropriate and reliable storage media, Contractor will regularly backup all City Data and Personal Information used in connection

with this Agreement and retain such backup copies consistent with the Contractor's data retention policies. Upon termination of the Agreement, at the City's election, Contractor will either securely destroy or transmit to City the City Data in an industry standard format. Upon the City's request, Contractor will supply City a certificate indicating the records disposed of, the date disposed of, and the method of disposition used. With respect to City Data controlled exclusively by Contractor, Contractor will immediately preserve the state of the Personal Information or City Data at the time of the request and place a "hold" on Personal Information or City Data destruction or disposal under its usual records retention policies of records that include Personal Information or City Data, in response to an oral or written request from City indicating that those records may be relevant to litigation that City reasonably anticipates. Oral requests by City for a hold on record destruction will be reduced to writing and supplied to Contractor for its records as soon as reasonably practicable under the circumstances. City will promptly coordinate with Contractor regarding the preservation and disposition of these records. Contractor shall continue to preserve the records until further notice by City. This Section will survive the termination of this Agreement.

J. No other Databases: Except as expressly approved in advance by the City, Contractor will not establish or maintain a separate database containing Personal Information or City Data to provide the services under the Agreement.

K. Data Transfer Upon Termination: Upon termination or expiration of this Agreement and City's request, Contractor will ensure that all Personal Information and City Data is securely transferred to City, or a party designated by City, within thirty (30) calendar days. Contractor will ensure that the data will be provided in an industry standard format. Contractor will provide City with no less than ninety (90) calendar days' notice of impending cessation of its business or that of any Contractor subcontractor and any contingency plans in the event of notice of such cessation. In connection with any cessation of Contractor's business with its customers, Contractor shall implement its contingency and/or exit plans and take all reasonable actions to provide for an effective and efficient transition of service with minimal disruption to City. Contractor will work closely with its successor to ensure a successful transition to the new service or equipment, with minimal downtime and effect on City, all such work to be coordinated and performed in advance of the formal, final transition date mutually agreed upon by Contractor and City.

L. **Disclaimer:** Notwithstanding any other provision of this Agreement, the City is furnishing Proprietary Data and City Data on an “as is” basis, without any support whatsoever, and without representation, warranty or guarantee, including but not in any manner limited to, fitness, merchantability or the accuracy and completeness of the Proprietary Data or City Data. Contractor is hereby advised to verify its work. The City assumes no liability for any errors or omissions herein. Specifically, the City is not responsible for any costs including, but not limited to, those incurred as a result of lost revenues, loss of use of data, the costs of recovering such programs or data, the cost of any substitute program, claims by third parties, or for similar costs. If discrepancies are found, Contractor agrees to contact the City immediately.

M. **Open Records:** The Parties understand that all the material provided or produced under this Agreement may be subject to the Colorado Open Records Act, § 24-72-201, *et seq.*, CRS, and that in the event of a request to the City for disclosure of such information, the City shall advise Contractor of such request in order to give Contractor the opportunity to object to the disclosure of any of its proprietary or confidential material. In the event of the filing of a lawsuit to compel such disclosure, the City will tender all such material to the court for judicial determination of the issue of disclosure and Contractor agrees to intervene in such lawsuit to protect and assert its claims of privilege and against disclosure of such material or waive the same. Contractor further agrees to defend, indemnify and save and hold harmless the City, its officers, agents and employees, from any claims, damages, expenses, losses or costs arising out of Contractor’s intervention to protect and assert its claim of privilege against disclosure under this Article including, but not limited to, prompt reimbursement to the City of all reasonable attorney fees, costs and damages that the City may incur directly or may be ordered to pay by such court.

30. **INTELLECTUAL PROPERTY RIGHTS:**

A. **City’s Intellectual Property:** The City and Contractor intend that all property rights to any and all data, information, materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, URLs, domain names, music, sketches, web pages, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other work or recorded information, any derivative works thereof, supplied by the City to the Contractor in connection with the Services, in preliminary or final form and on any media whatsoever (collectively, “Materials”), shall belong to the City.

B. New Original Works: The City and Contractor intend that all property rights to new materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, music, sketches, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other work or recorded information created, developed, or supplied by the Contractor in connection with the Services, any derivative works thereof, in preliminary or final form and on any media whatsoever (collectively, “New Original Works”), shall belong to the City free and clear from any and all claims of any nature relating to the Contractor’s contributions and other efforts. The Contractor shall disclose all such items to the City unless the Director directs otherwise in writing. Contractor assigns to the City and its successors and assigns, the entire right, title, and interest in and to all causes of action, either in law or in equity, for past, present, or future infringement of intellectual property rights related to the New Original Works and all works based on, derived from, or incorporating the New Original Works. Whether or not Contractor is under contract with the City at the time, Contractor shall execute applications, assignments, and other documents, and shall render all other reasonable assistance requested by the City, to enable the City to secure patents, copyrights, licenses and other intellectual property rights related to the New Original Works.

(I) To the extent permitted by the U.S. Copyright Act, 17 USC § 101, *et seq.*, the New Original Works are a “work made for hire” and all ownership of copyright in the New Original Works shall vest in the City at the time the New Original Works are created. To the extent that the New Original Works are not a “work made for hire,” the Contractor (by this Agreement) sells, assigns and transfers all right, title and interest in and to the New Original Works to the City, including the right to secure copyright, patent, trademark, and other intellectual property rights throughout the world and to have and to hold such rights in perpetuity. The Contractor will not copyright, trademark or patent any work, materials, devices, methods, processes, or products New Original Works developed by Contractor as a result of the Services provided under this Agreement without the prior written approval of the City and, if required, the federal government. To the extent that Contractor cannot make any of the assignments required by this article, Contractor hereby grants to the City a perpetual, irrevocable, royalty-free license to use, modify, copy, publish, display, perform, transfer, distribute, sell, and create derivative works of the New Original Works and all works based upon, derived from, or incorporating the New

Original Works by all means and methods and in any format now known or invented in the future. The City may assign and license its rights under this license.

(2) In addition, Contractor grants to the City, and the federal government if required, (and to recipients of New Original Works distributed by or on behalf of the City) a perpetual, worldwide, no-charge, royalty-free, irrevocable patent license to make, have made, use, distribute, sell, offer for sale, import, transfer, and otherwise utilize, operate, modify and distribute the contents of the New Original Works.

C. **License:** The City hereby grants a non-exclusive limited license to the Contractor to use, during the Term, the Materials and New Original Works for Head Start purposes only as well as any other Head Start program related materials, text, logos, documents, booklets, manuals, references, guides, brochures, applications, forms, advertisements, photographs, data, ideas, methods, inventions, and any other work or recorded information furnished to the Contractor for purposes of this Agreement, whether in preliminary or final forms and on any media. The Contractor may reproduce the Materials or New Original Works, add to them, combine them or otherwise modify them only for purposes of administering Head Start programs. Any other addition, combination or modification will require the prior written permission of the Director. The Contractor, upon the expiration or earlier termination of this Agreement, will return all such Materials and New Original Works, and all copies thereof, or will provide written verification that all such Materials and copies thereof have been destroyed by Contractor.

D. **Contractor's Pre-existing Works:** The Contractor shall retain all property rights to Contractor's Pre-existing materials, including derivative works, developed prior to the commencement date that are used in the performance of the Services ("Contractor's Pre-existing Materials"). The Contractor will disclose to the Director all Contractor's Pre-existing Materials, including derivative materials thereof, that Contractor uses in providing the Services. The City will not copyright, trademark or patent any of Contractor's Pre-existing Materials. Contractor hereby grants a non-exclusive limited license to the City to use for Denver's Head Start Program purposes only Contractor's Pre-existing Materials.

E. **Derivative Works:** The Parties intend that derivative works shall include revisions, improvements, alterations, adaptations, translations, or modifications to Contractor's Pre-existing materials or New Original Works, as appropriate. Contractor will not include any of

the City's New Original Works in any derivative works to Contractor's Pre-existing materials.

F. Trademarks/Copyrights: Each party to this Agreement acknowledges the validity of the other party's service marks, trademarks, tradenames, patents, or copyrights, if any, and will not in any way infringe upon or otherwise harm the other party's rights or interests in such property.

31. LEGAL AUTHORITY: Contractor represents and warrants that it possesses the legal authority, pursuant to any proper, appropriate and official motion, resolution or action passed or taken, to enter into the Agreement. Each person signing and executing the Agreement on behalf of Contractor represents and warrants that he has been fully authorized by Contractor to execute the Agreement on behalf of Contractor and to validly and legally bind Contractor to all the terms, performances and provisions of the Agreement. The City shall have the right, in its sole discretion, to either temporarily suspend or permanently terminate the Agreement if there is a dispute as to the legal authority of either Contractor or the person signing the Agreement to enter into the Agreement.

32. NO CONSTRUCTION AGAINST DRAFTING PARTY: The Parties and their respective counsel have had the opportunity to review the Agreement, and the Agreement will not be construed against any party merely because the Agreement or any provisions thereof were prepared by a particular party.

33. SURVIVAL OF CERTAIN PROVISIONS: The terms of the Agreement and any exhibits and attachments that by reasonable implication contemplate continued performance, rights, or compliance beyond expiration or termination of the Agreement survive the Agreement and will continue to be enforceable. Without limiting the generality of this provision, the Contractor's obligations to provide insurance and to indemnify the City will survive for a period equal to any and all relevant statutes of limitation, plus the time necessary to fully resolve any claims, matters, or actions begun within that period.

34. INUREMENT: The rights and obligations of the Parties to the Agreement inure to the benefit of and shall be binding upon the Parties and their respective successors and assigns, provided assignments are consented to in accordance with the terms of the Agreement.

35. TIME IS OF THE ESSENCE: The Parties agree that in the performance of the terms, conditions, and requirements of this Agreement, time is of the essence.

36. NO THIRD-PARTY BENEFICIARY: Enforcement of the terms of the Agreement and all rights of action relating to enforcement are strictly reserved to the Parties. Nothing contained in the Agreement gives or allows any claim or right of action to any third person or entity. Any person or entity other than the City or the Contractor receiving services or benefits pursuant to the Agreement is an incidental beneficiary only.

37. PARAGRAPH/SECTION HEADINGS: The captions and headings set forth herein are for convenience of reference only, and shall not be construed as to define or limit the terms and provisions hereof.

38. SEVERABILITY: Except for the provisions of the Agreement requiring appropriation of funds and limiting the total amount payable by the City, if a court of competent jurisdiction finds any provision of the Agreement or any portion thereof to be invalid, illegal, or unenforceable, the validity of the remaining portions or provisions will not be affected, if the intent of the Parties can be fulfilled.

39. NO AUTHORITY TO BIND CITY TO CONTRACTS: The Contractor lacks any authority to bind the City on any contractual matters. Final approval of all contractual matters that purport to obligate the City must be executed by the City in accordance with the City's Charter and the D.R.M.C.

40. CITY EXECUTION OF AGREEMENT: This Agreement will not be effective or binding on the City until it has been fully executed by all required signatories of the City and County of Denver, and if required by Charter, approved by the City Council.

41. LAWSUITS: The Contractor will notify the City in writing within seven (7) calendar days of the date upon which any legal action or proceeding connected with or related to this Agreement is initiated by or brought against Contractor.

42. ELECTRONIC SIGNATURES AND ELECTRONIC RECORDS: Contractor consents to the use of electronic signatures by the City. The Agreement, and any other documents requiring a signature hereunder, may be signed electronically by the City in the manner specified by the City. The Parties agree not to deny the legal effect or enforceability of the Agreement solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic

signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

Exhibits to Head Start/Delegate Agency Agreement

1. **Exhibit A**, Contractor's Application and narrative to provide Head Start Services for program year 2021-2022 (Program Design).
2. **Exhibit B**, Contractor's Budget and Justification.
3. **Exhibit C**, Calendar of Times and Days of Operations.
4. **Exhibit D**, Schedule for submission of reports.
5. **Exhibit E**, Certificate of Insurance.
6. **Exhibit F**, Site Locations.
7. **Exhibit G**, Section 20-76 of the Den. Rev. Mun. Code pertaining to Payment of Prevailing Wages.
8. **Exhibit H**, Standardized Health/Wellness Form.
9. **Exhibit I**, Standardized Head Start Eligibility Form.

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[SIGNATURE PAGES AND EXHIBITS FOLLOW THIS PAGE]

Contract Control Number: MOEAI-202367404-00
Contractor Name: CATHOLIC CHARITIES AND COMMUNITY SERVICES OF THE ARCHDIOCESE OF DENVER, INC.

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at Denver, Colorado as of:

SEAL

CITY AND COUNTY OF DENVER:

ATTEST:

By:

APPROVED AS TO FORM:

REGISTERED AND COUNTERSIGNED:


Attorney for the City and County of Denver

By:

By:

By:

Contract Control Number: MOEAI-202367404-00
Contractor Name: CATHOLIC CHARITIES AND COMMUNITY SERVICES OF THE ARCHDIOCESE OF DENVER, INC.

By:  _____
3E54A97573204F1...

Name: DARREN WALSH
(please print)

Title: President & CEO
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

Goals, Objectives, Impacts

Goal One: All Denver Great Kids Head Start children will receive high-quality education that ensures they are ready to succeed in school.

GOAL 1		
Objectives	Expected Outcomes	Data, Tools, & Methods for Tracking
<p>OBJECTIVE 1 Developmentally appropriate classroom activities and high-quality environments promote growth in all developmental domains.</p>	<ul style="list-style-type: none"> • Head Start children will show growth in the TSG developmental domains including physical, social-emotional, language & literacy, & cognitive. 	TSG Outcomes Reports Data Dives Coaching/Mentoring ECERS
<p>OBJECTIVE 2 Teachers with a bachelor’s degree or higher and staff who meet credentialing requirements ensure high quality teaching practices.</p>	<ul style="list-style-type: none"> • Strive to recruit and hire teachers with a BA degree or higher. • Evaluate staff qualifications before making a formal offer. 	Quarterly Personnel Report PIR TSG Outcomes Reports Classroom Profile Reports CLASS Scores
<p>OBJECTIVE 3 Ongoing professional development for all staff ensures a high-quality work force.</p>	<ul style="list-style-type: none"> • Teaching staff will continue their educational growth and increase their knowledge and skills. • Teachers will demonstrate more confidence in their role to increase children’s school readiness skills. 	Individual Professional Development Plans, Teacher Needs Assessment Performance Reviews Collaborative Planning Notes Training Evaluation CLASS observations TSG Reports
<p>OBJECTIVE 4 Resources, targeted services, and intentional supports help students and families make effective transitions from Head Start to kindergarten.</p>	<ul style="list-style-type: none"> • Children will successfully transition to kindergarten. • Families will receive resources and information around the transitioning process. • Transition meetings provided upon parent request. 	Transition Folders About Me Forms Family Surveys Parent Meeting Agendas Family Partnership Agreements School Readiness Committee Minutes

Reasoning:

We recognize that when we address important childhood issues it can impact all stages of development. Unfortunately, when children are exposed to cumulative disadvantages, such as living in poverty, living in substandard housing, experiencing homelessness, and chronic food

insecurity their overall growth and development can be impacted. They may be at risk for negative outcomes such as low academic achievement, dropping out of school, abuse and neglect, behavioral and physical health problems, and developmental delays. The Status of Denver's Children: A Community Resource 2019 shows a continued drop in the number of children that live in poverty in Denver. According to the latest US Census Bureau estimates cited in the DGKHS 2021 Community Assessment, approximately 6,000 or 14% of Denver children under age five were living in poverty in 2019. While the number continuing to decrease is a good thing overall, critical assistance is still vital for the 6,000 children still living in poverty. Catholic Charities (CC) provides high-quality Early Childhood Education (ECE) programs with a primary goal that aligns with DGKHS programs to assure that children can confidently enter kindergarten with the social, physical, emotional, and cognitive skills to be successful. Research shows that high-quality ECE programs can help children succeed in their first years of school and reduce the early achievement gap. High quality preschool programs can equip children for kindergarten, but also strengthen their social and emotional skills that they will need for continued success.

Many factors influence a child's chances for success. Some of these we can impact, some unfortunately we cannot. With this grant funding, we can provide high quality education and care experiences for young children and their families, and we can assure children have a positive adult role model in their lives. Research demonstrates that these two factors can impact the educational outcomes of young children. An article titled High-Quality Preschool Can Support Healthy Development and Learning by Child Trends in 2018, examines the impacts of preschool and confirms that studies demonstrate evidence of lasting long-term outcomes including higher earnings, better health, better focus, and less criminal activity.

And, this will impact the community at large as research shows that educational attainment is the most important social characteristic for predicting future self-sustainability.

Proposed Impact

- Children and families will transition into public school with skills and resources.
- Providing resources for families promotes sustainability and enhances parents’ skills and abilities through future transitions.
- Schools benefit when children and families enter school prepared and with more competencies.

Goal Two: All Denver Great Kids Head Start children will receive high-quality health, mental health, and nutrition services that ensure they are healthy and ready to succeed in school.

GOAL 2		
Objectives	Expected Outcomes	Data, Tools, & Methods for Tracking
<p>OBJECTIVE 1 Health status reviews and information around preventative health care provided to families promotes children entering kindergarten healthy and ready to succeed.</p>	<ul style="list-style-type: none"> • Children will receive developmental and sensory screenings and referrals for follow-up as indicated. • Families will receive information on the impact of preventative health services and school readiness 	Health Activities PIR Health referrals Sensory Screen results letters to parents Medical Home data Health Advisory Committee
<p>OBJECTIVE 2 Nutritional assessments for all children and connecting families with services, resources, and local providers lead to children’s nutritional needs being met.</p>	<ul style="list-style-type: none"> • High quality family style meal service. • Provide daily physical activities in the classrooms. • Families are supported in meeting their child’s nutrition needs through assessments and referrals. 	Culture of Wellness Programs (COWP) HT/WT/Charts Nutrition Assessments Lesson Plan Nutrition Experiences PIR Resource Information Health Advisory Committee Nutrition Newsletters

OBJECTIVE 3 All children, staff, and families have access to mental health information and support.	<ul style="list-style-type: none">• Children will show growth in the Social-Emotional domain.• Families and staff will have access to mental health consultations and services when needed.• Staff will have opportunities to self-care and wellness activities.	Collaborative Planning TSG data Parent Resources FPAs Staff Surveys Training Agendas Culture of Wellness Program
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Reasoning:

Children who receive all recommended routine health exams, sensory screenings, immunizations, and care when they are sick are more likely to experience optimal growth and development. Many vulnerable families do not have health insurance, may not understand the importance of routine health care, and often face barriers when seeking both preventative health care and sick care for their children. Because the 90% of the families enrolled in HS/EHS programs are at or below the federal poverty level, they should qualify for medical assistance. In Denver, only about 55% of the children who qualify for this service are enrolled in a program. Children living in poverty often have inadequate nutrition. Although the number of children in Denver qualifying for SNAP benefits has decreased over the past ten years, food insecurity is a struggle for many families. This issue became even more critical during the recent pandemic, and families sought assistance locating new resources for food. According to the DGKHS 2021 Community Assessment, in 2018, approximately 17,570 children were estimated to be food insecure in Denver. If families live in food deserts and/or have food insecurity, nutrition assistance will continue to be a vital part of the comprehensive services needed. A year ago, Children’s Hospital Colorado declared a youth mental health state of emergency. The goal was to bring light on this critical issue and its unforgiving impact on vulnerable children. Since the declaration, the pediatric health system has continued to see record number of kids and youth in

mental health crisis. Children's Hospital Colorado in May 2022 released a report with recent data indicating there has been a 23% increase in patients seeking mental health assistance.

Recognizing the devastating impact mental health issues can have on a child and/or their family, we join with Children's Health Colorado to encourage every Coloradan to advocate on behalf of children, "not only because it is an investment in our state's future, but because it's the right thing to do." The time to speak up for children is now, the way we start is by identifying a goal and completing activities that will result in successful impacts.

When children are healthy and well cared for their overall quality of life is improved. Children who receive health, nutrition, and mental health care have a better chance of growing up to be competent, confident adults. Adults with mental health issues can struggle with daily life choices and child rearing, recognizing this and providing comprehensive services to older children and adults may be the only way to impact the family and society. The state of Denver's Children 2019 indicates it is the culmination of factors together that present significant challenges to children and their families. Our goals must include steps to reduce these obstacles and promote overall well-being as a key factor. Early detection and understanding of health, mental health, and nutritional needs for very young children combined with high-quality programming will result in increased positive outcomes and ensure each child has a heightened level of school readiness.

Proposed Impact

- Parents & Caregivers will have information and local resources to support their health & well-being, thereby improving the well-being of their children. When childhood well-being is improved, the whole neighborhood is improved.

- Increasing access to mental health services and encouraging families and staff to utilize these resources will reduce the stigma often associated with mental health services.

Goal Three: All Denver Great Kids Head Start parents will work to improve their own skills and are engaged as their children’s first teacher to ensure children are ready to succeed in school.

GOAL 3		
Objectives	Expected Outcomes	Data, Tools, & Methods for Tracking
<p>OBJECTIVE 1: Parent Family and Community Engagement Framework is used to assess family understanding of indicators and status.</p>	<ul style="list-style-type: none"> FOA will be completed at the beginning and end of the year with families to assess all seven indicators on the PFCE Framework. Families will increase their self-sufficiency and express confidence in their role as their child’s first teacher. 	<p>Family Outcomes Assessment (FOA) Family Goal Progress PIR</p>
<p>OBJECTIVE 2: Training resources and opportunities for families to increase their knowledge and skills will promote school readiness skills for enrolled children.</p>	<ul style="list-style-type: none"> Children will successfully transition to kindergarten. Families will participate in the review of their child’s TSG ongoing assessment. Parents will have the opportunity to attend training. 	<p>Parent Meeting Minutes; FOA & FPAs Child Plus Reports Transition Meeting Notes</p>
<p>OBJECTIVE 3: Families are engaged in HS/EHS programs.</p>	<ul style="list-style-type: none"> Parents will become involved in classrooms, trainings, meetings, interviews, committees, and program governance. 	<p>Sign-In Sheets; In-Kind Hours; Policy Committee Minutes; Evaluations; Child Plus Reports</p>

Reasoning:

Head Start programs recognize the parents as the primary, first educator of their children. As we validate this role, parents may be more receptive to learning and growing as parents but also may become stronger and more independent adults. Per the DGKHS 2021 Community

Assessment, Denver's unemployment rate spiked in 2020 but then had a significant decline in 2021 ending at 5.2%. Job stability impacts the parents' ability to provide for their family, when employment is unstable, this can result in job related stress, job loss, and financial insecurity in families who already may have been faced with difficulty making ends meet. When this is a day-to-day life struggle, it may be more difficult for parents to prioritize their role in their child's education, and this we know may impact their child's overall development. Working with families to increase their resources and education and overall knowledge of child development is a vital component of Family Services.

We recognize that for adults to be a healthy role model for their children and to be able to care for and protect their children, they need to be in a place where they feel healthy, confident, and competent. Recognizing and validating each parents' strengths and goals for the future is the first step in moving towards skill improvement. By providing support and guidance in accessing resources, we become a supportive influence in their lives. Research clearly demonstrates the importance for all humans to have strong, positive adults as a part of their circle. When we are that for the parents in our program, they have a higher likelihood of becoming a positive adult in the lives of their children. The Harvard University Center on the Developing Child research demonstrates a positive adult in our lives is a need that never goes away. Adults who are skilled and cued into the needs of their children, will be able to better support their children as they enter school and throughout their life. The sense of support and connection is broadened and results in a positive impact on the community at large.

Proposed Impact

- Parents who become involved in their child's education during preschool and kindergarten are more likely to remain engaged as advocates throughout their child's school experience.

- Children who attend a high-quality preschool program and transition successfully into kindergarten are more likely to stay in school through secondary education.
- Neighborhoods with more adults who have BA degrees have reduced crime according to the 2019 State of Denver’s Children report.

Goal Four: All Denver Great Kids Head Start children with disabilities will experience high- quality and inclusive learning environments to ensure they are ready to succeed in school.

GOAL 4		
Objectives	Expected Outcomes	Data, Tools, & Methods for Tracking
<p>OBJECTIVE 1 Inclusive, developmentally appropriate environments are vital for the success of children with documented disabilities and/or learning differences.</p>	<ul style="list-style-type: none"> • Children will show growth in the TSG Developmental domains. • Children will be actively engaged in classroom activities. 	ECERS, CLASS, QCIT TSG Collaboration Meeting Notes IEP/IFSP Lesson Plans Resource Library Checkout
<p>OBJECTIVE 2 Children with potential delays receive timely referrals and evaluations.</p>	<ul style="list-style-type: none"> • Children will receive service guided by developmentally appropriate and effective IEPs. 	PIR / Child Plus Collaboration Meetings MTSS Data RFO Packet Quarterly Progress Reports Annual IEP reviews
<p>OBJECTIVE 3 Ongoing support for staff and families ensures high-quality services and increased school readiness for children with documented disabilities and/or learning differences.</p>	<ul style="list-style-type: none"> • Teachers express confidence when preparing classroom activities and maintaining engaging environments. • Children demonstrate growth in all developmental domains. • Staff implement a planned approach for children transitioning into kindergarten. 	Transition Folders Teacher Needs Assessments IRR for TSG Collaborative Planning w/ Community Partners Coaching & Ongoing Support Child Plus Tracking Resource Library Use Disability Budget

Reasoning:

We know that early intervention programs have been linked to positive developmental outcomes, such as better school achievement, higher education attainment, and lower rate of delinquency. And that early intervention is likely to be more effective when it is provided earlier in life. The connections of a child's brain are most adaptable during the first years of life. These connections are the foundation for learning, behavior, and health. Taking steps to identify issues or concerns with typical brain development early in life will have the most impact on the child's ability to learn and grown. Per the DGKHS 2021 Community Assessment, approximately 10,800 students (12%) in Denver Public Schools were enrolled in special education classes, this is a slight increase over the two most recent years.

Under IDEA, young children with documented disabilities are ensured a free and appropriate public education including related services. Intervention in the early years of a child's educational journey, increases the likelihood they will be able to get the appropriate support they need. Children's overall outcomes will be improved through early special education. Long range impacts include improvement in the child's home life, family relationships, increased educational attainment, and good mental health. With education and support, these children can grow into healthy, productive adults, a goal we have for all the children in our community.

Proposed Impacts

- Early special education services can change a child's developmental path and improve outcomes for children, families, and communities.
- Families benefit by being able to better meet their child's educational needs from an early age and throughout their lives.

- Communities benefit by having more adults in the community who demonstrate a reduction in delinquency and criminality and have improved market success based on a report by The Children’s League.

Goal Five: Denver Great Kids Head Start operations and financial administration will demonstrate systems that are efficient and effective to ensure that all resources are used to support preparing Head Start children for school.

GOAL 5		
Objectives	Expected Outcomes	Data, Tools, & Methods for Tracking
OBJECTIVE 1 Implement ChildPlus platform to improve program efficiency.	<ul style="list-style-type: none"> • Continual improvement of program quality for children, families, and staff. 	PIR; Family Surveys; Monitoring Events; Staff Surveys; Child Plus Reports
OBJECTIVE 2 Refine financial, management, and operational systems to improve efficiency and effectiveness.	<ul style="list-style-type: none"> • Financial management will be transparent and share with governance. • Management systems are reviewed and adapted to meet the current needs of the program. • Operational systems are streamlined. 	ECE Committee Meeting Minutes Monthly Directors Reports Annual Reports Staff Electronic Files Audit Results
OBJECTIVE 3 Comprehensive and expanded forms of communication provide an opportunity for all staff voices and will improve services delivery at all levels.	<ul style="list-style-type: none"> • Utilize TEAMS to expand the ability for site staff to participate in committees. • All Staff meetings provide an opportunity for staff to receive information and ask questions. • Focus meetings between staff and Executive Director provide an opportunity for staff input. 	TEAMS meeting calendar. Meeting Minutes Staff Surveys Focus Meetings Minutes

Reasoning

Quality service delivery starts with strong systems. Understanding the link between fiscal responsibility and service delivery is demonstrated through Program Information Reports and audits. This is necessary to demonstrate that this Head Start program is fiscally prudent and

providing services that align with the Head Start Act. Demonstrating full implementation of the Head Start Program Performance Standards is critical to the success of the program. In the DGKHS 2021 Community Assessment, the grantees in Denver collectively served only an estimated 31% of the eligible population in 2019. The need for service is far greater than the current Head Start funding. Effective program management and operations, along with efficient fiscal management, are critical to program success and the ability to continue to provide early care and education services. Through this goal, programs ensure that they monitor these key factors for a healthy structure and program stability.

Our ability to operate a program that is fiscally efficient and effective impacts the Head Start community nationwide. Ensuring that resources support preparing Head Start children for school of course impacts the lives of the children and their families. But it is larger than that, nationally as we move towards a universal preschool program, high quality Head Start programs will demonstrate how comprehensive services can be delivered to children and their families. As part of the Head Start community, we are determined to be a program that demonstrates effective and efficient service delivery. This ensures the long-term impact is secure and may result in increased funding so more children and their families can qualify for these services and access them to glean the benefits.

Proposed Impacts

- When Head Start programs fully implement HSPPS, the result is enhanced educational attainment for young, vulnerable children, but also a lasting positive impact on behavioral outcomes including self-control and self-esteem for both children and their caregivers. Parenting practices are improved potentially providing additional benefits to extended family members.

- As the nation moves towards universal preschool, fiscally conservative Head Start programs may be recognized as model programs of what a high-quality early care and education program can be. Comprehensive services provided within a fiscally conservative budget demonstrates effectiveness and efficiency.

Needs of Children and Families

CC believes in working in the neighborhoods with the great need. The agency's current centers are in Auraria-Lincoln Park, Barnum, Civic Center, Cole, Elyria-Swansea, Five Points, Globeville, Speer, Sun Valley, Sunnyside, Valverde, West Colfax, and Westwood. According to the DGKHS 2021 Community Assessment, these neighborhoods represent areas in Denver that have limited childcare options. In some neighborhoods, the Head Start program is the only licensed childcare available. The locations of quality childcare options impact families with lower incomes based on other daily challenges like accessing public transportation, having a disability for either the adult or the child, having a language barrier, or inflexible work schedules.

In 2019, Colorado was identified as the third most expensive state for center-based infant care. Childcare was also unaffordable for many families in Colorado with toddlers and older children. Enrolled families in these communities have requested full day, full year childcare services. This provides the parents/caregivers the opportunity to work, go to school, train for a better job, take care of important family business and it provides a safe, healthy environment for children whose families have significant issues that may impact the parent/caregiver's ability to care for their children such as, homelessness, domestic violence, mental health issues, etc. CC works with families to braid funding from local, state, and federal sources as well as organizational funding to provide preschool & childcare access for families. CC's programs provide comprehensive,

quality care for children and their families as a Colorado Shines Level Four rated program in the Denver service area.

The Child Well-Being Index identifies eleven indicators that may present significant challenges to children and families. The more indicators the child has in their life, the more disadvantages. These indicators referred to as obstacles to success, include items specific to early care and education, such as, overweight or obesity, adult guardians without a high school diploma, kindergarten readiness, children in single parent families, children who live in poverty, children of single parents and children with unemployed significant adult caregivers.

The DGKHS 2021 Community Assessment illustrates the Head Start center locations in relation to the Well-Being Index map that identifies neighborhoods with more obstacles to success. All CC childcare centers are in neighborhoods identified as having more indicators including Elyria-Swansea, Lincoln Park, Sun Valley, Barnum, and Westwood are all on the highest end of the spectrum. We know this is a concern when we review how the well-being indicators impact enrolled families. Our 2021-22 PIR indicates that of the 222 families we served, 34% have adult guardians who do not have a high school diploma, 55% are single parent families, 45% qualified based on living below the poverty line, and at the end of the program year, 81% have neither or no parent that is employed, in job training, or in school. While 45% qualified for services based on income, 43% qualified based on receipt of public assistance, foster care, homelessness – all of which may indicate the family is living at or close to the federal poverty level.

We seek and serve the families that have critical challenges in their daily lives. Head Start programs know the key to success is comprehensive services that recognizes and addresses these issues with families. Based on the DGKHS 2021 Community Assessment, the

neighborhoods we serve are where these families live. The CA demonstrates that Westwood, is one of two neighborhoods with the highest estimated pool of children that may be eligible for Head Start. Elyria-Swansea, Five Points, Lincoln Park, Sun Valley are neighborhoods estimated to have significant number of children under the age of six living under 150% FPL.

The changing demographics of Denver's neighborhoods has an impact on the ethnic and racial composition and characteristics of neighborhoods. When families first arrive in Denver, they may need assistance with community connections, identifying resources, language interpretation and translations, transportation, job searching. Intentionally placing centers in the neighborhoods with significant migration demonstrates a sensitivity to this often-unspoken need. According to the population maps in the DGKHS 2021 Community Assessment, our centers are in neighborhoods that have seen an increase in minority population growth. Our 2021-2022 PIR indicates that 89% of our enrollment includes minority populations of which 53% speak a language other than English.

As with many metropolitan communities, Denver has a significant population experiencing homelessness. Child Trends using data from Colorado Department of Education indicates that after a spike in 2014-15, the number of homeless youths had been consistently decreasing until 2019-20 when it started an upward trend. Our Policy Committee has continued to identify this issue as a priority for enrollment. We work with community programs to identify children and their families who meet the McKinney-Vento criteria. Our enrollment demonstrates that 29% are experiencing homelessness, that represents 64 families with 77 children. Unfortunately, in the 20-21 program year, only 19% were able to acquire housing. The spike in the number of youths experiencing homelessness and the difficulty for families to secure housing demonstrates a continued need.

Childcare in Denver has for many years not been able to meet the needs of the population. During the covid pandemic, we witnessed many licensed centers and family care homes close. Based on the information in the DGKHS 2021 Community Assessment, 66% of the children in Colorado under the age of six have parents in the workforce and 51% of them live in a childcare desert. Childcare deserts exist in many neighborhoods in Denver, including Globeville, Five Points, Sunnyside, Cole, Lincoln Park, and Sun Valley. Location of childcare centers impacts parents' ability to have a choice, to access the site, to receive care during their hours of need, and to have childcare staff reflective of their home language and ethnicity. Families in childcare deserts often are left with unlicensed care options for their children. Until there are sufficient childcare options for all parents to make a choice, the need for more childcare centers will continue.

Colorado Division of Child Welfare works to strengthen the ability of families to protect and care for their own children. The number of children living in families receiving public benefits has steadily declined over the past ten years according to the DGKHS 2021 Community Assessment. Children living in households receiving public assistance represented 17% of the population. The Sun Valley neighborhood may be the areas of greatest enrollment based on estimated recipients at 34-82%. Other neighborhoods with 20-33% estimated recipients include Globeville Elyria Swansea, Five Points, Lincoln Park, and West Colfax. Our 2021-2022 PIR demonstrates that 22% of the families enrolled in our programs were receiving public assistance.

Children in Foster Care continue to represent a high-risk population. Based on the level of trauma exposure, the impacts may be significant and long lasting. Head Start recognizes this group as vulnerable and has identified foster care as categorically eligible for services.

Currently 5% of the enrolled children are in foster care and 58% of these children were referred to our program by a child welfare agency.

Neighborhood Need

Catholic Charities has selected the following sites / neighborhoods for Head Start services because of the statistics documenting the need for services.

Child Development Center (CDC) serving Sun Valley, West Colfax, & Barnum neighborhoods.

CC has been providing childcare services in these neighborhoods since 1995 and has been providing Head Start services since 1997. The DGKHS 2021 Community Assessment demonstrates that these neighborhoods are areas with more obstacles to well-being, and compared to other Denver neighborhoods, they have higher number of children who qualify for HS/EHS services, have a significant minority population, have a high number of children under the age of six, have a low number of licensed childcare centers, have a lower number of pregnant women receiving prenatal care, have a substantial number of infant mortalities, have more than 10% teen births, have limited food purchasing options, have over 20% of population living in poverty, have a lower number of adults with bachelor degrees, and have a significant number of families receiving public assistance.

Mariposa serving Auraria-Lincoln Park, Sun Valley, & Valverde neighborhoods.

CC began providing services in the Auraria-Lincoln Park neighborhood in 1997 when the City of Denver became a grantee for Head Start. Catholic Charities has worked in partnership with DHA since 2009 as part of a neighborhood revitalization project focused on healthy family living. The DGKHS 2021 Community Assessment demonstrates that this neighborhood has more obstacles to well-being, and compared to other Denver neighborhoods, have a higher

number of children who qualify for HS/EHS services, have a significant minority population, have a lower number of pregnant women receiving prenatal care, have a substantial number of infant mortalities, have more than 10% teen births, have limited food purchasing options, have over 40% of population living in poverty, have a lower number of adults with bachelor degrees, and have more families receiving public assistance.

Garfield – Kentucky (CB & HB) serving Westwood Neighborhood.

In 1998, CC took over the operation of Kentucky Head Start and Garfield Head Start at the request of DGKHS. The need is still great, and CC proposes to continue providing Head Start services in the Westwood neighborhood. The DGKHS 2021 Community Assessment demonstrates that these neighborhoods are areas with more obstacles to well-being, and compared to other Denver neighborhoods, they have higher number of children who qualify for HS/EHS services, have a significant minority population, have a high number of children under the age of six, have a low number of licensed childcare centers, have a lower number of pregnant women receiving prenatal care, have limited food purchasing options, have over 20% of population living in poverty, and have a lower number of adults with bachelor degrees.

Margery Reed Mayo serving Five Points, Swansea-Elyria, & Globeville neighborhoods.

We have been providing Head Start services at this center for over 20 years. It continues to be in an area of Denver where there are significant needs. The DGKHS 2021 Community Assessment demonstrates that these neighborhoods are areas with more obstacles to well-being, and compared to other Denver neighborhoods, they have higher number of children who qualify for HS/EHS services, have a significant minority population, have a high number of children under the age of six, have a low number of licensed childcare centers, have a lower number of pregnant women receiving prenatal care, have more than 10% teen births, have

limited food purchasing options, have over 20% of population living in poverty, have a lower number of adults with bachelor degrees, and have more families receiving public assistance.

Quigg Newton serving Sunnyside neighborhood.

We initially provided EHS services at QN in 2001. Then we partnered with another program to provide HS services until 2008. And last year, Catholic Charities accepted the challenge to open this site serving prenatal women, infants, toddlers, and preschoolers. The DGKHS 2021 Community Assessment demonstrates that these neighborhoods are areas with more obstacles to well-being, and compared to other Denver neighborhoods, they have a significant minority population, have a substantial number of infant mortalities, have limited food purchasing options, have over 20% of population living in poverty, and have a lower number of adults with bachelor's degrees.

Proposed Services

Child Development Center

We propose to serve a total of 44 children aged 3 through 5 years at this licensed childcare center. We have three preschool classrooms that serve children receiving a minimum of full day (6.5 hours), with the option for parents to choose extended day services (10 hours). All services are five days per week in a year-round option.

Garfield – Kentucky Centers

We propose to serve a total of 32 children aged 3 through 5 years at each of these two licensed childcare centers. Each center has one classroom that will serve 16 children each in a full day option (6.5 hours per day), 5 days per week, nine months per year.

Mariposa Center

We propose to serve a total of 28 children aged 3 through 5 years at this licensed childcare center. We have two preschool classrooms that serve children receiving a minimum of full day (6.5 hours), with the option for parents to choose extended day services (10 hours). All services are five days per week in a year-round option.

Margery Reed Mayo Center

We propose to serve a total of 39 children aged 3 through 5 years at this licensed childcare center. We have three preschool classrooms that serve children receiving a minimum of full day (6.5 hours), with the option for parents to choose extended day services (10 hours). All services are five days per week in a year-round option.

Quigg Newton Center

We propose to serve a total of 32 children aged 3 through 5 years at this licensed childcare center. We have two preschool classrooms that serve children receiving a minimum of full day (6.5 hours), with the option for parents to choose extended day services (10 hours). All services are five days per week in a year-round option.

We also propose to continue to serve a total of 8 children aged six weeks to three years at this center. We have one Infant/Toddler classroom that will serve children in an extended day option of 10 hours per day, 5 days per week, in a year-round option.

This multiple option approach will provide parents with a choice of which option will best meet their needs. The full day option works for families who want a preschool experience and/or may be working part time. And the extended day provides services to families who are working and require longer service hours. These center-based options will provide the

minimum Head Start dosage amounts of 1020 service hours in the full- and extended-day options. The EHS minimum dosage amounts are met with the extended-day, full-year option.

Home-Based Services

The CC ECE Program proposes to serve 20 families with children ages 3 through 5 in the Head Start Home-Based option as one of the service delivery models. Each family will be scheduled a weekly 90-minute home visit for a minimum of 46 visits per year and each HV will provide a minimum of 22 group socialization activities distributed over the course of the program year. An abundance of research supports the positive outcomes of home visitation, and data supports maintaining CC’s current number of home-based enrollment slots. Home visitation provides opportunities for positive parent-child interactions, there are measurable, long-term benefits for children’s development, including their ability to enter school ready to learn. Research demonstrates the many benefits of home visiting including improved parenting skills, increased parental confidence, creation of a strong foundation for children’s later success in school, strengthened attachment, promotion of health and safety, reduction in the potential for child maltreatment, and improved health development of children. By continuing to offer this option we are individualizing its program options based upon the clients expressed need.

CENTER LOCATION	# Extended Day Slots	# Full Day Slots (12 months)	# Full Day Slots (9 months)	# Part Day Slots	# Home Based Slots
Child Development Center 1155 Decatur St. DN		44			
Garfield – Kentucky 852 - 872 S. Knox Ct. DN			32		20
Margery Reed Mayo 1128 th Street DN		39			

Mariposa 1240 W. 10 th Avenue DN		28			
Quigg Newton 4440 Navajo Street DN	EHS 8	32			
Totals	8	143	32		20

Recruitment and Selection

CC's ECE programs are dedicated to ensuring that Head Start services are provided to those in greatest need, and we use many different recruitment strategies to meet this commitment and ensure full enrollment. Recruitment strategies include hosting recruitment events, attending community events and meetings, posting flyers in places frequented by potentially eligible families, encouraging word-of-mouth referrals by parents and staff, building partnerships with agencies that serve the same target populations, and canvassing the neighborhoods around CC centers. Based on identified risk factors (through direct contact as well as community needs assessments) CC has added questions to the universal selection criteria with the intent to identify the families with the most need to enroll and/or place on waiting lists. To determine enrollment priority, CC established a needs-based selection criterion from risk factors prevalent in the Community Needs Assessment. CC's Head Start selection criterion gives priority to families who are categorically eligible for Head Start, either through homelessness, receiving SNAP benefits, or foster care. In addition, CC considers additional special circumstances such as children with significant health issues, families with English as a second home language, families with a history of mental health issues, substance abuse or domestic violence, parents who are incarcerated, families who have recently immigrated to the United States, families with adults identified as disabled, single- parent households; teen parents; families with working parents or parents in job training; and family risks such as child protection involvement. CC also provides priority to its Early Head Start children who transition to Head Start within the

program to provide continuity of care for the child and family from prenatal to the age of five when they enter kindergarten. Each year, the Policy Council reviews and approves the selection criteria for the program to ensure that CC is targeting those with the greatest need.

Family Service staff ask each family all the questions on CC's selection criteria questionnaire when completing the application and points are awarded according to answers given. When an opening is available at the location in the option a family desires, the family with the most points will be offered the slot.

Disability Services

The CC ECE program has worked to develop a reputation for delivering high-quality services that meets the individual special needs of all children and families including those with children with developmental delays or concerns and those with identified disabilities. CC consistently provides services to a minimum of 10% of children with identified special needs. During the 21-22 program year, CC served 48 preschoolers with identified special needs, representing 17% of our total Head Start enrollment. The Disabilities Coordinator works within the community and CC's program to identify children with existing and potential needs. Screening and assessment are provided for all enrolled children on an ongoing basis. The Disabilities Coordinator holds Collaborative Planning meetings monthly where each classroom teacher has an opportunity to discuss every enrolled child with the multidisciplinary team members. CC works closely with Sewall and Denver Public Schools to ensure appropriate and efficient evaluations are taking place for children where there are developmental concerns. CC also works closely with Part C providers to ensure appropriate services, Part C to Part B evaluations, and transitions into Part B services are happening for children enrolled in our program.

Strong working relationships with Sewall, Denver Public Schools, Rocky Mountain Human Services (Local Part C Provider) support the expectation to serve a minimum of 10%. We also work with Community Center Boards, Developmental Disabilities Resource Center, Developmental Pathways, Imagine! private therapy groups, Children's Hospital Colorado, and other community-based partners for referrals and evaluations.

At the beginning of the program year and throughout the year as needed to maintain 10% enrollment, CC gives priority for enrollment to children with documented disabilities. CC has a screening and assessment process, and we continuously identify and refer children with suspected needs for evaluation. Currently, one-third of the enrolled children with an IEP were identified through our screening process.

Transportation

While CC's Head Start does not offer direct transportation to program participants, we program address barriers to program attendance and family engagement by providing a variety of transportation options such as RTD bus tickets & passes, Lyft rides, and occasionally taxi services. During this program year, we have provided 22 monthly passes specifically to parents to ensure their children are able to attend classes and 460 individual bus ride tickets to families to use to for school transportation and accessing family referrals.

Educational Services

CC's ECE programs' goals, curricula, screenings, and assessment tools align with the Head Start Early Learning Outcomes Framework, Colorado State Standards of Instruction for Pre-Kindergarten and the requirements and expectations of the local schools. CC approaches school readiness goals as a continuum of learning for children ages birth to five. CC uses the Creative Curriculum, which is an evidence-based curriculum that serves as the foundation for our

program. CC uses the Teaching Strategies Gold online child outcomes assessment system to collect information about children's development in combination with information gathered from parents and families at conferences and at home visits. Classroom teachers use daily observations and classroom data reports from Teaching Strategies Gold to gather information on the group and on individual children.

Classrooms have a desk top computer and an iPad to enable staff to gather data and utilize the information to support children in their growth and development. We utilize the Classroom Assessment Scoring System (CLASS) and the Quality Classrooms for Infants & Toddlers (QCIT) observation tools to assess the interactions between teachers and the children in both HS and EHS classrooms. These systems allow the program to gather meaningful data and to utilize this information for program planning. Teachers run reports such as the Class Profile in real time to better individualize for the children in their classrooms. Coach/Mentors monitor what is happening for every child and classroom and provide feedback to the teaching teams. At the administrative level, reports are analyzed to help guide training topics, supervision and monitoring, classroom materials, as well as for other decision-making purposes.

Teachers screen all children using the Ages and Stages Questionnaire and the Ages and Stages Questionnaire Social Emotional Screening Tool. Teachers use the nationally recognized Creative Curriculum to help guide them in their daily planning. ECE Specialists monitor and provide feedback on the lesson plans, which are posted in each classroom. With these resources, along with ongoing observations and parent feedback, teachers develop and implement individual lesson plans for their children and their classrooms. The School Readiness Goals are also posted in the classrooms. CC uses these goals to ensure that there is an ongoing plan in place for school readiness.

Health Services

CC provides comprehensive services to meet its children's health, mental health, nutritional, and oral health needs. The Director of Family and Health Services, Disabilities Manager, Mental Health Coordinator, Health Coordinator, Nutrition Specialist, and Health Assistant work as a team to assure all children receive screening, services, and referrals as indicated. Through a partnership with Denver Health, CC maintains services from a team of registered nurses for consulting. CC accesses mental health services through Denver Health via a contract with DGKHS. Site staff work with parents to complete a nutrition assessment for each child upon enrollment. CC's Nutrition Associate monitors the nutritional needs of all children and works with site staff to assure these needs are met. Nutrition counseling is provided to families of children as determined by the nutrition assessment and body mass index measurements. CC's ECE programs ensure that all children are accurately referred for necessary follow-up evaluation and treatment.

Within 45 days of enrollment, every child receives a health screening including vision, hearing, and body mass index. CC contracts with the Marion Downs Center to provide vision and hearing screenings, and the Health Coordinator and Health Assistant are also trained to administer hearing and vision screenings. Within 90 days, every child receives a dental examination and preventive care. Denver Health provides dental screenings and CC has contracted with other outside dental service providers as needed to ensure all children receive dental screenings.

Results for sensory screenings and nutrition assessments are shared with parents along with any necessary referrals and recommendations. Parents receive assistance as needed/requested in making appointments and traveling to and from offices to ensure their children's health and

dental needs are addressed. The health assistant and health support staff record health data in the ChildPlus database system which is then used for generating reports and tracking child information. This system supports the health team in following up on all referrals, screening, and immunization in a timely manner.

Family Services and Social Services

CC's Head Start staff engage in a process of collaborative partnership-building with parents to establish mutual trust and to identify family goals, strengths, and necessary services and support.

CC employs two full-time Family Service Workers at each of its large sites and one full-time Family Service Worker at its stand-alone location. Family Service caseloads range from 32 to 44 for a full-time employee. Family Service staff individualize the number of contacts based on the needs of the family with a minimum of one each month. These staff work directly with families, providing supports and resources as indicated on the Family Partnership Agreement (FPA). Every family can create a FPA to set family goals and develop a plan to work toward achieving those goals. Family Service Workers assist parents in locating resources in the community for emergency and non-emergency needs, opportunities to continue education or training and applicable for employment services. CC Head Start stresses the importance of following up with family goals and referrals to ensure that families' needs are truly being met.

CC provides group and individual opportunities for parents to interact with staff on a regular basis. Aside from regularly scheduled parent governance meetings, a variety of celebrations and engagement activities are planned throughout the program year. Parents are invited to work on committees, join staff in curriculum planning, and attend workshops and conferences with staff. Parents are also encouraged and supported to become involved in community advocacy through

the CC Policy Committee, the School Readiness Committee and participation on interview committees.

Information is entered and monitored in the Child Plus data system. A Family Outcomes Assessment (FOA) is completed by parents at the beginning and at the end of the program year to determine family specific strengths and needs. Resources and referrals are provided based on the FOA and ongoing discussions with families throughout the program year.

CC's ECE programs maintain a variety of community partnerships, including several within CC, such as The Marisol Family (which provides diapers, food, and clothing to families with young children), Marisol Homes (shelter and transitional housing for single women and their children), Marisol Health (prenatal care and women health services), Emergency Assistance, Immigration Services (legal assistance), Kinship (support for caregivers), Counseling Services, and Samaritan House (shelter services). These programs support families and children with various forms of social services with the primary goal of strengthening family sustainability and independence. In addition, services for single-parent households (particularly mothers) are another priority, with services to support the health, safety, and well-being of the family. Also, services that promote family unity and multi-generational households is important to CC, especially when families are experiencing unexpected or unintended separation due to economic, immigration and legal circumstances.

CC's ECE programs also have partnerships with community-based programs and government agencies including homelessness service providers (Family Promise of Denver, Sacred Heart House of Denver, Joshua Station –Mile High Ministries, The Gathering Place and Colorado Coalition for the Homeless). CC has a strong partnership with Denver Housing Authority in providing Head Start programs within housing buildings in the Westwood, Sun Valley, La

Alma Araria/Lincoln Park, and Sunnyside neighborhoods. Partners such as Emily Griffith Technical College, Mi Casa Resource Center for Women and the Community College of Denver provide educational opportunities such as GED study & completion, English as a Second Language, and higher education opportunities including working on technical and trade skills, obtaining apprenticeships and development of entry-level skills. CC partners with Mile High United Way, and Clayton Early Learning. Other partners include Metro Caring (food pantry and identification documents), Denver Inner City Parish (food pantry and clothing bank), Southwest Improvement Council (food pantry), Colorado Legal Services (civil legal services) Centro San Juan Diego (provides resources in education, family support, integration, and leadership), and Mi Casa Resource Center (immigration services), Project Safeguard (domestic violence services), Denver Children's Advocacy Center (abuse and neglect services), and Clothes for Kids (school clothes).

Finally, there are longstanding partnerships with many Denver City and County agencies including Denver Health, Denver Human Services, Denver Public Library, Denver Parks and Recreation, and the various cultural venues affiliated with the Five-by-Five Program and Denver Public Schools, and Culture of Wellness in Programs. Through these partnerships, CC can link families to a myriad of services and supports including public assistance; health & wellness promotion; financial literacy & assistance; childcare support; family literacy & school readiness; family & community engagement; social & emotional development; mental health awareness; and positive parent-child relationships.

Attendance Intervention

CC Head Start addresses barriers to family engagement by providing meals and childcare services at its events. In addition, a variety of transportation options such as bus and light rail

passes, and Lyft are provided to ensure that events are accessible to families. CC uses several strategies to support maximum child attendance.

Attendance is tracked daily at each site by teaching staff. Parents are encouraged to contact their child's teacher when they know they will be out for the day. Staff asks for the reason for the absence, and any parents who have not left a reason for the absence are contacted by phone.

Teachers enter attendance for their classroom in ChildPlus by 9:30am. Any child not in attendance by that time should be marked absent if they have called or have a comment in the note section that they would be late or not coming in. Any child not accounted for at that time will receive a call from an FSW or Center Director to verify Child's well-being.

Each month, the staff provides a report to the ECE Director of Family and Health Services on the number of classroom days, and the number and reasons for absences for each child at all centers. Any unusual reasons or excessive absences are addressed with the family and support, and/or referrals are made as needed at that time. Parents are reminded of the importance of consistent attendance in obtaining the best outcomes for their child.

Our FSW staff use a variety of interventions to help families overcome barriers to attendance including finding organizations that provide free child car seats and booster seats, connecting families to other ECE staff who can assist in addressing mental health concerns, assisting families in applying for programs, such as PEAK/RTD, helping families obtain and maintain the required immunizations and physicals needed for attendance, and reviewing information regarding CC ECE policies and procedures in place to limit the spread of contagious illnesses.

When a child is absent for more than four consecutive days and the family cannot be reached and has not tried to contact the center, a letter is sent giving 48 hours to contact the center and

explaining that without contact their child will lose their slot in the program. If after 48 hours, the parents return and want to continue enrollment, the FSW discuss with the family the reason for the absences, the importance of attendance, and the need to contact the center if their child will be absent, then they are permitted to return. If they do not return or try to contact the center, they are disenrolled from the program.

For Home Based Services, the Home Based Visitors use text or the WhatsApp to remind families of home visits. If a family is not present for the home visit when the visitors arrive, they reach out by phone/text to try reaching the family. They will wait 15 minutes, trying to contact the family and, if after 15 minutes they still haven't reached the family, they will leave. After this time, the Home Visitors will contact families to find out why they weren't able to meet at the scheduled time and will also work to find a time that works for a rescheduled visit. Although not a first option, virtual visits are offered if extenuating circumstances arise. For example, if another member of the family is sick with a contagious illness but the family would like to keep their home visit, a virtual visit can be scheduled and completed. To support attendance, Home Visitors also discuss the need for consistent participation during enrollment and periodically over time.

Transitions

CC provides a continuum of care beginning with Prenatal Services in its Early Head Start program to when children enter kindergarten. CC provides Early Head Start and Head Start services, which enhances continuity. CC recognized the important of successful and intentional transitions. Beginning with special attention to a child's transition into the program. Throughout the transition process, the bond between home and school is a priority, and individualization is key. The process integrates all components of the program and lays the foundation for education,

health, disabilities, and family engagement services. The enrollment process for CC's center-based program involves sharing information to be able to provide supports and building the relationships between the program and families. Home visits are completed by the teachers and the Family Partnership Agreement is created with the Family Service Worker. Families visit the program and meet the director and staff. When a child is enrolled with an existing Individual Education Plan (IEPP) a transition meeting is set up to ensure that appropriate accommodations and modifications are made prior to the child entering the classroom.

CC's Head Start program places a continuing focus on transitions for its children and families into kindergarten. CC embeds this discussion and planning across all content areas to ensure integration and knowledge of this important step for families and staff. When a child leaves the program, every effort is made to connect families with resources and information to make the transition successful. Programs host transition meetings to bridge the move from preschool to kindergarten. Children are prepared through transition activities and individualized supports, and resources are provided to families as their needs are identified.

CC staff also attend the IEP progress meetings at the parents' request and support the family with the process. Staff are available to visit the school with the family if the children will be attending a specialized program. Parents are provided with a transition folder that includes two complete sets of IEP paperwork, applicable individual Positive Behavior Support plans and a 'Meet My Child' form which highlights the child's strengths, interests, skills they are working on, skills they need to continue to develop, and ways in which the family would like to partner with the new kindergarten. The parent can provide one copy to the public school and retain one for their personal records along with the local resources for

families and the business card of the Disabilities Coordinator so they can request additional advocacy or support in the future.

CC's ECE programs provide support when a child transitions within the program from one classroom to another or to another center or a new service option. A transition plan is put in place to address the process, concerns, and any questions. A transition conference may take place to allow the opportunity for discussion and information sharing. For children with identified disabilities or mental health needs, the Disabilities Coordinator, the Mental Health Coordinator, and/or the Mental Health Specialists participate in the center transition meetings to identify supports and strategies to ensure a smooth transition from Infant to Toddler or Toddler to Head Start Preschool. The IFSP is reviewed, and strategies are recommended to support the transition.

Service Coordination

CC partners with Denver Health in many capacities to provide dental services and screenings, Mental health consultation, and physical needs for our children and families. Enrolled families utilize school-based health centers provide by Denver Health in Denver Public Schools for health care needs such as immunizations and well checks for families who do not have current health care insurance. CC partners with Marion Downs for hearing and vision screenings, they can complete rescreening as needed and follow-up testing including access to soundproof hearing booths when identified as a specific need for children and families. CC collaborates with Child Find, Denver Public Schools (the local LEA) and Sewall Child Development Center to provide supports for the referral and identification process (RFO) for Head Start children aged 3-5 and their families. These partnerships facilitate CC's ability to assist families with timely identification of children with potential delays, family meetings prior to, during, and following the RFO process, IFSP/IEP implementation within the HS/EHS classrooms, supports

for teachers, providing specific intervention/activity ideas that family members, and teachers can utilize to encourage further skill development, transition meetings, and training.

Disabilities & Mental Health

In addition to service coordination, community partners participate in collaboration planning meetings which occur once per month for each Head Start and Early Head Start classroom.

These meetings include access to Mental Health Specialists, Family Service Workers, the Disabilities Coordinator, ECE Specialists, and the Site Supervisor. Collaboration meetings consider special family and/or child circumstances when discussing individual plans including additional resources needed to help a child with a disability at home, at school and within the community. Our partner Sewall attends collaborative planning meetings and is available to support and join forces to support all kids and their families.

The Mental Health Coordinator and Disabilities Coordinator maintain ongoing communication with the Part B Service Coordinators and Part C Early Interventionists, Sewall, and Denver Health Mental Health to determine if additional materials or supports are needed to successfully include children with special needs in the program. All staff complete the Introduction to the Early Intervention and Preschool Special Education Programs in Colorado Shines Professional Development Information Systems (PDIS).

For children with IEPs, additional functions in disabilities include the provision of supports (Kinder Packets, Social Stories, Meet My Child, transition meetings, visits to prospective schools, and identification of resources available through the K-12 public schools (ex: SEAC and Family Liaisons within respective school districts) that are related to ensuring that CC's children (and family members) with IEPs are set up for success as they transition to kindergarten. CC ensures that parents and children with IEPs are well-prepared for this process and have access to

additional support resources prior to entering kindergarten. Disabilities staff work collaboratively with teachers and community partners to help implement and monitor services for children with IFSP/IEPs in accordance with the Individuals with Disabilities Act (IDEA). The disabilities team specifically supports teachers and family members with implementation of support ideas that may help increase child developmental outcomes. Support ideas based on the evaluation and/or IEP findings continues, and/or changes, based upon those findings/IEP results. This ensures high quality education and child development services for all children enrolled in our programs.

Approach to School Readiness

Child Assessment Data

CC approaches school readiness as a continuum of learning for children ages birth to five. CC uses the Teaching Strategies Gold (TSG) online child outcomes assessment system to collect information about individual children's development in combination with information gathered from parents at family conferences two times a year and at home visits two times a year.

Classroom teachers use daily observations and classroom data reports from TSG to gather data on the classroom and individual children. ECE Specialists schedule data discussions with each teaching team after checkpoints to review and discuss the information from the reports. This data along with family input is used in individualized planning for each enrolled child. The ECE Specialists also share information gleaned from these individual meetings when they have data dialogs as a team to further expand on the knowledge and understanding of what is happening in the classrooms. TSG is aligned with the Results Matter Initiative at the Colorado Department of Education. Ongoing professional development plans support teachers throughout the process, data is compared three times during the program year, and information is used by teachers to set their own goals.

Along with collecting ongoing assessment data, teaching teams also screen all children at or near enrollment using the Ages and Stages Questionnaire (ASQ) and the Ages and Stages Questionnaire Social Emotional Screening (ASQ-SE) Tool. Children who do not have an IEP/IFSP are screened annually throughout their enrollment to assess their ongoing development. Children with an IEP/IFSP receive quarterly reports that define their progress. The ASQ & ASQ-SE identifies areas of concerns and provides targeted strategies designed to promote individual skill development. Parents of all children are invited to share activity ideas that are incorporated into the lesson plans. CC works with families of different cultures. To assure our child assessments are culturally sensitive, staff attend training, including completing the Recognizing the Impact of Bias in Early Childhood Professionals training through PDIS. It is important to understand and respect differences and to recognize the importance of a child's culture and the impact it has on a young person's life. We think of who is in its class, what is important to the children and families, and how to demonstrate support and understanding.

Curriculum

CC uses the Creative Curriculum, which is an evidence-based curriculum that serves as the foundation for CC's program. This curriculum is CC's "blueprint" to plan and implement a developmentally appropriate classroom. Creative Curriculum aligns with our school readiness goals which are posted in the classroom for parents to review. Parents are invited to participate in the lesson planning. ECE Specialists monitor and provide feedback on the weekly lesson plans, which are also posted in the classroom. A quote from the Creative Curriculum speaks volumes: "In a Creative Curriculum classroom, whatever is real to these children and their culture is what you will find. For this reason, no Creative Curriculum classroom is exactly like any other. And no one program looks the same from year to year."

Lesson Plan are individualized per child and classroom lesson planning is specifically reflective of the enrolled children. Data collected around curriculum implementation, classroom observations, child interest, and parent input is utilized to help guide training topics, supervision and monitoring and the purchase of classroom materials. CC collaborates with the other Delegate Agencies within DGKHS to share ideas, problem solve, and support each other. We incorporate Conscious Discipline (CD) into our program development and daily classroom activities. CD utilizes everyday events to cultivate emotional intelligence through a self-regulated program that integrates social-emotional learning and discipline. CD teaches adults to help children learn to take control of their emotions which results in changed behavior. CD gives adults the skills to help children be successful. All teachers receive training in Conscious Discipline so there is consistency across each classroom and throughout the entire center. We have also provided Conscious Discipline (CD) training, strategies, and supports to parents to strengthen the home-school connection.

The sites use the researched-based Creative Curriculum, and CC is committed to the implementation of this curriculum with fidelity. CC recently purchased fidelity checklists, and monitors utilizing the checklist. Coaching staff guide staff to ensure quality implementation. To supplement the Creative Curriculum in the area of math, Head Start teachers participate in Erikson math monthly training to increase their development of math opportunities and application for children. Coaches also engage with a coaching cohort that provides them with the understanding of how to support teachers with this process and the strategies employed.

We are partnering with the Bueno Center to promote dual language development for children, families, and staff. Their program, Literacy Squared is a comprehensive biliteracy model designed to accelerate the development of biliteracy in Spanish-English speaking children. The

Literacy Squared model is both research-based and research-tested. Its conceptual framework draws on research indicating that a dire need exists for a new theory about literacy instruction for bilingual children and that second language literacy acquisition is greatly enhanced if learners are literate in their first language. Both Erikson Math & Literacy Squared are being implemented in conjunction with Creative Curriculum.

Staff-Child Interaction Observation Tool

The Classroom Assessment Scoring System (CLASS) is used as an observation tool to evaluate the interactions between teachers and preschool children. These systems allow the program to gather meaningful data and to utilize this information for program planning. ECE Specialists can monitor what is happening for every child, in every classroom, and provide feedback. In addition, the Classroom Assessment Scoring System (CLASS) is used as Pre- and Post-assessment tool to evaluate the interactions between students and teachers. These systems allow the program to gather more meaningful data and to utilize this information for program planning. CLASS Head Start scores are reported to the ECE Director of Education and Child Development, who analyzes the need for further training or resources. The scores are compiled and placed in the Outcomes Report and given to the Director to be disseminated to the ECE Committee, the Policy Council, the Board, the School Readiness Committee, staff and DGKHS. We use the Quality of Care for Infants and Toddlers (QCIT) Tool for observing the EHS classrooms. The ECE Specialists use the Early Childhood Environment Rating Scale Revised Edition (ECERS-R) for environmental observations and follow a similar pattern with this as with CLASS. The agency has made a commitment financially to ensure that each site has one ECE Specialist who is in a non-supervisory role to coach and mentor classroom teaching staff.

The coaches support teaching staff as they work toward their professional goals and enrolled children's School Readiness Goals through observations and data discussions.

CC values its parents, families, and the community as integral components of a high-quality program. The School Readiness Committee (SRC) continually reviews current School Readiness Objectives, Outcomes, and Activities. Annually, the SRC reviews and updates the objectives and outcomes to address the areas in which CC needed to focus for improvement.

Parent, Family, and Community Engagement

CC is currently implementing the Parent, Family and Community Engagement Framework within its program and is continuing to refine and enhance goals and data collection in compliance with the Performance Standards. Using the current program goals, School Readiness Goals, Program Information Report, Self-Assessment, as well as input from the school readiness committee, the ECE committee (representatives of the Board of Directors), and parents/caregivers, we identify program goals that capture the focus and work to be done around the Parent, Family, & Community Engagement Framework. This goal setting process identifies current strengths, challenges, and informs our strategies to improve program services and engage parents, families, and the community. From information gathered over this program year, we have identified three areas of focus for future service delivery: 1) Support responsive relationships for children and adults, 2) Strengthen core skills for planning, adapting, and achieving goals, 3) Reduce sources of stress in the lives of children, their families, and staff. Families are invited and actively engaged in many aspects of our ECE program. Parents can benefit from the outcomes of these goals as they gain confidence in their role as the first and primary teacher for their children. Parents and Staff may gain a deeper understanding of the importance of their role in providing a safe, healthy lifestyle for children and that high-quality

program is vital towards positively impacting school readiness. Catholic Charities ECE program will continue to reach out to community members, encouraging them to be actively involved and knowledgeable about early care and education in Denver.

To support the implementation and the evaluation of its goals, we will utilize multiple sources of information including Family Partnership Agreements, Family Outcomes Assessments, home visit & parent conference notes, conversations, parent, family, staff input and surveys, governance representatives, & community members input, training evaluations, feedback meetings, & committees. We track the involvement of parents, families, staff, and parents at community events, meetings, and when they use the Five-by-Five Program. These sources provide CC with feedback that assists in tracking how goals are being achieved and areas that are successful or need attention.

CC ECE program utilizes the Child Plus software to track information related to service delivery. This system allows for family goals and progress to be tracked and reports to be created. This information is used to provide resources, supports, education and services to meet the family's expressed needs and help them to towards achieving their family goals. This process empowers them to become more independent & self- sufficient and promotes confidence in their ability to provide the best environment for their child.

Child information is also tracked in Child Plus. Teachers collect information from the ongoing assessment, sensory screenings, health exams, and nutrition assessments, and parental input during home visits and family conferences to identify current skill levels in all the developmental domains: physical, social-emotional, language, and cognitive development. The information is entered into the Child Plus system. Information and reports are shared with parents and families, and CC works to ensure the children are healthy and developing, thus

enhancing their school readiness. If situations arise where intervention is necessary (developmental, health and/or nutrition concerns), staff work together with the parents and families to provide information, support, and resources to address those concerns.

Aggregated family and child assessment data will be analyzed for targeting outcome areas, the information will be shared with the leadership team, ECE committee, the school readiness committee, and parents to get input for prioritizing program goal objectives, activities, and expected outcomes. When applicable, aggregated program data related to child and family progress will be analyzed to determine the best ways to support children's school readiness.

Management Systems

Governing Body

CC has successfully provided high-quality Head Start programming for 26 years for the Denver community. CC's Head Start program employs a highly qualified leadership team consisting of content experts in the areas of education & child development, family, community & health services, nutrition, disabilities & mental health services and program management. All members of the leadership team have education and experience learning and working in their content area. The ECE Executive Director has two a master's degrees, one in leadership development and one in teaching and learning, and 16 years of ECE management experience. Our Head Start programs are supported by Catholic Charities fiscal management staff including the Chief Financial Officer (BA degree), a Financial Analysis Director (AA degree), a Controller (BA degree), and a Senior Grants Manager (continuing education). The agency's human resources department supports our ECE program with a Vice President (Advanced degree), a HR Business

Partner (BA), and a HR coordinator (continuing education). The HR department coordinates recruitment, hiring, new employee orientation, and assists with agency record keeping.

CC has an established Policy Committee and a governing body that share responsibility for overseeing the delivery of high-quality services to children and families. The governing body was established in 1927, and the Policy Committee was created in 1997 when CC became a delegate for DGKHS. The committee was reorganized in 1999 to reflect the addition of the Early Head Start program. Two CC Policy Council representatives attend the DGKHS Policy Council meetings. During the summer in 2011, CC's board of directors formed the Early Childhood Education (ECE) Committee, which is a subcommittee of the Board of Directors that oversees the quality services for CC's Head Start and Early Head Start programs and makes recommendations to the Board of Directors related to program design and implementation. CC's Board of Directors maintains legal and fiscal responsibility related to program governance as defined in the Head Start Act section 642(c). The ECE Committee Members include parents, past parents, and community members. We assure the committee includes at least one member with expertise in fiscal management or accounting, members with expertise in early childhood education and development, a licensed attorney familiar with issues that come before the governing body, and at least one current or past Head Start or Early Head Start parent. The ECE Committee members serve on the Board of Directors and at least one member also sits on the Policy Committee. This ensures a strong flow of information between the two governing bodies. The ECE Chair provides reports to the Governing Board that summarize information regarding ECE Committee activities and its recommendations to enable the Governing Board to exercise its legal and fiscal responsibilities for administering and overseeing the Head Start/Early Head Start programs.

A Parent Committee has been formed at each site. The committee is open to all parents and participates in parent engagement activities throughout the program year. The Policy Council has representatives from each of our centers. All Governing Body members (Policy Council and Board of Directors) are provided training regarding their roles and responsibilities. Information is provided to the Governing bodies regarding fiscal funds, program operations, the Community Assessment, Self-Assessment, ongoing monitoring, and outcome-based evaluations to ensure compliance with governance requirements. The Policy Council members are invited to be involved in planning and decision-making regarding the Early Head Start and Head Start programs through meeting attendance, participation on committees and interview panels. The CC Policy Council Chairperson attends the DGKS Policy Council meetings.

Supervision and Professional Development

The Executive Director is the supervisor for the Leadership Team of content experts and the Site Supervisors for each of the centers. This provides the opportunity for him to have a view and direct reports for all the program service delivery. CC's ECE staff works closely with the human resources department to ensure that well-qualified staff is recruited, hired, and trained, and that their professional growth is supported and encouraged. The Site Supervisors supervise the site staff. Each content expert has subordinate staff that they supervise. All staff meet with their supervisors on a regular basis and on an annual basis for performance reviews when staff set individual professional goals.

CC has dedicated Education Specialists to maintain staff professional development and quality improvement. CC provides support the individual professional development of staff by providing tuition payments for applicable college and CDA coursework if funds are available. Staff are also sent to conferences and seminars as determined by programmatic

needs and individual interests. The Education Director maintains an annual training plan and calendar to ensure that all staff participate in appropriate training and professional development as determined by their position.

CC engages in ongoing program quality improvement through strategic planning at the agency, department, and program levels. Progress is noted and evaluated on monthly and quarterly basis at each level.

Staffing Patterns

All of CC's Head Start staff meet or exceed the qualifications required for the job as outlined in Head Start Program Performance Standards. The ECE Hiring Manager and the HR Business Partner work together to ensure that required positions for the program are recruited and filled with qualified applicants to confirm ongoing compliance. Each Head Start Classroom has 16 children with one Teacher, one Assistant Teacher, and one Class Aide. Each Early Head Start Classroom has 8 children with two Teachers and one Class Aide. Each center has at least one Floater Teacher to maintain ratios when regular teaching staff are absent to ensure that CC maintains all required classroom ratios as required by Head Start Performance Standards. Each center has a Site Supervisor that serves as the center director, one - two Family Service Workers that are responsible for case management with the families, one Education Specialist that provides coaching & mentoring to classroom staff, one Assistant Site Supervisor or Person in Charge (PiC) who supports the Site Supervisor with the day-to-day responsibilities of running a high-quality program.

Program Goals

Long- and short-term goals are identified and monitored to plan, organize, and provide support for comprehensive services and compliance with program requirements. CC's ECE programs ensure that all education, health, nutrition, family and community engagement and school readiness plans are monitored and updated to maintain high-quality programming.

In addition, the program utilizes many forms of reporting to ensure compliance with licensing and performance standards including monthly reports, staffing reports, appraisals, surveys, file reviews, health and safety checks, budget reports and a variety of other ongoing sources.

Annual Self-Assessment

Annually, the program conducts a self-assessment involving parents, staff, community members, and Governing Bodies. The program uses a variety of monitoring instruments. The process generally includes focus groups, observations, surveys, interviews, data collection, and analysis. Results are translated into a strategic plan, and necessary improvements are implemented. The systems and ongoing monitoring are evaluated and reviewed to allow for ongoing program improvement and to inform goals and objectives for future grant requests and program improvements.

Accounting and Recordkeeping

Record keeping and reporting is a vital system in CC's Head Start program. The program uses an online database system, ChildPlus, to track family and child information as well as staff information. The online Teaching Strategies GOLD system is used to track individual child progress and assessment data.

CC's Head Start has established Standards for Financial Management Systems in accordance with OMB Super Circular, *Uniform Administrative Requirements*, CC and/or its associated entities maintains a financial management system that provides for the specific procedures to

carry out these standards, Physical and Logical Controls, Grant Management, and a Cost Allocation Plan. The budget process is completed annually and involves agency staff, the governing board, and the finance committee to ensure ongoing fiscal responsibility and the ability to continue to offer services. The finance team works to track financial information, budgets, and other fiscal information.

Organizational Chart – attachment

The ECE Executive Director is responsible for assuring communication between the ECE program and Catholic Charities Administration. He serves as the as the communication link to the Senior Leadership team, Human Resources, Finance, Facilities, and the Board of Directors. The ECE Leadership Team and the Site Supervisors report directly to him and serve as the communication link to their direct reports. ECE has many committees that review the service delivery, identify issues and concerns around quality programing, and work together to meet the needs of the children, their families, and the staff. The Family Services Workers serve as the primary communication link to the parents / guardians. They have the responsibility of working directly with parents on issues regarding enrollment, attendance, and family goal setting. Teachers serve as the communication link with families regarding their child’s educational growth and development. Each content area has an expert that serves as the communication link between the site staff and the leadership team. This model is effective to assure communications is effective and efficient at all levels.

Board of Directors – attachment

Employee List with Qualifications – attachment

Key Staff – attachment

Organizational Salary Structure – attachment

Hiring Practices for Key Staff

Each of these key positions are in good standing with Catholic Charities and we have every expectation that they will remain with the program. However, there is no guarantee they will remain for the duration of the contract term. We post job vacancies on our web site and use Indeed.com to recruit and identify qualified staff. We can guarantee that the content expert positions will be filled by staff who have the education and experience necessary to fulfill the job requirements. We can guarantee this because of our history, we have never had a key position unstaffed for any significant amount of time.

Background Checks & Ongoing Required Documentation

All employees working at CC are required to pass multiple background checks prior to being hired. If the applicant completes a successful interview, has positive references, meets educational and experience requirements, and vaccination guidelines, the HR department completes a pre-employment internet CBI criminal record check for all applicants. If the report comes back with criminal history information, the offense is evaluated based upon OEC licensing requirements. Licensed childcare staff working with children may not have a felony on their record. If the criminal history is difficult to decipher, we contact our OEC licensing specialist for clarification. If we are cleared to move forward, we confirm the applicant is still interested in the position and upon confirmed interest, the next step is to obtain fingerprints which will result in a CBI & FBI report. The CBI includes a Sex Offender Registry report. Once one of these reports are received, we review. If it is clear without criminal history, we provide authorization for the health exam and tb skin test. At CC, all ECE staff are required to pass a physical by a contracted occupational health provider. New staff must also pass a tuberculosis screening prior to entry into the classroom or childcare site. These results are

received before the prospective employee is scheduled for their first day. If there is criminal history attached, we follow the same procedure listed above to clear their name before a formal offer is made. During the applicant's onboarding we complete the Colorado Child Abuse Registry (TRAILS) check and the state-based background check. Staff cannot be left alone in a classroom with children until we have received clearance from all four of these background checks. We renew the fingerprint CBI/FBI and TRAILS background checks every five years. Supervisors maintain an electronic file for each subordinate that contains all HSPPS, and Colorado OEC required documentation. Supervisors monitor the electronic files to ensure proper documentation is on file and to monitor expirations dates for health exams, tuberculosis screenings, and required trainings. The Operations Team completes an annual monitor of all electronic files.

Comprehensive Service Delivery

CC's Head Start program has a system of management for collaborative planning and organization to ensure the provision of comprehensive services for children and their families. This includes staff preparation and support in implementing evidence-based instructional practices that are individualized based on the ongoing assessment of each child to support positive outcomes. CC's management works to ensure successful partnering with families to support children's development and supports staff through supervision, mentoring and coaching, and ongoing feedback. The leadership team comprised of the ECE Executive Director, Director of Family and Health Services, ECE Director of Home Based Programs, ECE Director of Education, ECE Operations Director, Disabilities Manager, and Mental Health Coordinator meets weekly to discuss plans and organization. The leadership staff attends meetings within the community and within CC to maintain relationships and remain current on

developments and issues affecting early care and education. The Administrative Team includes the ECE Executive Director (HS/EHS Site Director), Director of Family and Health Services, ECE Director Home Based Programs, ECE Director of Education, ECE Operations Director, Disabilities Manager, Mental Health Coordinator, and Center Site Supervisors. This team meets regularly to plan, organize, and provide support for comprehensive services. The Executive Director and Site Supervisors meet monthly to discuss issues and concerns, new developments and policies and plan for continued program improvement. Content experts meet with their team regularly to review service delivery and address any issues and concerns.

Staff meetings are held at all sites to allow for discussion and feedback on center-specific planning and organization. Collaborative planning meetings are held in which Site Supervisors, Family Service Workers, and teaching staff meet with Disability Coordinator, Mental Health Staff, consultants, and community partners to discuss individual classroom needs and children and provide supports and planning to maintain high-quality services to children with identified special needs or children with challenges that may not qualify for services.

Committee meetings are held regularly to address specific topics such as School Readiness, Family Services, Home Visiting, Mental Health, Health, and Nutrition. This ongoing schedule of meetings and committees ensures ongoing internal and external communication, which is enhanced with Teams chats, email, written information, telephone calls, and informal discussions with peers, staff and families in the program and the community.

Head Start Program Performance Standards Implementation

CC uses many forms of reporting to ensure compliance with licensing and performance standards including monthly reports, staffing reports, appraisals, surveys, file reviews, health and safety checks, budget reports and a variety of other ongoing sources. We complete an

annual self-assessment that monitors and reviews service delivery in all content areas. The SA identifies strengths of the program and the areas of concern. These concern areas are imbedded into our program goals to identify a positive outcome, objectives for improvement, and activities to assure future compliance. CC prepares for, and participates in, ongoing program monitoring through our grantee, Denver Great Kids Head Start and the Office of Head Start.

Head Start Management Experience

Catholic Charities has been a successful delegate with Denver Great Kids Head Start since 1997. And a successful EHS grantee since 1999. Of course, there have been challenges, however we have overcome these and continually demonstrated successes through federal reviews, program information reports, annual reports, and successful grant writing.

Multi-cultural and Dual Language Services

CC's ECE programs serve a wide range of children and families from different cultural and linguistic backgrounds. CC works to recruit and hire a culturally diverse staff that is reflective of the children and families it serves. Classroom environments reflect diversity, and teachers create environments reflective of the children, families, and neighborhoods they serve. Books and materials are available in multiple languages, and CC strives to maintain bilingual staff in classrooms where there are children with ESL needs. CC provides information to families in both English and Spanish and utilizes online translation services when appropriate staff/resources are not available to share information and resources for families. As mentioned earlier, we are working closely with the Bueno Center to implement the Literacy Squared program whose mission is to further the development of instructional programs and practices that develop bilingualism/biliteracy.

Child and Adult Care Food Program

CC's partners with the Child and Adult Care Food Program (CACFP) to provide nutritious, varied meals to children in its care. All program materials are provided in multiple languages, and CC's use the language line, if necessary, to discuss special diet concerns with families. CC complies with all requirements and regulations of CACFP. CC's partners with an in-house vendor for meal service, giving the program greater flexibility and capacity to respond to special dietary needs.

Continuous Program Improvement

CC places a strong emphasis on training and offers a variety of training formats to best meet staff needs. Staff have opportunities to take college courses, attend in-house trainings in both large and small groups, and attend local and out-of-state conferences. We have a comprehensive onboarding and orientation procedure that assures new staff receive all OEC required training before being counted in ratio in the classroom. Each site can identify a Training Ambassador. The Ambassadors meet regularly to discuss training needed, identify presenters, and provide quality training experiences for all ECE staff. We provide a week of training at the beginning of the year. Pre-service is used to provide required training, team building, and identified needs training to all staff as a kickoff to the new program year. We provide a week of training mid-year also. Mid-service training is used to provide required training, new and innovative training to enhance current service delivery, and small group training based on expressed requests from staff. During the school year, third Fridays are set aside for all staff training, site team training, individual training, and staff wellness activities. We start our self-assessment monitoring early in the calendar year and continue throughout the year to identify strengths and areas for

improvement. Annually we survey staff to identify ways we can be more effective and efficient. And our program goals are reviewed throughout the year to identify growth and potential challenges. We use all this information, including federal reviews, grantee feedback, program information reports, community assessments, self-assessments, professional development plans, staff feedback, national priorities, to develop program goals and our training plan. CC recognizes that staff training is a continuous, creative process and is individualized to meet the employee goals and responsive to the overall program.

CC implements a comprehensive coaching model developed in conjunction with PBIC training and guidance. Our goal is to provide regular feedback, coaching, and mentoring for the teaching staff. ECD Specialists are placed at each site and provide coaching & mentoring. Teaching staff complete professional development plans in collaboration with ECE Specialist guidance which detail the individualized goals and objectives. Classroom / Teacher observations along with discussion, are the basis of our coaching/mentoring methodology. The ECD Specialists work with each teacher, providing information, resources, and coaching to assist them in reaching their goals. Our target is to ensure high-quality classrooms and family interactions along with educational goals for ongoing learning.

Additional Considerations

List of Memberships & Professional Associations indicated on key staff resumes/summaries.

**Catholic Charities Head Start Program Narrative
COLA & Quality Improvement Funds
Supplemental Application 2023-2024**

Budget Justification:

COLA:

Catholic Charities Head Start was awarded \$82,405.20 for the Cost of Living Allowance from the Denver Great Kids Head Start. Catholic Charities Head Start places a major focus on the recruitment and retention of staff to provide high quality services to the children and families we serve. We will utilize the awarded COLA funds to provide a minimum of a 5.6% pay increase for all current Head Start and Early Head Start employees. In addition, we will adjust the pay scale for all personnel positions in our Head Start and Early Head Start programs to reflect a permanent 5.6% increase for future employees. The funds will be used for Salaries and Fringe Benefits. The salary increases will be applied retroactively to the start of the FY 2023 budget period.

Quality Improvement

Catholic Charities Head Start Program was awarded \$45,385.68 for Quality Improvement funding for the Head Start Program granted by Denver Great Kids Head Start. As mentioned above, Catholic Charities Head Start and Early Head Start places a major focus on the recruitment and retention of staff to provide high quality services to the children and families we serve. We will utilize the awarded Quality Improvement funds to provide a minimum of a 1.4% pay increase for all current Early Head Start employees. In addition, we will adjust the pay scale for all personnel positions in our Early Head Start programs to reflect a permanent 1.4% increase for future employees. The funds will be used for Salaries and Fringe Benefits. The salary increases will be applied retroactively to the start of the FY 2023 budget period.

The combined increase based on Quality Improvement and COLA funds will be 7% for all HS & EHS employees and will be permanent increases to our budgeted positions for all HS & EHS employees now and in the future.

In Colorado, there is a shortage of ECE workers; filling open positions in the ECE field is an ongoing challenge felt by all childcare programs. There is also a tremendously high cost of living in the State of Colorado and in particular, the Denver Metro Area, where the majority of the teachers working at Catholic Charities reside. The traditional low pay results in high turnover. To address this issue, the state of Colorado developed and is implementing an Early Childhood Workforce Plan that specifically addresses the need for more qualified applicants to fill these essential positions. This workforce group surveyed childcare directors and found that 70% report it is difficult to fill vacant positions. This is a perennial problem; we feel that the new minimum wage will push all ECE programs towards providing a more fair and adequate entry level compensation for applicants entering the field of Early Childhood Education.



Office of Head Start

08CH010552-004 - Catholic Charities of the Archdiocese of Denver
 FY2023 - 07/01/2023-06/30/2024 - Non-Competing New

Head Start - Summary

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Line Item Budget Total	\$1,448,947	\$8,678	\$364,406	56

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Personnel Total	\$904,393	\$0	\$247,494	56

Personnel: Child Health and Development Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Teachers / Infant Toddler Teachers	\$276,949	\$0	\$45,514	10
Home Visitors	\$38,260	\$0	\$20,383	3
Teacher Aides and Other Education Personnel	\$254,906	\$0	\$85,288	18
Health / Mental Health Services Personnel	\$11,870	\$0	\$0	2
Total	\$581,985	\$0	\$151,185	33

Personnel: Family and Community Partnership Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Program Managers and Content Area Experts	\$10,413	\$0	\$7,110	2
Other Family and Community Partnerships Personnel - Other Family and Community Partnerships Personnel	\$206,961	\$0	\$18,186	10
Total	\$217,374	\$0	\$25,296	12

Personnel: Program Design and Management Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Head Start / Early Head Start Director	\$31,039	\$0	\$6,586	2
Managers - Managers	\$38,082	\$0	\$35,804	6
Staff Development	\$35,913	\$0	\$15,996	2

EXHIBIT B

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Other Administrative Personnel - Other Administrative Personnel	\$0	\$0	\$12,627	1
Total	\$105,034	\$0	\$71,013	11

Fringe Benefits

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$109,531	\$0	\$20,593	
Health / Dental / Life Insurance	\$96,768	\$0	\$17,699	
Retirement	\$43,175	\$0	\$8,455	
Other Fringe - Other Fringe	\$12,781	\$0	\$3,402	
Total	\$262,255	\$0	\$50,149	

Supplies

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Office Supplies	\$3,020	\$0	\$1,000	
Child and Family Services Supplies	\$8,049	\$0	\$500	
Other Supplies - Other Supplies	\$10,061	\$0	\$10,000	
Total	\$21,130	\$0	\$11,500	

Other

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Rent	\$19,237	\$0	\$0	
Utilities, Telephone	\$33,111	\$0	\$1,000	
Building and Child Liability Insurance	\$0	\$0	\$2,000	
Local Travel	\$3,124	\$0	\$0	
Nutrition Services	\$0	\$0	\$10,000	
Volunteers	\$0	\$0	\$42,263	
Parent Services	\$7,244	\$0	\$0	
Training or Staff Development	\$0	\$8,678	\$0	
Other - Other	\$16,670	\$0	\$0	
Total	\$79,386	\$8,678	\$55,263	

EXHIBIT B

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Direct Costs Total	\$1,267,164	\$8,678	\$364,406	56

Indirect Charges

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Indirect Costs	\$181,783	\$0	\$0	



Office of Head Start

08CH010552-204 - Catholic Charities of the Archdiocese of Denver
 FY2023 - 07/01/2023-06/30/2024 - Non-Competing New

Early Head Start - Summary

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Line Item Budget Total	\$128,360	\$3,672	\$33,008	6

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Personnel Total	\$75,438	\$0	\$18,470	6

Personnel: Child Health and Development Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Teachers / Infant Toddler Teachers	\$31,782	\$0	\$7,333	2
Teacher Aides and Other Education Personnel	\$24,102	\$0	\$5,386	2
Total	\$55,884	\$0	\$12,719	4

Personnel: Family and Community Partnership Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Other Family and Community Partnerships Personnel - Other Family and Community Partnerships Personnel	\$16,617	\$0	\$4,037	1

Personnel: Program Design and Management Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Head Start / Early Head Start Director	\$2,937	\$0	\$1,714	1

Fringe Benefits

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$8,581	\$0	\$1,961	

EXHIBIT B

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Health / Dental / Life Insurance	\$7,373	\$0	\$1,691	
Retirement	\$3,643	\$0	\$885	
Other Fringe - Other Fringe	\$1,057	\$0	\$257	
Total	\$20,654	\$0	\$4,794	

Supplies

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Office Supplies	\$2,387	\$0	\$580	
Other Supplies - Other Supplies	\$1,384	\$0	\$0	
Total	\$3,771	\$0	\$580	

Other

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Rent	\$2,963	\$0	\$720	
Utilities, Telephone	\$1,029	\$0	\$250	
Local Travel	\$175	\$0	\$0	
Nutrition Services	\$0	\$0	\$43	
Volunteers	\$0	\$0	\$5,460	
Parent Services	\$2,367	\$0	\$575	
Training or Staff Development	\$0	\$3,672	\$1,200	
Other - Other	\$3,768	\$0	\$916	
Total	\$10,302	\$3,672	\$9,164	

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Direct Costs Total	\$110,165	\$3,672	\$33,008	6

Indirect Charges

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Indirect Costs	\$18,195	\$0	\$0	

EXHIBIT B



Office of Head Start

08CH010552-004 - Catholic Charities of the Archdiocese of Denver
 FY2023 - 07/01/2023-06/30/2024 - Supplement – COLA and Quality Improvement

Head Start - Summary

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Line Item Budget Total	\$127,791	\$0	\$32,326	56

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Personnel Total	\$103,971	\$0	\$29,675	56

Personnel: Child Health and Development Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Teachers / Infant Toddler Teachers	\$31,971	\$0	\$10,500	10
Home Visitors	\$4,000	\$0	\$1,150	3
Teacher Aides and Other Education Personnel	\$25,000	\$0	\$9,500	18
Health / Mental Health Services Personnel	\$2,000	\$0	\$625	2
Total	\$62,971	\$0	\$21,775	33

Personnel: Family and Community Partnership Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Program Managers and Content Area Experts	\$2,000	\$0	\$400	2
Other Family and Community Partnerships Personnel - Other Family and Community Partnerships Personnel	\$24,000	\$0	\$4,500	10
Total	\$26,000	\$0	\$4,900	12

Personnel: Program Design and Management Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Head Start / Early Head Start Director	\$5,000	\$0	\$1,000	2
Managers - Managers	\$5,000	\$0	\$1,000	6
Staff Development	\$5,000	\$0	\$500	2

EXHIBIT B

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Other Administrative Personnel - Other Administrative Personnel	\$0	\$0	\$500	1
Total	\$15,000	\$0	\$3,000	11

Fringe Benefits

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$10,000	\$0	\$1,200	
Health / Dental / Life Insurance	\$9,300	\$0	\$1,000	
Retirement	\$4,520	\$0	\$451	
Total	\$23,820	\$0	\$2,651	

Direct Costs

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Direct Costs Total	\$127,791	\$0	\$32,326	56

EXHIBIT B



Office of Head Start

08CH010552-204 - Catholic Charities of the Archdiocese of Denver

FY2023 - 07/01/2023-06/30/2024 - Supplement – COLA and Quality Improvement

Early Head Start - Summary

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Line Item Budget Total	\$8,869	\$0	\$2,217	6

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Personnel Total	\$8,090	\$0	\$2,217	6

Personnel: Child Health and Development Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Teachers / Infant Toddler Teachers	\$3,000	\$0	\$1,300	2
Teacher Aides and Other Education Personnel	\$2,290	\$0	\$882	2
Total	\$5,290	\$0	\$2,182	4

Personnel: Family and Community Partnership Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Other Family and Community Partnerships Personnel - Other Family and Community Partnerships Personnel	\$1,800	\$0	\$35	1

Personnel: Program Design and Management Personnel

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Executive Director / Other Supervisor of HS Director	\$1,000	\$0	\$0	1

EXHIBIT B

Fringe Benefits

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$779	\$0	\$0	

Direct Costs

	<i>Cost for Program Operation</i>	<i>Cost for Training Technical Assistance</i>	<i>Non-Federal Share</i>	<i>Number of Employees</i>
Direct Costs Total	\$8,869	\$0	\$2,217	6

EXHIBIT C



2023-2024

July 2023

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30	31					

August 2023

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September 2023

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October 2023

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29	30	31				

November 2023

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December 2023

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January 2024

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February 2024

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March 2024

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April 2024

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28	29	30				

May 2024

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June 2024

S	M	T	W	T	F	S
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23	24	25	26	27	28	29
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EXHIBIT C



Teacher in-Service (no school for students)



Holidays



First and Last Day of School

Denver Great Kids Head Start - Program Year 28 Report Schedule

EXHIBIT D

REPORT TYPE	NAME AND DESCRIPTION	DUE DATE	RESPONSIBLE PARTY	DELIVERY METHOD
ENROLLMENT	Comprehensive Template	5th of Every Month	Cross-Content Areas	Data Connector
ATTENDANCE	Attendance Template	5th of Every Month	Family Services/ ERSEA Coordinator	Data Connector
PHYSICAL HEALTH	Comprehensive Template	5th of Every Month	Health Coordinator	Data Connector
Marion Downs Referrals	Marion Downs Referral Template	January 15, July 30	Health Coordinator	Denverheadstart@denvergov.org
MENTAL HEALTH	Mental Health Template	10th of Every Month	Mental Health Contact	Data Connector
DISABILITIES	Disabilities Template	10th of Every Month	Disabilities Contact	Data Connector
FAMILY SERVICES	Comprehensive Template	5th of Every Month	Family Services/ ERSEA Coordinator	Data Connector
FAMILY SERVICES	FPA's, Strength and Needs	Ongoing	Family Services/ERSEA Coordinator	Data Connector
FAMILY SERVICES	Recruitment Template	5 th of Every Month	Family Services/ERSEA Coordinator	Data Connector
EDUCATION	Raw TSGOLD data	Fall, Winter, Spring	Education Coordinators	Data Connector
EDUCATION	CLASS Scores: ALL Classrooms	DEC 15th & MAY 15th	Education Coordinators	Data Connector
EDUCATION	Coaching Logs	10 th of Every Month	Education Coordinators	Denverheadstart@denvergov.org
FINANCIAL	Invoice - Variance Report, General Ledger Detail, GL Summary, and receipts for purchases >\$1K	21st of Every Month		Denverheadstart@denvergov.org
FINANCIAL	USDA Reimbursement Report	Last Business Day of Month Following QTR end (Jan, Apr, Jul, Oct)		Denverheadstart@denvergov.org
FINANCIAL	USDA/CACFP Compliance Review Report	With 30 Days of Receipt		Denverheadstart@denvergov.org
FINANCIAL	Admin and Developmental Costs	Last Business Day of Month Following QTR end (Jan, Apr, Jul, Oct)		Denverheadstart@denvergov.org
FINANCIAL	Program Budget PY28 July 2023 to June 2024	Annually, FEB 10 2024		Denverheadstart@denvergov.org
FINANCIAL	Single Audit Report	Annually, MAR 2024		Denverheadstart@denvergov.org
FINANCIAL	Inventory Report with Certification of Physical Inventory	Annually, JUL 31 2024		Denverheadstart@denvergov.org
FINANCIAL	Certificate of Insurance PY 28 July 2023 to June 2024	Current at time of contract - Annually, MAR 1 2024		Denverheadstart@denvergov.org
FINANCIAL	Budget Projection	November 2023 and March 2024		Denverheadstart@denvergov.org
GRANTOR ADMIN REPORTS	Monitoring Reports/ Plans	ONGOING		Delegate Head Start Director
GRANTOR ADMIN REPORTS	Policies and Procedures	July 15	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
GRANTOR ADMIN REPORTS	Licensing Reports/Findings of DGKHS HS and EHS Facilities	Within 48 Hours of Delegate Agency Receipt of Any Local/State Licensing Report	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
GRANTOR ADMIN REPORTS	Policy Council Minutes	Last Business Day of Month Following Meeting	DGKHS Office Manager	Delegate Head Start Director
DELEGATE ADMIN REPORTS	Self-Assessment	JAN 31st	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
DELEGATE ADMIN REPORTS	Policy Council Delegate Report	5th Day of Every Month or Following Day if Holiday	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
DELEGATE ADMIN REPORTS	Policy Committee/Council Member Reports	OCT 30 and as Appointments are made	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
DELEGATE ADMIN REPORTS	Policy Committee Minutes	Last Business Day of Month Following Meeting	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
DELEGATE ADMIN REPORTS	Delegate Grant Application	JAN 30th	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director
DELEGATE ADMIN REPORTS	Personnel Report	Last business day of Oct., Jan., April and July	Delegate Director	hsreports@denvergov.org / DGKHS Executive Director



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 7/5/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Arthur J. Gallagher Risk Management Services, Inc. 6300 South Syracuse Way Suite 700 Centennial CO 80111	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">CONTACT NAME: Ginny Shaw</td> </tr> <tr> <td>PHONE (A/C No. Ext): 303-889-2556</td> <td>FAX (A/C, No): 303-773-9776</td> </tr> <tr> <td colspan="2">E-MAIL ADDRESS: Ginny_Shaw@ajg.com</td> </tr> </table>	CONTACT NAME: Ginny Shaw		PHONE (A/C No. Ext): 303-889-2556	FAX (A/C, No): 303-773-9776	E-MAIL ADDRESS: Ginny_Shaw@ajg.com									
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INSURED Catholic Charities 6240 Smith Road Denver, CO 80216	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">INSURER(S) AFFORDING COVERAGE</td> <td style="text-align: center;">NAIC #</td> </tr> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td style="text-align: center;">16535</td> </tr> <tr> <td>INSURER B : Underwriters at Lloyd's London</td> <td style="text-align: center;">15792</td> </tr> <tr> <td>INSURER C : Princeton Excess & Surplus Lines Ins Co</td> <td style="text-align: center;">10786</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : Underwriters at Lloyd's London	15792	INSURER C : Princeton Excess & Surplus Lines Ins Co	10786	INSURER D :		INSURER E :		INSURER F :	
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INSURER E :															
INSURER F :															

COVERAGES **CERTIFICATE NUMBER: 1753813890** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> SIR - \$250,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			BP1033322	7/1/2022	7/1/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ Included GENERAL AGGREGATE \$ 1,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> SIR \$100,000			BAP038463805	7/1/2022	7/1/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			R2A3FF000005404/CO1033322	7/1/2022	7/1/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	EWS017335908	7/1/2022	7/1/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER SIR - \$250,000 E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Excess Liability is excess over General Liability and Auto Liability.
 Excess Liability is excess over General Liability, Auto Liability and Professional Liability. As required by written contract, the City and County of Denver, its Elected and Appointed Officials, Employees and Volunteers are included as Additional Insured on the General Liability policy. No exclusion for sexual abuse/molestation on the General Liability.

CERTIFICATE HOLDER City and County of Denver Office of Children's Affairs 201 W Colfax Ave, Dept 1101 Denver CO 80202	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Early Childhood Education Programs Head Start and Early Head Start Locations

Child Development Center

*(Full Day Child Care, Head Start, 6 ½ hr Head Start,
Early Head Start, Colorado Preschool Program &
Denver Preschool Program, UPK)*

1155 Decatur Street
Denver, CO 80204
Phone: 720-799-9440
Ages Served: 6 weeks – 5 years
Days Served: Monday – Friday
License #: 6437

Margery Reed Mayo Day Nursery

*(Full Day Child Care, Head Start, 6 ½ hr Head Start,
Early Head Start, Colorado Preschool Program &
Denver Preschool Program, UPK)*

1128 28th Street
Denver, CO 80205
Phone: 720-799-9423
Ages Served: 6 weeks – 5 years
Days Served: Monday – Friday
License #: 26431

Mariposa

*(Full Day Child Care, Head Start, Early Head Start,
Colorado Preschool Program & Denver Preschool
Program, UPK)*

1240 W.10th Avenue
Denver, CO 80204
Phone: 720-799-9456
Ages Served: 6 weeks – 5 years
Days Served: Monday – Friday
License #: 1668955

Garfield Head Start

(6 ½ hr, Part-year)
872 S. Knox Court
Denver, CO 80219
Phone: 303-922-9885
Ages Served: 3 – 5 years
Days Served: Monday – Friday
License #: 27354

Kentucky Head Start

(Half-day/Part Year)
852 S. Knox Court
Denver, CO 80219
Phone: 303-935-9453
Ages Served: 3 – 5 years
Days Served: Monday – Friday
License #: 1504209

Head Start Home Based Option

*(Weekly Home Visits/ Year-around -Office located at
Harlan location)*

4704 Harlan St. # 550
Denver, CO 80212
Ages Served: families with children 3 – 5 years old

Early Head Start Home Based Option

*(Weekly Home Visits/Year- around – Office located at
Kentucky Head Start)*

852 S. Knox Court
Denver, CO 80219
Phone: 303-935-9453
Ages Served: families with children birth – 3 years

EHS Prenatal Program

(Office located at Harlan location)

4704 Harlan St # 550
Denver, Co 80212
Ages Served: Schedule individually tailored based upon
client needs/desires

Quigg Newton

*(Full Day Child Care, Head Start, Early Head Start,
Colorado Preschool Program & Denver Preschool
Program, UPK)*

4440 Navajo St.
Denver, Co. 80211
Phone: 720-799-9496
Ages Served: 6 weeks – 5 years
Days Served: Monday – Friday
License #: 37410

EXHIBIT G

TITLE II - REVISED MUNICIPAL CODE

Chapter 20 - FINANCE

ARTICLE IV. - CONTRACTS, PURCHASES AND CONVEYANCES

DIVISION 3. TREATMENT OF EMPLOYEES ASSOCIATED WITH CITY CONTRACTS

DIVISION 3. TREATMENT OF EMPLOYEES ASSOCIATED WITH CITY CONTRACTS**Sec. 20-76. Payment of prevailing wages.**

- (a) *Required.* Every worker, mechanic or other laborer employed by any contractor or subcontractor in the work of drayage or of construction, alteration, improvement, repair, maintenance or demolition on any city-owned or leased building or on any city-owned land, pursuant to a contract by or in behalf of the city, or for any agency of the city, or financed in whole or in part by the city, or any agency of the city, or engaged in the work of a doorkeeper, caretaker, cleaner, window washer, porter, keeper, janitor, or in similar custodial or janitorial work in connection with the operation of any such city-owned or leased building by or in behalf of the city, or for any agency of the city, or financed in whole or in part by the city, or any agency of the city, shall be paid not less than the wages and fringe benefits prevailing for the same class and kind of work in the Denver metropolitan area as determined by the career service board under subsection (c). The Denver metropolitan area shall be determined by the career service board. This section shall not apply to any participant in a youth employment program certified by the city where the participant is employed in non-construction work, including the work of materials furnishing, servicing and maintenance of any city-owned or leased building or on city-owned land and the work of landscaping that is not performed in connection with the construction or renovation of a city-owned or leased building; nor shall this section apply to situations where there is no contract directly requiring or permitting the work described above, or contracts that are neither a revenue or expenditure contract contemplating such work, such as licenses or permits to use city-owned land.
- (b) *Contract specifications.* Every contract with an aggregate value, including all change orders, amendments or other alterations to the value, in excess of two thousand dollars (\$2,000.00) to which the city or any of its agencies is a party which requires the performance of work involving drayage or involving construction, alteration, improvements, repairs, maintenance or demolition of any city-owned or leased building or on any city-owned land, or which requires the performance of the work of a doorkeeper, caretaker, cleaner, window washer, porter, keeper, janitor, or similar custodial or janitorial work in connection with the operation of any such public building or the prosecution of any such public work, shall contain a provision stating that the minimum wages to be paid for every class of laborer, mechanic and worker shall be not less than the scale of wages from time to time determined to be the prevailing wages under subsection (c). Every contract based upon these specifications shall include the actual date of bid or proposal issuance, if applicable, or the date of the written encumbrance if no bid/proposal issuance date is applicable. Contracts shall contain a stipulation that the contractor or subcontractor shall pay mechanics, laborers and workers employed directly upon the site of the work the full amounts accrued at time of payment, computed at wage rates not less than those stated or referenced in the specifications, and any addenda thereto, on the actual date of bid issuance, or on the date of the written encumbrance, as applicable, for contracts let by informal procedure under D.R.M.C. section 20-63(b), regardless of any contractual relationship which may be alleged to exist between the contractor or subcontractor and such laborers, mechanics and workers. Increases in prevailing wages subsequent to the date of the contract for a period not to exceed one (1) year shall not be mandatory on either the contractor or subcontractors. Future changes in prevailing wages on contracts whose period of performance exceeds one (1) year shall be mandatory for the contractor and subcontractors only on the yearly anniversary of the actual date of bid or proposal issuance, if applicable, or the date of the written encumbrance if no bid/proposal issuance date is applicable. Except as provided below, in no event shall any increases in prevailing wages over the amounts thereof as stated in such specifications result in any increased liability on the part of the city, and the possibility and risk of any such increase is assumed by all

EXHIBIT G

contractors entering into any such contract with the city. Notwithstanding the foregoing, the city may determine and may expressly provide in the context of specific agreements that the city will reimburse the contractor at the increased prevailing wage rate(s). Decreases in prevailing wages subsequent to the date of the contract for a period not to exceed one (1) year shall not be permitted. Decreases in prevailing wages on contracts whose period of performance exceed one (1) year shall not be effective until the yearly anniversary of the actual date of bid or proposal issuance, if applicable, or the date of the written encumbrance if no bid/proposal issuance date is applicable.

(c) *Determination of prevailing wages.*

- (1) The city council hereby declares that it is in the best interests of the city to have a uniform determination of the prevailing wages to be paid to the various classes of laborers, mechanics and workers which will be required in the performance of work covered by this section.
- (2) The city council hereby finds and concludes that the federal government, in implementing the Davis-Bacon Act (40 U.S.C. § 276a to 276a-5), possesses and exercises a superior capability with superior resources to ascertain the basic rate of pay, overtime, and other benefits which accurately represent the current prevailing rate of wages for work covered by that federal law. The career service board shall determine that the prevailing wages applicable to the various classes of laborers, mechanic, and workers covered by this section and the Davis-Bacon Act correspond to the prevailing wage determinations made pursuant to that federal law as the same may be amended from time to time. The board shall undertake to keep and maintain copies of prevailing wage determinations made pursuant to the Davis-Bacon Act (40 U.S.C. § 276a to 276a-5) and any amendments to that federal law. The board shall also keep and maintain such other information as shall come to its attention concerning wages paid in the Denver metropolitan area. The provisions of this section shall supersede any differing provisions of that federal law, except when that federal law is applicable independent of this section.
- (3) It shall be the duty of the career service board to determine, after hearing, the prevailing wages for the various classes of laborers, mechanics, and workers which will be required in the performance of work covered by this section but not be covered by the Davis-Bacon Act, which determinations shall be made at least annually, and as frequently as may be considered necessary by the career service board in order that the determination which is currently in effect shall accurately represent the current prevailing rates of wages. Prior to making such determination, the career service board shall give reasonable public notice of the time and place of the hearing concerning such proposed determination and shall afford to all interested parties the right to appear before it and to present evidence. "Prevailing wages" shall mean, for each class of work covered by this section, but not covered by the Davis-Bacon Act, the rate of pay and the overtime and other benefits granted to such full-time workers in the Denver metropolitan area. The rates shall be determined using the same method as used for those classes which are covered by the Davis-Bacon Act. Should this method cause a reduction in compensation of any class of workers, the career service board will review the appropriateness of using this methodology and may recommend to city council a different method for establishing prevailing wage rates.

If there is insufficient data available in the Denver metropolitan area to determine the rate of pay and the overtime and other benefits or should comparable classes of work not be performed within the Denver metropolitan area for each class of work covered by this section and not covered by the Davis-Bacon Act, the career service board shall refer to the Service Contract Labor Act of 1965, as amended (41 U.S.C. § 351 et seq.) to determine the rate of pay and the overtime and other benefits.

- (4) The office of human resources shall issue clarifications or interpretations of the prevailing wage, and shall provide the auditor any issued clarification or interpretation. If the auditor does not advise the executive director of human resources in writing that it disagrees with any issued clarification or interpretation within thirty (30) days, the clarification/interpretation shall be final. If the auditor

EXHIBIT G

advises the executive director of human resources in writing that it disagrees with the clarification or interpretation, then the auditor and the executive director of human resources shall meet to resolve the conflict and, with approval of the career service board, the office of human resources shall issue a final agreed upon clarification or interpretation, or may withdraw the clarification or interpretation, as appropriate.

(d) *Mandatory contract provisions; enforcement.*

- (1) Every contract covered by this section shall contain a provision requiring the contractor and every subcontractor under such contract to pay every worker, mechanic and laborer employed under such contract not less than the scale of wages as provided for under subsections (b) and (c).
- (2) Such contract shall further require the contractor and subcontractors to pay all construction workers, mechanics and other laborers at least once a week the full amounts of wages accrued at the time of payment, computed at wage rates not less than those stated in the specifications; except that the contractor and subcontractors shall make such payments to janitorial or custodial workers, and oil and gas employees and contractors, at least biweekly.
- (3) Every such contract shall further provide that the contractor shall post in a prominent and easily accessible place at the site of the work the scale of wages to be paid by the contractor and all subcontractors working under the contractor, and that complaints by third parties, including employees of contractors and subcontractors, of violations may be submitted to the auditor, pursuant to subsection (f).
- (4) The contract shall further provide that if the contractor or any subcontractor shall fail to pay such wages as are required by the contract, the manager of finance shall not approve a warrant or demand for payment to the contractor until the contractor furnishes the auditor evidence satisfactory to the auditor that such wages so required by the contract have been paid. Nothing herein shall preclude the manager of finance from approving a partial warrant or demand for payment to the contractor to the extent the auditor has been furnished evidence satisfactory to the auditor that one or more subcontractors has paid such wages required by the contract, even if the contractor has not furnished evidence that all of the subcontractors have paid wages as required by the contract. Any contractor or subcontractor may utilize the following procedure in order to satisfy the requirements of this section:
 - a. The contractor or subcontractor may submit to the auditor, for each worker, mechanic or other laborer to whom such wages are due, a check, as required by the auditor. Such check shall be payable to that worker, mechanic or other laborer, or to the City and County of Denver so it is negotiable by either of those parties. Each such check shall be in an amount representing the difference between the accrued wages required to be paid to that worker, mechanic or other laborer by the contract and the wages actually paid by the contractor or subcontractor.
 - b. If any check submitted pursuant to paragraph (4)a. of this subsection cannot be delivered to the worker, mechanic or other laborer within a reasonable period of time as determined by the auditor, then it shall be negotiated by the city and the proceeds deposited in the auditor's unclaimed prevailing wages special trust fund. Nothing in this subsection shall be construed to lessen the responsibility of the contractor or subcontractor to attempt to locate and pay any worker, mechanic or other laborer to whom wages are due.
 - c. Any valid, verified claim for prevailing wages that is actually received by the city through negotiation of any check submitted pursuant to paragraph (4)a. of this subsection must be made prior to two (2) years after the date of the last underpayment by the contractor or any subcontractor to the worker, mechanic or other laborer to whom such wages were due. After such date, the city shall no longer be liable for payment. The city, as trustee, shall pay such claimant only the amount of the check that is actually negotiated, regardless of any dispute as to

EXHIBIT G

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- any additional amount of wages owing to the worker, mechanic or other laborer. No interest shall be paid by the city on any funds received or disbursed pursuant to this subsection.
- d. On the last working day of each month, the amount of any claim for which the city is no longer liable shall be credited to the general fund, except as otherwise required by law.
 - e. The auditor shall maintain a list of all unclaimed, city-negotiated prevailing wage checks for which the city is liable. Such list shall be updated monthly and shall be available for inspection at the office of the auditor.
- (5) Every such contract shall further provide that the contractor shall furnish to the auditor each pay period during which work is in progress under the contract a true and correct electronically certified copy of the payroll records of all workers, laborers and mechanics employed under the contract, either by the contractor or subcontractors. Such payroll records shall include information showing the number of hours worked by each worker, laborer or mechanic employed under the contract, the hourly pay of such worker, laborer or mechanic, any deductions made from pay, and the net amount of pay received by each worker, laborer or mechanic for the period covered by the payroll.
 - (6) Every such contract shall also require that the contractor will provide to the city a list of all subcontractors who will be providing any services under the contract.
 - (7) Every such contract shall further provide that if any laborer, worker or mechanic employed by the contractor or any subcontractor under the contract has been or is being paid a rate of wages less than the rate of wages required by the contract to be paid as aforesaid, the city may, by written notice to the contractor, suspend or terminate the contractor's right to proceed with the work, or such part of the work as to which there has been a failure to pay the required wages, and in the event of termination, may prosecute the work to completion by contract or otherwise, and the contractor and any sureties shall be liable to the city for any excess costs occasioned the city thereby.
- (e) *Penalties.* Any contractor or subcontractor subject to the requirements of this section shall as a penalty pay to the City and County of Denver an amount as set forth below for each payroll period, for each worker paid less than the applicable prevailing wage rates.
- (1) The amount of the penalty shall be determined by the auditor based on consideration of both of the following:
 - a. Whether the failure of the contractor or subcontractor to pay the correct wage rate was a good faith mistake and, if so, the error was corrected within thirty (30) days of the date brought to the attention of the contractor or subcontractor.
 - b. Whether the contractor or subcontractor has a prior record of failing to meet its prevailing wage obligations.
 - (2) The penalty shall be fifty dollars (\$50.00) for each week, or portion thereof, for each worker paid less than the prevailing wage rate, unless the failure of the contractor or subcontractor to pay the correct rate of prevailing wages was a good faith mistake and, if so, the error was corrected within thirty (30) days of the date brought to the attention of the contractor or subcontractor.
 - (3) The penalty shall be two thousand five hundred dollars (\$2,500.00) for a violation, plus seventy-five dollars (\$75.00) for each week, or portion thereof, for each worker paid less than the prevailing wage rate, if the contractor or subcontractor has been assessed a penalty, but not more than two (2) other penalties, within the previous three (3) years for failing to meet its prevailing wage obligations on a separate contract, unless those penalties were subsequently withdrawn or overturned.
 - (4) The penalty shall be five thousand dollars (\$5,000.00) for a violation, plus one hundred dollars (\$100.00) for each week, or portion thereof, for each worker paid less than the prevailing wage rate, if the contractor or subcontractor has been assessed three (3) or more other penalties within the

EXHIBIT G

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- previous three (3) years for failing to meet its prevailing wage obligations on separate contracts, unless those penalties were subsequently withdrawn or overturned.
- (5) The penalty shall be five hundred dollars (\$500.00) for each week, or portion thereof, for each week during which a contractor or subcontractor fails to furnish the auditor any certified payrolls where any worker, laborer or mechanic employed by the non-reporting contractor or subcontractor has performed any work under a contract subject to section (b), unless the failure of the contractor or subcontractor to furnish the auditor any certified payrolls was a good faith mistake and, if so, the error was corrected within thirty (30) days of the date brought to the attention of the contractor or subcontractor. This penalty shall not be imposed in conjunction with penalties imposed under sections (e)(2)—(4).
- (6) The penalty shall be fifty dollars (\$50.00) for each week, or portion thereof, for each incident of false reporting on a certified payroll, not corrected within fifteen (15) days of the date the false report was brought to the attention of the contractor or subcontractor. A certified payroll shall be determined to be a false report when information related to hours worked or wages paid reported on a certified payroll is not identical to supportive documentation, including paychecks issued to employees, timecards maintained by contractors and subcontractors, invoices for work performed issued to contractors or the city, and tax documents. This penalty shall be imposed in addition to penalties imposed under sections (e)(2)—(5).
- (f) *Third party complaints.* Subject the provision of this section and any rules and regulations that may be issued by the auditor, a third party, including an employee of a contractor or subcontractor, may submit a complaint of a violation of this section to the auditor. The burden of demonstrating to the auditor's satisfaction that a violation has occurred or the rebuttable of such presumption rests with the third party making the complaint, and shall be demonstrated by a preponderance of the evidence. Any such complaint shall be made in writing to the auditor and shall include all information relied upon by such party. The auditor shall notify in writing any person alleged to have violated the section of such complaint. The auditor will investigate credible complaints and provide a response of its findings of any such complaint to both the complainant and the person who is identified as violating the section. Any determination by the auditor pursuant to this section is reviewable by the complained-of party, pursuant to subsection (g).
- (g) *Review.* Any determination of the auditor related to the imposition of prevailing wage, including determinations of applicable employment classifications and wages, determinations of underpayment or misreporting, and the imposition of penalties shall be reviewable as follows:
- (1) Any person who disputes any determination made by or on behalf of the city pursuant to the authority of the auditor, which determination adversely affects such person, may petition the auditor for a hearing concerning such determination no later than thirty (30) days after having been notified of any such determination. Compliance with the provisions of this subsection shall be a jurisdictional prerequisite to any action brought under the provisions of this section, and failure of compliance shall forever bar any such action.
 - (2) The auditor shall designate as a hearing officer a person retained by the city for that purpose.
 - (3) The petition for a hearing shall be in writing, and the facts and figures submitted shall be submitted under oath or affirmation either in writing or orally at a hearing scheduled by the hearing officer. The hearing, if any, shall take place in the city, and notice thereof and the proceedings shall otherwise be in accordance with rules and regulations issued by the auditor. The petitioner shall bear the burden of proof, and the standard of proof shall conform with that in civil, nonjury cases in state district court.
 - (4) Thereupon, the hearing officer shall make a final determination. Such final determination shall be considered a final order and may be reviewed under Rule 106(a)(4) of the state rules of civil procedure by the petitioner or by the city. A request for reconsideration of the determination may be made if filed with the hearing officer within fifteen (15) days of the date of determination, in which case the

EXHIBIT G

hearing officer shall review the record of the proceedings, and the determination shall be considered a final order upon the date the hearing officer rules on the request for reconsideration. The nonprevailing party shall be responsible for and shall pay the costs of the hearing, including the costs of the hearing officer and the hearing reporter.

- (5) The district court of the second judicial district of the State of Colorado shall have original jurisdiction in proceedings to review all questions of law and fact determined by the hearing officer by order or writ under Rule 106(a)(4) of the state rules of civil procedure.
- (6) Failure to pay outstanding penalties that are not pending appeal and are owed to the city pursuant to this section shall be grounds for suspension or revocation of any license issued by the city until fully paid.

(Code 1950, §§ 161.1A, 161.1B, 161.1C, 161.1D; Ord. No. 582-85, § 2, 10-28-85; Ord. No. 212-89, § 1, 4-17-89; Ord. No. 979-95, § 1, 11-27-95; Ord. No. 546-96, § 1, 7-1-96; Ord. No. 624-97, § 1, 9-22-97; Ord. No. 277-00, § 1, 4-3-00; Ord. No. 84-02, § 1, 1-28-02; Ord. No. 656-06, § 1, 10-9-06; Ord. No. 679-06, § 1, 10-16-06; Ord. No. 423-09, § 1, 8-3-09; Ord. No. 285-10, § 1, 5-24-10; Ord. No. 161-12, §§ 1, 2, 3-19-12; Ord. No. 387-12, § 1, 7-30-12; Ord. No. 985-16, § 1, 11-7-16; Ord. No. 35-19, § 1, 2-11-19)

Sec. 20-77. Debarment from city contracting due to certain violations of law.

- (a) *In general.* A contractor shall be subject to debarment and disqualification from the award of any contract upon a determination that grounds for debarment exist as provided in this section.
- (b) *Definitions.* As used in this section:
 - (1) *Contract* shall mean a contract or a purchase order authorization for construction, alteration, improvement, repair, maintenance or demolition of any city-owned or leased building or performed on city-owned land by or on behalf of the city, or for any agency of the city, or financed in whole or in part by the city or any agency of the city, and includes subcontracts.
 - (2) *Contractor* shall mean a contractor who has contracted with or is seeking to contract with the city or to provide goods or services to or on behalf of the city and a subcontractor or supplier of any tier.
 - (3) *Debarment board* or *board* shall mean a board consisting of the manager of transportation and infrastructure, the manager of aviation, the manager of general services, the director of the division of small business opportunities, and the auditor. In the event any member of the board has a conflict hearing a particular matter, the conflicted member will delegate his or her duties as a member of the debarment board to another individual within his or her department or division.
- (c) *Grounds for debarment.* As used in this section, "grounds for debarment" shall mean the occurrence within the three (3) years immediately preceding a report as provided in subsection (d) of:
 - (1) A willful failure or refusal of a contractor to pay prevailing wages in violation of section 20-76. In any proceeding arising under this section, a "willful failure or refusal" may be proven by evidence that the contractor has intentionally or repeatedly paid less than the required prevailing wage(s), either under the same contract or under two (2) or more contracts, including subcontracts.
 - (2) Intentional or repeated violations of the obligations imposed upon the contractor by contract provisions that substantially conform to the requirements of subsection 20-76(d).
 - (3) Any suspension or termination of a contract by the city or any agency thereof due to a violation of section 20-76.
 - (4) Any violation of any applicable city or state law establishing journeyman to apprentice ratios for the performance of work distinctive to a specific craft of trade or requiring licensing for the performance of

EXHIBIT G

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- any type of construction work, when such violation occurred in the course of a contract, and when such violation demonstrates an intent by a contractor to evade the requirements of section 20-76 for the payment of prevailing wages.
- (5) Any violations described in D.R.M.C. section 28-77.
 - (6) Conviction of a criminal offense under local, state, or federal law or entry of a civil judgment for embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, fraud, unfair trade practices, violation of state or federal antitrust statutes, or other law indicating a lack of business integrity or business honesty by a contractor or an officer, director, partner, manager, key employee, or other principal of a contractor.
 - (7) Conviction of a criminal offense or entry of a civil judgment related to obtaining or attempting to obtain a public or private contract or subcontract, including, but not limited to, bid rigging or collusion by a contractor or an officer, director, partner, manager, key employee, or other principal of a contractor.
 - (8) Serious violation of the terms of one or more contracts with the city, including willful material failure to perform, following notice of such failure, or a history of material failure to perform, or of materially unsatisfactory performance of one or more contracts with the city.
 - (9) Current debarment by any other governmental entity based upon a settlement agreement or a final administrative or judicial determination issued by a federal, state, or local governmental entity.
 - (10) Any other cause of so serious or compelling a nature that it affects the present responsibility of a contractor or subcontractor.
 - (11) Any violations of or described in D.R.M.C. section 20-80.
 - (12) Any violations of or described in D.R.M.C. sections 20-82 through 20-84.
 - (13) The term "grounds for debarment" shall not include any isolated or insubstantial violation of law that is promptly corrected by a contractor in accordance with the requirements of the city.
- (d) *Reports to debarment board.* Any officer or employee of the city responsible for enforcing the laws set forth in paragraph (4) of subsection (c) of this section, or for the administration of the contracts of the city shall promptly report to the debarment board in writing any grounds for debarment coming to the attention of the officer or employee. Submittal of such a report to the board by an officer or employee who is on the board or who works under any member of the board shall not disqualify on its own that board member from serving his or her duties on the board with regard to the submitted report.
- (e) *Debarment investigation; notice to contractor.*
- (1) Following the receipt of a report of grounds for debarment under subsection (d), the debarment board shall conduct an investigation. After the board has made an initial investigation of the facts and circumstances underlying the report, the board shall send a written notice of investigation to the contractor against whom the report was made. Such notice shall be sent by certified mail, return receipt requested, and shall contain a concise statement of the report and the underlying facts and circumstances as they appear to the debarment board at the time of the notice. The notice shall inform the contractor that it has twenty (20) business days in which to respond to the board in writing.
 - (2) The contractor's response shall include a statement of the following:
 - (i) Which, if any, of the facts cited in the notice the contractor does not contest;
 - (ii) Any facts not included in the notice which the contractor believes to be relevant to the investigation;

EXHIBIT G

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- (iii) The contractor's statement of the facts and circumstances relevant to the report and investigation; and
 - (iv) Any mitigating factors related to the grounds for debarment.
- (3) After receipt of the contractor's written response, the debarment board shall meet with the contractor to discuss and review the facts and circumstances relevant to the report under investigation. The board may meet more than once with the contractor during the investigation. The contractor may be represented by counsel at such meeting(s), and may present documentation and exhibits to the board for the board's consideration.
- (4) It is not the intent of this subsection (e) that the debarment board shall conduct informal or formal hearings during the investigation, but rather that the contractor against whom the report is made shall have the opportunity to be notified of the investigation and to present information relevant to the report. If a contractor does not timely respond to a notice of investigation sent under this subsection (e), the board shall proceed with the investigation.
- (f) *Determination of debarment.* Following the investigation under subsection (e) of this section, and after consultation with the city attorney, the debarment board may determine that no further action is required, or may debar a contractor from consideration for any contract upon the affirmative vote of at least three (3) members of the board for a period of up to three (3) years. If the board determines to debar a contractor, then the board shall send a written notice of debarment by certified mail, return receipt requested, to the contractor, and the notice shall inform the debarred contractor of the right to appeal the decision administratively in accordance with subsection (h) of this section.
- (g) *Effect of debarment determination.* A debarment determination shall take effect thirty (30) days after the contractor receives notice of the determination unless an appeal is filed during that time in accordance with subsection (h) of this section. After the debarment decision takes effect, the contractor debarred shall remain debarred unless a court or the board orders otherwise or until the debarment period specified in the determination expires. A debarment shall disqualify the contractor from the award of any contract during the period of debarment, and shall be binding upon any and all city departments and agencies responsible for the award of contracts.
- (h) *Suspension.* The debarment board, in consultation with the city attorney, may temporarily suspend any contractor because a criminal investigation has commenced or a criminal charge has issued against the contractor or an officer, director, partner, manager, key employee, or other principal of a contractor for an offense under local, state, or federal law for embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, receiving stolen property, fraud, unfair trade practices, violation of antitrust statutes, or other law indicating a lack of business integrity or business honesty until the investigation is concluded without charges or the charges are resolved through conviction, plea, dismissal, or other resolution.
- (i) *Appeals.*
- (1) Any contractor who disputes any determination of debarment made pursuant to this section may petition the debarment board for a hearing concerning such determination no later than thirty (30) days after having been notified of any such determination. Compliance with the provisions of this subsection shall be a jurisdictional prerequisite to any action brought under the provisions of this section, and failure of compliance shall forever bar any such action.
 - (2) The debarment board shall designate a hearing officer to hold such hearing, and shall be represented before the hearing officer by the city attorney.
 - (3) Such petition shall be filed in writing, and the facts and figures submitted shall be submitted under oath or affirmation either in writing or orally at a hearing scheduled by the hearing officer. The hearing, if any, shall take place in the city, and notice thereof and the proceedings shall otherwise be in

EXHIBIT G

accordance with rules and regulations issued by the board. The petitioner shall bear the risk of non-persuasion, and the standard of proof shall conform to that in civil, non-jury cases in state district court.

- (4) Thereupon, the hearing officer shall make a final determination. Such final determination shall be considered a final order of the hearing officer and may be reviewed under Rule 106(a)(4), C.R.C.P. by the petitioner or by the city.
- (5) The district court of the second judicial district of the state shall have original jurisdiction in proceedings to review all questions of law and fact determined by the hearing officer by order or writ under Rule 106(a)(4) C.R.C.P.
- (6) Any appeal of a debarment determination shall automatically stay the effect of the debarment until the appeal is finally resolved.
- (j) *Debarment list.* The debarment board shall maintain a list of any and all contractors debarred in accordance with this section and shall promptly notify the auditor, the mayor, the city council, the manager of transportation and infrastructure, the manager of aviation, the manager of parks and recreation, the director of the division of small business opportunity, and the manager of general services of any additions or deletions to the debarment list.
- (k) *Mandatory contract provision.* Every contract shall contain a provision prohibiting the contractor from hiring any subcontractor that is currently debarred by the city in accordance with this section.
- (l) *Other remedies preserved.* The operation of the debarment process under this section 20-77 shall not preempt or supersede existing remedies or penalties for violation of prevailing wage, building code or other city laws and regulations, or other discretionary activities of appropriate city officials with respect to contract issues that may be provided by law.
- (m) *Guidelines; rules and regulations.* The debarment board is authorized to promulgate guidelines and rules and regulations as may be necessary to effectuate the purposes of this section 20-77.

(Ord. No. 581-03, § 1, 7-14-03; Ord. No. 985-16, § 2, 11-7-16; Ord. No. 194-19, §§ 1—3, 4-8-19; Ord. No. 39-20, § 38, 2-3-20)

Sec. 20-78. Requirements before payment to contractors.

No warrant or demand for payment to any contractor under any such contract shall be drawn or allowed by the manager of finance unless such contractor shall have filed with the auditor the reports and statements required by section 20-76(d) nor while any such contractor or any subcontractor under the contractor shall be in default in the payment of such wages as are required by the contract.

(Code 1950, § 161.1F; Ord. No. 656-06, § 2, 10-9-06)

Sec. 20-79. Division constitutes part of all contracts.

The provisions of this division shall constitute a part of every contract of employment between every contractor or subcontractor and any employees performing work covered by the provisions of this division.

(Code 1950, § 161.1G)

DENVER GREAT KIDS		
EARLY HEAD START/HEAD START INDIVIDUALIZED HEALTH PLAN		
CENTER:	CHILD'S NAME:	
	DATE:	NURSE/HEALTH TEAM REVIEW INITIALS
FIRST DAY OF ATTENDANCE IN CLASSROOM:		
INDIVIDUALIZED HEALTH PLAN IN PROCESS		
MEDICAL HOME IDENTIFIED BY PARENT		
HEALTH INSURANCE IDENTIFIED BY PARENT		
Referred to Covering Kids or DH Enrollment Specialist		
HCT Result		
LEAD Result		
TB Result OR Risk Assessment		
HCAP 1		
HCAP 1 Completed & Expiration date		
HCAP 2		
HCAP 2 Completed & Expiration date		
IZ IN CHART AND UP-TO-DATE FOR AGE		
Is there a Statement of Immunization Exemption on File?		
CURRENT PE IN CHART		
1 month		
2 months		
4 months		
6 months		
9 months		
12 months		
15 months		
18 months		
24 months/2 years		
3 years		
4 years		
5 years		
HEALTH SCREENINGS COMPLETED WITHIN 45 DAYS		
Health Screenings retests needed		
REFERRAL NEEDED BASED ON HEALTH SCREENINGS		
Referral completed		
DENTAL HOME IDENTIFIED		
DENTIST'S EXAM COMPLETED WITHIN 90 DAYS		
Treatment completed		
	Most Recent Fall Data	
Fall Height		
Fall Weight		
Fall BMI		
	Most Recent Spring Data	
Spring Height		
Spring Weight		
Spring BMI		



Head Start Eligibility Verification Form

1. Child's name: _____

2. Child's date of birth: _____

3. Is this child eligible to participate in the program? Yes No

4. Type of eligibility interview conducted: In-person Audio or Video Call

5. Indicate the applicable eligibility criterion for this child:

- | | |
|---|---|
| <input type="checkbox"/> Experiencing Homelessness | <input type="checkbox"/> Other (up to 10% may fall into this category, up to 49% for AI/AN programs) |
| <input type="checkbox"/> Foster care | |
| <input type="checkbox"/> Public assistance (TANF, SSI, SNAP) | <input type="checkbox"/> Income between 100-130% poverty guidelines (up to 35% may fall into this category) |
| <input type="checkbox"/> Income at or below 100% poverty guidelines | |

6. What documentation was used to determine eligibility and is included as part of the eligibility determination record?

- | | |
|--|---|
| <input type="checkbox"/> Income Tax Form 1040 | <input type="checkbox"/> Unemployment documentation |
| <input type="checkbox"/> W-2 | <input type="checkbox"/> Written statement (employer, service provider) |
| <input type="checkbox"/> TANF documentation | <input type="checkbox"/> Foster care reimbursement |
| <input type="checkbox"/> SSI documentation | <input type="checkbox"/> Family signed declaration |
| <input type="checkbox"/> SNAP documentation | <input type="checkbox"/> Other, please describe:
_____ |
| <input type="checkbox"/> Pay stub or earnings statements | _____ |

7. Staff signature: _____ Date: _____

8. Staff name: _____ Title: _____

Notes: