

FOURTH AMENDATORY AGREEMENT

THIS FOURTH AMENDATORY AGREEMENT is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado ("Denver"), for itself and on behalf of the **Office of Human Rights and Community Partnerships** ("Agency"), and together with Denver, the "City") and **MPOWERED**, a non-profit organization, with its principal place of business located at 2009 Wadsworth Boulevard, Suite 100, Lakewood, CO 80214 (the "Contractor"), each the City and Contractor a "Party" and jointly the "Parties."

RECITALS:

A. The parties entered into an Agreement dated March 17, 2016, and amended it on August 1, 2016, October 6, 2016, and January 9, 2017, under which the Contractor provides financial counseling and related support services for the City's Financial Empowerment Center program (together, the "Agreement").

B. The Parties wish to amend the Agreement to extend its term for an additional three (3) months and increase the maximum contract amount.

NOW THEREFORE, the parties agree as follows:

1. Effective April 1, 2017, all references to Exhibits A, A-1, and A-2" in the existing Agreement shall be amended to read "Exhibits A, A-1, A-2, and A-3, as applicable". The scope of work and budget marked as Exhibit A-4 is attached and incorporated by reference. Effective as of April 1, 2017, Exhibit A-4 will govern and control the payment of services provided from April 1, 2017, until June 30, 2017.

2. Article 3 of the Agreement, entitled "**TERM**", is hereby amended to read as follows:

“3. TERM: The Agreement will commence on January 1, 2016, and will expire on June 30, 2017 (the "Term"). Subject to the Director's prior written authorization, 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.”

3. Article 4.D.(1) of the Agreement, entitled "**Maximum Contract Amount**", is hereby amended to read as follows:

“ D. Maximum Contract Amount:

(1) Notwithstanding any other provision of the Agreement, the City's maximum payment obligation will not exceed **Six Hundred Forty-Seven Nine Hundred Eleven Dollars and Thirty-One Cents (\$647,911.31)** (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, A-1, A-2, A-3, or A-4, as applicable**. Any services performed beyond those in **Exhibit A, A-1, A-2, A-3, or A-4, as applicable**, 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 funds 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 the Agreement irrevocably pledge present cash reserves for payment or performance in future fiscal years. The Agreement does not and is not intended to create a multiple-fiscal year direct or indirect debt or financial obligation of the City."

4. Except as amended herein, the Agreement is affirmed and ratified in each and every particular.

5. This Fourth Amendatory 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.

END

SIGNATURE PAGES AND EXHIBIT A-4 FOLLOW THIS PAGE

Contract Control Number:

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:

By _____

By _____

By _____



Contract Control Number: HRCRS-201626889-04

Contractor Name: MPOWERED

By: Benjamin Weeda

Name: *Ben Weeda*
(please print)

Title: Development Director
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)



**Scope of Work
Financial Empowerment Center**

1.0 SCOPE: The Contractor shall provide financial coaching and related services to the operation of the Denver Financial Empowerment Center (FEC) on behalf of the Office of Financial Empowerment (OFE). Contractor shall work in cooperation with the City of Denver (the City) to ensure effective service delivery and program modifications, as needed.

2.0 SERVICES

A. One-on-One Financial Coaching

- i. Provide one-on-one financial coaching at the following sites as funding permits:
 - a. Habitat for Humanity
 - b. Warren Village
 - c. Mi Casa Resource Center
 - d. Denver Human Services, Castro Building
 - e. Wellington Webb Building (tentative with appropriate funding)
- ii. Sites are subject to change in discussion with the Contractor according to the needs of the program, community and available funding.
- iii. "One-on-one financial coaching" is defined as a meeting between a financial coach and client that lasts a minimum of 30-minutes and helps a client towards achieving an outcome. Coaching can be done via a conference call with the client as long the coaching session lasts a minimum of 30-minutes and is conducted in private area that allows the coach and the client to speak freely and maintain confidentiality.
- iv. Collect, track and enter comprehensive data on clients at intake and for subsequent coaching sessions using the database, Change Machine, according to the intervals below as directed by OFE. The following assessments shall be conducted:

Assessment	Timing	Change Machine Documentation
Intake Assessment	Conducted during the 1st session	Documented in Change Machine
Follow up to Intake Assessment	Within 3 months of the initial intake; and within 3 months following each subsequent assessment	Document any changes or updates in Change Machine
Financial Capability Scale	Conducted during 1 st session	Score recorded in Change Machine
Follow-up Financial Capability Scale	As prompted automatically by Change Machine every 3 months	Document each attempt in Change Machine
Credit Report Pull	1 st or 2 nd session required to complete	Document Score in Change Machine
Credit Report Follow-up	Credit reports pulled periodically - while client is an active client	Document Score in Change Machine
General FEC Client Follow-up from 1 st appointment	All clients will be offered the opportunity to schedule a follow-up appointment at the end of their 1 st appointment.	Document in Change Machine

B. Group Coaching

- i. "Group coaching" means the provision of coaching in a group setting. Group coaching qualifies as multiple individual counseling sessions if a counselor provides appropriate information, advice and guidance, specific to the needs and financial situation of each participant tracked during the session, and the counselor to client ratio does not exceed 1:8. Each participant in a group coaching should work towards accomplishing one outcome.
- ii. Provide group coaching sessions as part of the overall scope, provided the total number of coaching sessions conducted in a group does not exceed 10% of all client sessions in a year.

C. Outreach

- i. Conduct nine or less outreach activities on behalf of the OFE. These include but are not limited to the following events:
 - a. Cabinet in the Community (quarterly)
 - b. Senior Fair
 - c. Denver Housing Authority Fair
- ii. "Outreach activities" are defined as attending events to promote awareness of FEC services and may require attendance in the evenings and/or weekends. OFE will provide a minimum of three weeks advance notice for evening and weekend events and at least a one-week notice for outreach activities occurring during normal business hours.

D. FEC Site Partner Coordination

- i. Create and maintain a coaching schedule which outlines the coaches assigned to each site and the hours of operation at each site. Any changes to the coaching schedule shall be discussed and approved by OFE, in advance of any changes made, or communicated to site partners or general public.
- ii. Coordinate and train FEC site partners to ensure their staff are properly trained on identifying and referring clients that will benefit from FEC services.
- iii. Plan and convene quarterly meetings of the site partners, in partnership with the OFE, to discuss program implementation. This task includes taking the lead on drafting the agenda, soliciting feedback from OFE on agenda, setting regularly scheduled quarterly meetings, securing a location and managing all logistics related to the location, communications with partners about the meeting and disseminating the meeting minutes within one week of the meeting.

E. FEC Integrations

- i. Collaborate with OFE to support energy efficiency integration.
 - a. Provide outreach to FEC clients, referrals, education, screening and enrollment support for the following programs using the EOC EE Screening Flow Chart: Low-Income Energy Assistance (LEAP), Energy Outreach Colorado grants, Crisis Intervention, Weatherization Assistance, Colorado's Affordable Residential Energy and Heatwave.
 - b. Implement screening, referral and income documentation processes to ensure that clients referred and/or enrolled meet an income standard of 300% FPL or lower.
 - c. Provide energy behavior coaching to approximately 125 clients receiving financial coaching which includes:
 - a. Energy bill basics
 - b. Identify a minimum of 1 no cost savings opportunities to address in the home
 - c. Follow-up on energy savings progress at subsequent appointments
 - d. Administer a pre survey only. Energy Outreach Colorado will conduct the post Energy Behavior Change survey to approximately 125 clients receiving energy behavior coaching (see Appendix X) for survey to be administered.
 - e. Track and document in Change Machine all referrals made for energy efficiency services.
- ii. Collaborate with OFE to support the Bank On Denver/FEC integration as follows:
 - a. Work with OFE to bank current and new FEC clients that are unbanked or underbanked.

- b. Work with local banking partners to schedule banking appointments for FEC clients.
- c. Work with OFE and local banking partners to track and collect banking data.

3.0 SERVICE DELIVERY

A. Staffing

- i. Identify a Program Manager or Supervisor who will be the main point of contact between the Contractor and OFE for implementation, management and service delivery issues.
- ii. Hire, retain, supervise and provide staffing to support program implementation, evaluation and reporting as follows:
 - a. 3.5 FTE Financial Coaches (Some coaches shall be bilingual in English/Spanish)
 - b. 1.0 Financial Program Manager
 - c. .5 FTE Engagement Specialist
- iii. Contractor shall ensure consistency in the volume of clients served and the quality of service delivery at all times including, but not limited to staff transitions, vacations and professional development.
- iv. All financial coaches will possess at least a Bachelor's degree from an accredited school and two (2) years of work experience with some background in finance, financial education, counseling/coaching, social work, teaching or other related fields. Related professional experience may be substituted for education qualifications.
- v. Contractor shall notify OFE of any changes in staffing.
- vi. Contractor shall ensure that managerial staff participates in regular calls and quarterly reviews with the OFE to discuss progress to achieve outcomes, program modifications needed and barriers to success.
- vii. Provide staffing to respond to calls and emails received through the FEC phone number (720-944-2498) and email addresses fec@denvergov.org and info@bankondenver.org.
- viii. Contractor shall identify itself as the 'Financial Empowerment Center' when responding to emails and calls from the general public.
- ix. Provide one-on-one coaching on the days and at the hours agreed upon. Beginning in 2017, Contractor will be required to offer hours in the evenings and/or weekends, as negotiated by OFE and the site partner.
- x. Any changes to the coaching schedule shall be discussed and approved by OFE, in advance of any changes made or communicated to site partners or general public.
- xi. Temporary closure (5 business days or more) of any sites must be discussed with and approved by the OFE.

B. Training

- i. Financial coaches will complete training on these topics within six months of becoming employed as an FEC Coach except where noted. Financial coaches who do not successfully complete these courses shall not provide coaching to clients of the FEC.
 - a. FEC Coach Training
 - b. Motivational Interviewing
 - c. Bridges out of Poverty
 - d. Financial Empowerment for Case Managers
 - e. Change Machine
 - f. AFCPE Certification -(AFCPE requires 1000 hours on the job experience)
 - g. Bank On Denver
 - h. Energy Outreach Colorado
- ii. Contractor will ensure FEC-staff participate in ongoing training on Change Machine for FEC to ensure they are updated on the latest database features and data entry processes.
- iii. Contractor shall participate in professional development and/or other cross-training to support program evaluation and FEC integrations as requested by OFE.

C. Facilities and Equipment

- i. Coordinate with OFE on the logistics needed to support financial coaching at multiple sites across the city. Any facility issues, including but not limited to access and space should be directed to OFE only.
- ii. Ensure that computer equipment, the client database and other materials are only used by FEC-approved staff for FEC activities.

D. Marketing and Communications

- i. Contractor shall adhere to the guidelines set forth in the FEC Communications and Branding Manual to be provided and updated periodically by OFE. Guidelines include, but are not limited to:
 - a. Use of FEC-approved promotional and outreach materials.
 - b. Use of FEC-approved templates to create customized marketing materials, collateral and branded supplies for FEC.
- ii. Contractor shall include reference to the "Financial Empowerment Center" pursuant to the guidelines developed by OFE, in all publications, materials, transactions that are developed for the purpose of delivering or representing FEC services.
- iii. Contractor shall submit to the OFE for approval, prior to use, any FEC material for publication through any medium of communication, at any time, either during or after completion or termination of this agreement. This includes any reference to data and/or the results of the FEC that may be shared in grant reports, annual reports or impact statements.
- iv. Contractor or any of its employees, servants, agents or independent contractors shall not make any statements about the FEC to the press without prior approval by OFE.
- v. Contractor will work with OFE to document client success stories and will secure the necessary client permissions.
- vi. FEC staff will use training materials provided by the OFE and/or those developed by the Contractor that are approved by the OFE.
- vii. All training materials created for the FEC are considered intellectual property and are owned by the City.

E. Collaboration with OFE

- i. There will be ongoing contact between the Contractor and OFE to keep each other informed of changes and progress through verbal, written and electronic communication.
- ii. Contractor is required to meet monthly with OFE. This meeting will include both the program manager and any other management that need to attend.
- iii. Contractor shall work with OFE, prior to seeking any FEC funding from city agencies as all city funds for the FEC shall be directed through OFE.
- iv. Contractor shall notify the FEC when seeking or awarded funds for FEC-staff to ensure consistent communication among funding partners.
- v. Any new partnerships involving the FEC, should be discussed in advance, with the OFE prior to approval.

F. Evaluation

- i. Contractor will comply with all OFE reporting requirements and work with OFE to monitor and evaluate the service delivery against projected program outcomes.
- ii. OFE will provide the Contractor with Change Machine, a client management and information system which will be used to collect, track, analyze and generate data reports data on clients at intake and all subsequent coaching sessions.
- iii. Change Machine will be hosted and maintained by Change Machine in collaboration with OFE. Change Machine will provide training and ongoing technical assistance to FEC staff, as needed. Any issues with the performance of Change Machine should be reported to OFE.

- iv. Contractor will ensure that client data from each session is entered into Change Machine on a daily, weekly and monthly basis to ensure update-to-date data and reporting can be done.
- v. Contractor shall upload all client documents into Change Machine.
- vi. Contractor will administer a post-first session survey and share results with the FEC quarterly.
- vii. With notification, contractor shall agree to participate in additional monitoring and evaluation activities, including but not limited to: learning networks; site visits; surveys; interviews; focus groups; administrative records review; and to support other data collection and evaluation strategies as shall be required by the OFE.
- viii. Contractor shall not enter into any agreement for evaluation of FEC services or clients without prior consent and approval by the OFE.
- ix. Submit the following reports:

Report	Due Date	Data Required
FEC		
Quarterly Data Report	25th of month following the quarter	See Appendix B for template
Narrative Report	25th of month following the quarter	Aggregate report in PDF
Post First FEC Session Survey	25th of month following the quarter	Aggregate report in PDF
Quarterly Budget Report with Narrative	25th of month following the quarter	See Appendix C for template
Monthly Billing Report with Documentation	Monthly	See Appendix C for template
Quarterly Energy Efficiency Report	25th of month following the quarter	Aggregate report in PDF

G. Client Confidentiality and Data Collection

- i. Maintain client confidentiality according to the agreement and consent form signed by the client.
- ii. Keep all data within the secure limited-access network, maintained by Change Machine. Client data should not be downloaded to hard drives of individual computers or to portable storage devices.
- iii. Contractor shall ensure that each FEC coach has fully explained the data sharing and data collection policies of the FEC with each client and obtained a signed Confidentiality Form for each client. In the event that a client does not choose to share data with the FEC, the Contractor shall have a procedure in place to ensure this data is not released and is extracted from data collection and all reporting by the Contractor.
- iv. Contractor shall use the OFE approved client Confidentiality Form to secure the client's release of data and information. Any changes to this form must be submitted to OFE for approval by the City's attorney.
- v. Contractor shall provide at least one secure cabinet that locks, per site location that is accessible only to the site managers and FEC staff.
- vi. Contractor shall ensure that computer equipment, the client database and other materials will not be used by anyone other than FEC-trained and approved coaches and support staff and will not be used outside of the parameters of the FEC.
- vii. Contractor will ensure that all paper documents with personally identifiable information will be stored in locked file cabinets with access limited to FEC staff only. Financial coaching records, including sensitive financial information must be kept in a locked drawer/cabinet separate from other Contractor client information. Any old, duplicative, or unnecessary documents containing personally identifiable information shall be shredded

using a cross cut paper shredder. Personally identifiable information includes, but is not limited to: social security numbers; full names; telephone numbers; addresses; email addresses; dates of birth; and financial account numbers.

- viii. Contractor will use standard database security practices, which include: using strong passwords (combinations of letters, numbers, and special characters) to limit access; changing passwords at least quarterly; and not sharing passwords with other employees or by storing passwords where others may access them.
- ix. Contractor will limit the ability of non-FEC staff to view data by locking, turning off or logging out of computer systems when not in use. This shall include setting security systems to automatically lock with a screen saver at frequent intervals, not more than ten minutes.
- x. Contractor will protect computers and other network devices that can be used to access client data with anti-virus and anti-spyware malware protection software, a firewall, and timely installation of Windows "patches."
- xi. It is the responsibility of the Contractor to immediately report to OFE any issues with data collection, data quality or the performance of Change Machine.
- xii. The Contractor is required to correct any data entry errors, including but not limited to incomplete or missing data and/or issues related to poor data quality.

H. Performance Outcomes

- i. Performance outcomes are based on the calendar year, ending June 30th, 2017.
- ii. Contractor is responsible for notifying the OFE of any issues (personnel or otherwise) that affect the operations of the FEC during this contract period and work with OFE to come to a resolution.
- iii. Contractor shall ensure consistent delivery of services during staff transitions. Upon request by the Contractor, OFE will consider adjustments to program deliverables due to extenuating staffing circumstances.
- iv. Contractor shall deliver on the scope of work from the Head Start contract for \$12,000.00 per Appendix D and invoice monthly for \$4000.00 per month. Service provision for this scope of work with Head Start may extend beyond the duration of this contract.
- v. Contractor shall meet the following performance outcomes as follows:
See Appendix A for outcomes.

I. Budget

- i. Contractor will be compensated in accordance with the following budget not to exceed a total of \$119,802.06 for the contract period ending June 30th 2017.

Financial Empowerment Center

2017 Contractor Budget Thru June 30th 2017

Budget Proposal for OFE and the CFE Sites

Budget Categories	Budgeted Amount	
Salaries and Wages		
Director of Program	18%	\$ 3,666.67
Program Manager 1.0	100%	\$ 14,250.00
Financial Coach 1.0	100%	\$ 11,666.67
Financial Coach 1.0	100%	\$ 11,666.67
Financial Coach 1.0	100%	\$ 11,666.67
Financial Coach .5	50%	\$ 5,833.33
Phone/Scheduler	50%	\$ 8,000.00
Subtotal Salaries		\$ 66,750.01
Fringe 19.7%		
Director of Programs		\$ 722.33
Program Manager		\$ 2,807.25
Financial Coach 1.0		\$ 2,298.33
Financial Coach 1.0		\$ 2,298.33
Financial Coach 1.0		\$ 2,298.33
Financial Coach .5		\$ 1,149.17
Phone/Scheduler		\$ 1,576.00
Subtotal Fringe		\$ 13,149.75
Total Personnel Costs		\$ 79,899.76
Other than Personnel Services Costs		
Supplies		\$ 2,500.00
Cell Phones		\$ 1,600.00
Equipment		\$ -
Credit Report Pulls		\$ 2,000.00
Training		\$ 5,000.00
Travel/Mileage		\$ 1,500.00
Marketing		\$ 1,000.00
Total Other Costs		\$ 13,600.00
Subtotal		\$ 93,499.76
Indirect 17.8%		\$ 14,302.30
Total OFE Contract thru June 2017		\$ 107,802.06
HeadStart Contract**		\$ 12,000.00
Total Compensation		\$ 119,802.06

****Head Start Invoiced at \$4000.00 per month**

Appendix A

Appendix A

FEC Outcomes	59 Total Outcomes
Total # of sessions	392 Sessions
average # of sessions per client	Average of 2.0 sessions per client across clients served in program
Total amount of increased savings	\$61,755
Total amount of debt reduced	\$187,551
Open and/or transition to a safe and affordable bank account	17% of outcomes are for opening/transitioning to bank acct; (10 banking outcomes under revised contract)
Bank account is open 6 months later	13% of outcomes are for opening/transitioning to bank acct; (8 banking outcomes under revised contract)
Establish and/or maintain a regular savings habit	14% of outcomes are for establishign regular savings habit; (8 savings outcomes under revised contract)
Increase savings by at least 2% of net annual income	19% of outcomes are for increasing savings; (11 savings outcomes under revised contract)
Establish credit score	3% of outcomes are for establishing credit (2 est credit outcomes under revised contract)
Decrease debt at least 10%	20% of outcomes are for decreasing debt; (12 debt outcomes under revised contract)

Increase credit score by at least 35 points	14% of outcomes are for increasing credit score; (8 credit outcomes under revised contract)
Energy Efficiency Outcomes	
Provide referrals to LEAP, Crisis Intervention Program (as needed), WAP, CARE, and home energy assistance	
Energy Efficiency Program services	13 cleint referrals
Improve Credit	25% of Energy Efficiency clients will improve credit
Reduce debt	Energy Efficiency clients will reduce debt by \$6250
Increase savings	Energy Efficiency clients will increase savings by \$2500
Energy Efficiency clients to receive coaching	50 LEAP clients will receive FEC services
Screen and enroll clients in the EOC energy assistance grant program	Track # of FEC clients enrolled in EOC grant program
500 FEC clients will receive energy behavior coaching	125 clients will receive energy behavior coaching

Appendix B

Quarterly Data Report Template
Financial Empowerment Center Initiative

- 1. Summary
- 2. Referrals
- 3. Demographics
- 4. Milestones
- 5. Outcomes

Operated By: **mpowered**
 Quarter Ending: **3/31/2017**

Fill in all red cells

All Financial Empowerment Center Sites

	Q1 2017		Contract Year to Date	
	#	% of goal	#	% of Yr Goal
Summary	Quarter Session Goal:	% of goal	Yearly Session Goal:	YTD
Number of New Clients	227	N/A	227	n/a
Total Clients Served	321	N/A	321	n/a
Total Counseling Sessions	486	110.45%	486	#VALUE!
Counseling Sessions by Location	#	%	#	%
Center for Work Education And Employment	48	9.88%	48	9.88%
Denver Human Services: Castro Building	100	20.58%	100	20.58%
Habitat for Humanity	60	12.35%	60	12.35%
Metro Caring	28	5.76%	28	5.76%
MI Casa Resource Center	116	23.87%	116	23.87%
MI Casa Innovation Lab at Park Hill	2	0.41%	2	0.41%
mpowered (Lakewood Office)	0	0.00%	0	0.00%
Office of Economic Development: Montbello Workforce Center	66	13.58%	66	13.58%
Office of Economic Development: Steele Workforce Center	11	2.26%	11	2.26%
Potter's House Church	10	2.06%	10	2.06%
Warren Village	38	7.82%	38	7.82%
Other	7	1.44%	7	1.44%
Method				%
One-on-one	398	81.89%	398	398.00%
Group	0	0.00%	0	0.00%
Phone	88	18.11%	88	88.00%
Returning Clients	#	%	#	%
Two sessions	133	41.43%	133	41.43%
3 or more	80	24.92%	80	24.92%
Referrals		TOTAL		YTD %
City Agency / Office (Local Government)	21	6.54%	21	6.54%
Community Based Organization (Community Based Org)	200	62.31%	200	62.31%
Community Outreach Events or Educational Workshops (Community Outreach Events)	9	2.80%	9	2.80%
County Agency / Office	0	0.00%	0	0.00%
Faith Based Organization	0	0.00%	0	0.00%
Financial Institution (Financial Institution)	27	8.41%	27	8.41%
Friend or Family (Friend or Family)	22	6.85%	22	6.85%
Higher Educational Institution	0	0.00%	0	0.00%
Internet (Internet)	15	4.67%	15	4.67%
Library	0	0.00%	0	0.00%
Military Outreach	0	0.00%	0	0.00%
Newspaper / TV / Radio/Billboard/Public Transit Ad (Flyer or Poster)	11	3.43%	11	3.43%
Other	6	1.87%	6	1.87%

Public School		0	0.00%	0	0.00%
Walk In		0	0.00%	0	0.00%
No Response (left blank)		4	1.25%	4	1.25%
Demographics		Q1#		YTD #	YTD %
Income					
Average		\$26,095.00	N/A	\$26,095.00	N/A
Median		\$30,852	N/A	\$30,852	N/A
Client Reported Total Debt					
No Debt		18	5.83%	18	5.83%
Less Than \$1,000		18	N/A	18	N/A
\$1,000 to \$4,999 (in CM \$1 - \$5,000)		43	13.92%	43	13.92%
\$5,000 to \$9,999		21	6.80%	21	6.80%
\$10,000 to \$19,999 (in CM combo of sections 10 - 15, and 15 - 20k)		37	11.97%	37	11.97%
\$20,000 to \$29,999 (in CM \$20k - \$25k, and \$25k - \$35k)		38	12.30%	38	12.30%
More Than \$30,000 (in CM \$35 - \$45 and \$45+)		52	12.30%	52	12.30%
No Response (left blank)		82	26.54%	82	26.54%
Baseline Savings					
Average		\$7,793.00	N/A	\$7,793.00	N/A
Median		\$1,391	N/A	\$1,391	N/A
Unbanked		36		36	
Gender					
Male		86	27.13%	86	27.13%
Female		225	70.98%	225	70.98%
No Response (left blank)		6	1.89%	6	1.89%
Age Range					
18 - 21		7	2.20%	7	2.20%
22 - 25		24	7.55%	24	7.55%
26 - 30		46	14.47%	46	14.47%
31 - 35		40	12.58%	40	12.58%
36 - 40		39	12.26%	39	12.26%
41 - 45		23	7.23%	23	7.23%
46 - 50		30	9.43%	30	9.43%
51 - 55		25	7.86%	25	7.86%
56 - 60		17	5.35%	17	5.35%
61 - 65		11	3.46%	11	3.46%
66+		23	7.23%	23	7.23%
No Response (left blank)		33	10.38%	33	10.38%
Ethnicity					
African-American/ Black		80	25.56%	80	25.56%
Asian (Asian or Pacific Islander)		5	1.60%	5	1.60%
Caucasian/ White		117	37.38%	117	37.38%
Latino/ Latina	N/A			N/A	
American Indian or Alaskan Native		11	3.51%	11	3.51%
Multiracial		20	6.39%	20	6.39%
Prefer Not To Answer		72	23.00%	72	23.00%
No Response (left blank)		8	2.56%	8	2.56%
Ethnicity					
Hispanic Origin		88	27.85%	88	28.12%
Not of Hispanic Origin		204	64.56%	204	65.18%
Prefer Not To Answer		15	4.75%	15	4.79%
No Response (left blank)		9	2.85%	9	2.88%

Living Situation				
Homeless	6	1.97%	6	1.97%
Own	55	18.09%	55	18.09%
Public Housing	20	6.58%	20	6.58%
Rent a room (sublease)	11	3.62%	11	3.62%
Rent (on Lease)	170	55.92%	170	55.92%
Staying with Family/Friends	19	6.25%	19	6.25%
Temporary Housing/Shelter	20	6.58%	20	6.58%
Other	3	0.99%	3	0.99%
Prefer Not To Answer	0	0.00%	0	0.00%
No Response (left blank)	0	0.00%	0	0.00%
Marital Status				
Divorced	43	13.78%	43	13.78%
Living as Married/ Common Law (in CM Domestic Partnership)	10	3.21%	10	3.21%
Married	72	23.08%	72	23.08%
Separated	8	2.56%	8	2.56%
Single	160	51.28%	160	51.28%
Widowed	9	2.88%	9	2.88%
Prefer Not To Answer	2	0.64%	2	0.64%
No Response (left blank)	8	2.56%	8	2.56%
Educational Background				
Associate's degree	18	5.79%	18	5.79%
Bachelor's Degree	71	22.83%	71	22.83%
Vocational/Technical	17	5.47%	17	5.47%
High School Diploma	63	20.26%	63	20.26%
Less than High School	25	8.04%	25	8.04%
Masters Degree	30	9.65%	30	9.65%
PhD	1	0.32%	1	0.32%
Professional Degree	3	0.96%	3	0.96%
Some College	72	23.15%	72	23.15%
Prefer Not To Answer	3	0.96%	3	0.96%
No Response (left blank)	8	2.57%	8	2.57%

Client Milestones Achieved Since Program Inception	Number of Milestones	Number of Clients who Achieved Milestones
Banking		
	Number of Clients in Service Plan:	
Client obtained all documents needed		
Client opened savings account		
Client opened checking account		
Client intends to open a matching savings account		
Client opened a matching savings account		
Client uses ATM card		
Client uses debit card		
Client uses direct deposit		
Client uses online or automatic bill pay		
Negotiated down overdraft arrears		
Reviewed ChexSystems report with client		
Assisted in unfreezing bank account		
Credit		
	Number of Clients in Service Plan:	
Reviewed credit report with client		
Reviewed credit score with client		

Alerted credit bureau to error on credit report and disputed with creditors		
Alerted lender to error on credit report		
Reviewed rent report with client		
Reviewed credit history and identified need to establish credit		
Client opted out of solicitations from potential lenders		
Obtained credit builder loan / secured credit card		
Established credit		
Debt	er of Clients in Service Plan:	
Reviewed credit report(s) with client		
Identified debt owner		
Sent verification letter or letters		
Sent 'cease and desist' letter		
Negotiated with creditor		
Developed payment plan with client		
Alerted lender to identify theft		
Lender lowered / froze interest rate		
Lender lowered monthly payments		
Lender reduced / froze fees		
Entered payment plan with lender		
Lender reduced principal		
Created debt management worksheet		
Completed DCA debt settlement complaint form		
Referred to legal service provider		
Savings	er of Clients in Service Plan:	
Client assigned spending journal		
Savings plan included in budget		
Client completed realistic budget		
Client is saving money monthly		
Client opened savings account(s)		
Client has auto deduction to savings account		
Client opened matching savings account		

Client Outcomes Achieved	# of Clients Completed	Yearly Goal:	CM
Total Amount of Increased Savings			\$170,655
Total Amount of Debt Reduced			\$1,296,522.00
Total Number of Outcomes Achieved		73	
Banking			
Open or Transition to a Safe and Affordable Bank Account		15	
Bank Account Is Open 6 Months Later		1	
Savings			
Increase Savings by At Least 2% of Net Annual Income		11	
Establish and Maintain a Regular Savings Habit		8	
Credit			
Establish Credit Score or Increase Credit Score by At Least 35 Points			
<i>Establish Credit Score</i>		16	
<i>Increase Credit Score by At Least 35 Points</i>		0	
Debt			
Decrease Debt At Least 10%		22	

Appendix C

Financial Empowerment Center

2017 Contractor Budget Template

Budget Categories	Budgeted Amount	Spent	In-Kind	Total	Difference
Total Funds	\$119,802.06				
Personnel					
Salaries and Wages					
Program Manager					
Director of Programs					
Financial Coach 1					
Financial Coach 2					
Financial Coach 3					
Financial Coach 4					
Phone/Scheduler					
Subtotal Salaries	\$0.00				
Fringe					
Program Manager					
Director of Programs					
Financial Coach 1					
Financial Coach 2					
Financial Coach 3					
Financial Coach 4					
Phone/Scheduler					
Subtotal Fringe	\$0.00				
Total Personnel Services Costs	\$0.00				
Other than Personnel Services					
Supplies					
Cell Phones					
Equipment (cell phones, computers, etc)					
Credit Reports					
Training					
Travel/Mileage					
Marketing					
Total Other Than Personnel Costs	\$0.00			\$0.00	
Subtotal	\$0.00			\$0.00	
Indirect 17.8%					
Headstart					
Total	\$0.00			\$0.00	

Appendix D



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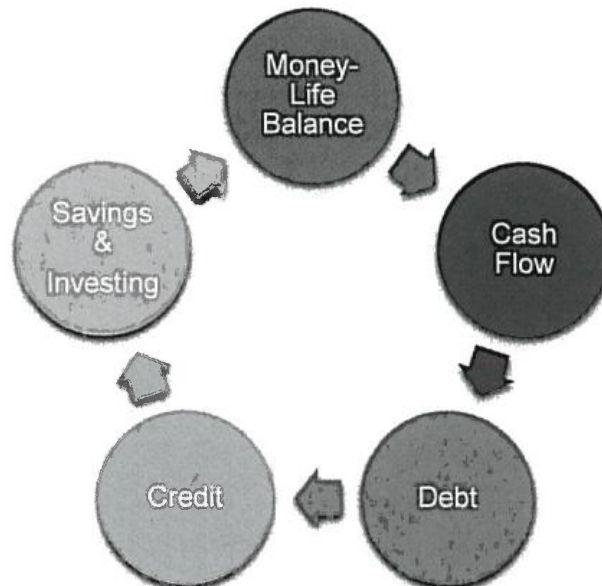
FINANCIAL COACHING AND EDUCATION FOR DENVER HEAD START PARENTS AND CASE MANAGERS

Training Proposal for Denver Head Start

Delivery period February 13th – June 30th 2017

The Financial Coaching and Education Proposal for Denver Head Start Parents and their Case Managers focuses on two areas: 1) an awareness of the Five Foundations of Personal Finance as a value driven structure for pursuing personal goals, and 2) strategies for engaging in courageous conversations around money and the intentional management of resources. The goal is to empower individuals, families and the case managers serving them to think, act and feel differently about money. Case managers will learn strategies that support their own financial wellbeing, facilitate the economic stability of the families they serve, elevate their skills, increase the quality of service, and facilitate the achievement of programmatic goals. Families in the Head Start program will receive technical instruction and support through group classes and one-on-one financial coaching.

THE FIVE FOUNDATIONS OF PERSONAL FINANCE





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Description:

Parents will have the opportunity to participate of:

- group classes

Case managers and program coordinators will have the opportunity to participate of:

- group classes
- half day trainings

Parents and staff will be offered group classes addressing subjects in personal finance: Budgeting, expense tracking and analysis, cash flow systems, strategies for saving, strategies for managing and paying off debt, student loan management and payoff, and strategies for improving and maintaining good credit. In addition to these classes, staff will have the opportunity to attend 4 half day trainings. Three of these trainings will focus on financial coaching best practices and addressing the content around the Five Foundations of Personal Finance with their clients, or program participants. The fourth training will focus on student loan management options and Public Service Loan Forgiveness, and will be held at a computer lab so that participants can visit relevant student loan websites.

Goals & Objectives: Our Financial Education Program seeks to emphasize the “personal” aspect of personal finance, demonstrate how an individual’s money beliefs, values and goals are critical for developing successful personal finance strategies and habits, and introduce financial coaching techniques as an effective approach for providing financial education, supporting behavior change, financial stability, and goal attainment. Through these various training options participants will discuss and practice:

- Basic personal finance theory and practice spanning the Five Foundations of Personal Finance.
- Strategies to increase the success and sustainability of productive personal finance practices.
- How money beliefs, personal habits, self-talk patterns, priorities, values and goals relate to financial stability and success.
- Goal setting processes.
- When goals and goal setting techniques become counterproductive.
- How financial stability relates to the success of clients and service providers.
- Basic financial coaching theory and techniques.
- Coaching vs. counseling: the social services continuum.
- Behavior change process review.
- Motivation and action planning.
- The role of internal discrepancies, and how to challenge discrepancies.
- What is accountability and who is responsible.
- The fallacy of willpower and the power of systems for the sustainability of discipline.
- Self-efficacy and celebrating success.



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Training Format: The training and technical assistance described in this proposal will be provided during scheduled group classes and financial coaching events over the five month period for implementation – February 13th through May 31st of 2017 – and may include the following recommended formats:

- Classes for parents and staff
- Half day training events for staff

In addition, parents and staff are welcome to schedule one-on-one financial coaching at their convenience, at any of *mpowered's* financial coaching sites, and as available during normal business hours.

The achievement of the outcomes outlined below will be assessed informally through practice and engagement of classes and coaching events, and through post event surveys to participants. Surveys will be anonymous and results will be shared with Denver Head Start.

Outcomes for Parents: By participating in group classes and one-on-one financial coaching parents will have the opportunity to practice and focus attention on the following:

Money-life Balance & Budgeting:

- Implement strategies for having productive and courageous conversations about money with family members.
- Identify and clarify their interpretation of money-life balance, and how this outlook shapes the short-term and long-term financial decisions they make.
- Identify some of the stories and experiences that inform their money beliefs.
- Identify how money beliefs relate to an individual's self-talk and drive behavior.
- Explain how goals define needs and wants.
- Explain and implement V.SMART Goals as a goal setting structure.

Budgeting, Saving & Debt:

- Explain how a budget can serve as a goal setting structure.
- Identify how the Five Foundations of Personal Finance relate to the achievement of personal goals.
- Explain the importance of seeking professional tax advice.
- Identify the purpose and importance of insurance and contingency planning.
- Identify how cash flow systems support the implementation of a budget.
- Identify the advantages and challenges of being banked.
- Identify and share basic budgeting tools and resources.
- Identify strategies for saving.



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- Identify strategies for managing irregular expenses.
- Identify strategies for managing unexpected obligations – emergencies.
- Identify strategies for managing and paying off debt.
- Identify strategies for pursuing large purchases and long term goals.
- Identify the relationship between credit scores and cash flow.
- Identify how to prioritize debts.
- Explain the basics of the debt collection process.
- Identify the potential options borrowers have for managing debt throughout the debt collections process.

Credit:

- Explain the function of the credit reporting system.
- Identify how to build, improve and maintain good credit.

Outcomes for Case Managers: In addition to the outcomes mentioned above, program coordinators and case managers will practice and focus attention on the following:

- Implement strategies for having courageous conversations about money with clients.
- Help clients understand the purpose and advantages of informed and intentional engagement with the Five Foundations of Personal Finance.
- Support clients' process in designing a basic budget based on the individual's own values and goals.
- Address a client's discrepancies in a nonjudgmental way for the purpose of seeking clarity.
- Support the client's self-efficacy.
- Help clients explore their interpretation of money-life balance, and how this outlook shapes the short-term and long-term financial decisions they make.
- Debrief courageous conversations with their colleagues in a way that supports and respects their client's privacy.
- Practice intentional self-care strategies.



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Budget Proposal:

○ Ten classes, 1.5 hours each	\$5500
Two cycles of the Five Foundations of Personal Finance, open to parents and staff. This could include classes around student loan management options and Public Service Loan Forgiveness.	
○ Four half day (4 hour) trainings for staff	\$6500
Courageous conversations, financial coaching best practices, credit report analysis training, and student loans training and implementation practice.	
<hr/>	
Total Costs	\$12,000