

2011-0486

AGREEMENT for Head Start Services for Program Year 2011-2012

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 (the "City") and **MILE HIGH MONTESSORI EARLY LEARNING CENTERS**, a Colorado not-for-profit corporation, whose address is 1780 Marion Street, Denver, Colorado 80218 (the "Contractor") collectively "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, Youth and Families.

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 Targeted Areas of 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 Federal Government through 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. "Service Area" means the specific geographic areas within the City and County of Denver designated by the City as an area to be served under Denver's Head Start Program by a Delegate Agency.

J. "Services" means the scope of services to be provided by the

Contractor as set forth in this Agreement and the Exhibits attached hereto relating to the provision of services to administer and operate Head Start program.

K. "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.

L. "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.

M. "Targeted Areas" means the specific geographic areas within the City and County of Denver designated by ACF as areas to be served under Denver's Head Start Program.

N. "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 Paragraphs 1 through 44, 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 2011-2012.

B. Exhibit B, Contractor's Budget.

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.

The terms and conditions of paragraphs 1 through 44 hereof 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, 2011, and will expire on December 31, 2011 (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 of the Agreement 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 on 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 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 by the Director or the Director's designated representative;

C. Ensure that all of Contractor's staff have adequate skills 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 required to provide 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 will ensure appropriate confidentiality of this information;

G. Provide proper supervision of all children at all times and develop adequate methods for maintaining group control and handling individual behavior consistent with any and all City policies concerning developmentally appropriate practice(s). 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 and 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 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.

H. Establish policies and procedures to secure and protect all Equipment and Controlled Assets, as such terms are defined below in paragraph 22.B, of this Agreement, 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 but are not limited to methods to prevent the use of e-mail and Internet services for non-business purposes.

I. 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. If the Contractor determines it is in the best interests of children and families of children enrolled in the City's Head Start programs to change any service area assigned to the Contractor or the hours of operation from the hours stated in Exhibit C, it will, in writing, notify the Director and request the Director's approval of, the proposed new location or hours of operation and the reasons why the location or hours of operation should be changed (as appropriate). The Contractor's notice of proposed change will be delivered to the Director at least thirty (30) calendar days prior to the date the requested change is to be effective. Contractor will not deviate from its assigned service area or change any hours of operation until the City has approved in advance Contractor's notice of proposed change from assigned service area or hours 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.

J. 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 paragraph 21 below.

K. 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. Contractor will comply with all requirements stated in 45 C.F.R. 1304.23 as may be amended from time to time and will ensure that any and all subcontractors will comply with said provisions.

L. 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.

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/Budget modifications.**

(1) 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 last business day of the following month for which Contractor seeks reimbursement. The Contractor will expend 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.

(2) The Contractor will abide by applicable City Law and Federal regulations at 45 CFR Parts 74.25 and 92.30 concerning any permitted modifications to Exhibit B, including any programmatic changes described therein prior to making such a change; provided, however, that no modification to Exhibit B will increase the Maximum Contract Amount. Any proposed modification of more than ten percent of the amounts listed on the line item categories listed on Exhibit B will not take effect unless and until it is approved in writing by both parties' authorized representatives, approved as to form by the City Attorney's office, and filed by the Head Start Office with the Denver Clerk and Recorder. Any such modification will contain the date upon which the modified budget will take effect and the City's Contract Control number stated on the signature page of this Agreement. Any modifications to Exhibit B that requires an increase to the Maximum Contract Amount will be memorialized in writing by revising and restating said exhibit and approved by the parties by a written Amendatory Agreement or new Agreement prepared and executed by both parties in the same manner as this Agreement.

D. Maximum Contract Amount:

(1) Notwithstanding any other provision of the Agreement, the City's maximum payment obligation will not exceed Eight Hundred Eleven Thousand One Hundred Seventy and 85/100 Dollars (\$811,170.85) (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 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.

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 provide its proportionate share of non-federal funds through cash or in-kind, fairly evaluated, contributions. The phrase "fairly evaluated" referenced in the preceding sentence will be interpreted in accordance with 45 C.F.R. Part 74.23 and/or 45 C.F.R. Part 92.24 as well as any other applicable federal regulations pertaining to match and cost sharing requirements for the Head Start program. Contractor's contribution under this Agreement will be Two Hundred Two Thousand Seven Hundred Ninety Two Dollars and 00 Cents (\$202,792.00) 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 nonfederal match that Contractor receives. Contractor will be responsible for documenting and maintaining accurate records to the reasonable satisfaction of the City 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. 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.

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, a 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 official documentation evidencing, in detail, the nature and propriety of the charges including

general ledgers, transaction listings, journals, invoices paid by the Contractor that equals or exceeds 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 2011-2012, HHS may issue only a partial financial award for program costs for Program Year 2011-2012. 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.

I. Maximum Contract Liability.

(1) Notwithstanding any other provision of the Agreement, the City's maximum payment obligation will not exceed 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 Consultant beyond that specifically described in **Exhibit A**. Any services performed beyond those in Exhibit A are performed at Consultant's risk and without authorization under the Agreement.

(2) The City's payment obligation, whether direct or contingent, extends only to funds appropriated by the United States Government and 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.

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, 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. The Contractor will 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 and no more than thirty (30) calendar days may elapse before the vacancy is filled. The Contractor may, however, to the extent permitted by 45 C.F.R. 1305.7(b), as may be amended from time to time, elect not to fill a vacancy when sixty (60) calendar days or less remain in the program's enrollment year. To the extent permitted by 45 C.F.R. 1305.4(b)(1), as may be amended from time to time, at least ninety percent (90%) of the children who are enrolled in each of Contractor's Head Start programs must be from low-income families whose income will not exceed 130% of poverty guidelines as established by the federal government. To the extent permitted by 45 C.F.R. 1305.4(b)(2), as may be amended from time to time, up to ten percent (10%) of the children who are enrolled by the Contractor may be children from families that exceed the low-income guidelines of the federal government but who meet the criteria that the ACF has established for selecting such children and who would benefit from Head Start services.

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 C.F.R. 1305.8, 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 paragraph 7.E 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 paragraph 22.B 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, of all Equipment and Controlled Assets purchased under this Agreement. 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 paragraph 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 hardcopy 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 the Auditor's representative, or any authorized agent of the federal government has the right to access and the right to examine any pertinent books, documents, papers and records of the Contractor, involving transactions related to this Agreement until the latter of three (3) years after the final payment under the Agreement or expiration of the applicable statute of limitations.

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, codified at 31 U.S.C. §7501, *et seq.*, (Law. Coop Supp. 1997), as may be further amended from time to time, and all applicable Office of Management and Budget Circulars including but not limited to Circular Nos. A-133 and A-110. 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. If the Contractor is a "public entity" within the meaning of the Colorado Governmental Immunity Act, §24-10-101, *et seq.*, C.R.S., as amended ("Act"), the Contractor shall maintain insurance, by commercial policy or self-insurance, as is necessary to meet the Contractor's liabilities under the Act. Proof of such insurance shall be provided upon request by the City.

B. If the Contractor is not a "public entity" then, the following general conditions apply:

(1) **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, and for three (3) years after termination of the Agreement. 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 contain a valid provision or endorsement stating "Should any of the above-described policies be canceled or non-renewed before the expiration date thereof, the issuing company shall send written

notice to Denver Risk Management, 201 West Colfax Avenue, Dept. 1105, Denver, Colorado 80202. Such written 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.” Additionally, Contractor shall provide written notice of cancellation, non-renewal and any reduction in coverage to the address above by certified mail, return receipt requested. If any policy is in excess of a deductible or self-insured retention, the City must be notified by the Contractor. 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.

(2) Proof of Insurance: Contractor shall provide a copy of this Agreement to its insurance agent or broker. Contractor may not commence services or work relating to the Agreement prior to placement of coverage. 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.

(3) Additional Insureds: For Commercial General Liability and Auto Liability, the Contractor’s, 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.

(4) Waiver of Subrogation: For all coverages, except Student Accident coverage, Contractor’s insurer shall waive subrogation rights against the City.

(5) 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.

(6) 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. Contractor expressly represents to the City, as a material representation upon which the City is relying in entering into this Agreement, that none of the Contractor's officers or employees who may be eligible under any statute or law to reject Workers' Compensation Insurance shall effect such rejection during any part of the term of this Agreement, and that any such rejections previously effected, have been revoked as of the date Contractor executes this Agreement.

(7) **Commercial General Liability** Contractor shall maintain a Commercial General Liability insurance policy with limits of \$1,000,000 for each occurrence, \$1,000,000 for each personal and advertising injury claim, \$2,000,000 products and completed operations aggregate, and \$2,000,000 policy aggregate.

(8) **Business Automobile Liability**: Contractor shall maintain Business 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.

(9) **Student Accident**: Contractor will maintain limits of Fifty Thousand Dollars (\$50,000) per claim for participants in the Head Start Program.

(10) **Additional Provisions**:

(a) For Commercial General Liability and Excess Liability, the policies must provide the following:

- (i) That this Agreement is an Insured Contract under the policy;
- (ii) Defense costs in excess of policy limits;
- (iii) A severability of interests, separation of insureds or cross liability provision;
- (iv) A provision that coverage is primary and non-contributory with other coverage or self-insurance maintained by the City; and
- (v) No exclusion for sexual abuse or molestation.

(b) For claims-made coverage:

- (i) The retroactive date must be on or before the contract date or the first date when any goods or services were provided to the City,

whichever is earlier.

(c) Contractor shall advise the City in the event any general aggregate or other aggregate limits are reduced below the required per occurrence limits. At their own expense, and where such general aggregate or other aggregate limits have been reduced below the required per occurrence limit, the Contractor will procure such per occurrence limits and furnish a new certificate of insurance showing such coverage is in force.

(11) Bond. If required by applicable federal law, 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 the Contractor, its Subdelegates, Subcontractors, subconsultants, or Vendors, 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 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 shall arise even if the City is the only party sued by claimant and/or claimant alleges that the 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, its appointed and elected officials, agents and employees, and will pay on behalf of City, its appointed and elected officials, agents and employees, 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, its appointed and elected officials, agents and employees, 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. 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.

17. 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 assign.

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.

18. DEFICIENCIES/NONCOMPLIANCE:

A. Deficiencies. The City has the right at all times to determine, in its sole discretion, that Contractor has one or more deficiencies (“Deficiencies”), as such term is defined at 45 C.F.R. Section 1304.3(a)(6) and as such section may be amended from time to time. If the Director finds that the Contractor has Deficiencies, the Director will notify the Contractor in writing of such findings of Deficiencies (“Notice of Findings of Deficiencies”). The Notice of Findings will identify the Deficiencies to be corrected and will state that the Contractor is to correct the Deficiencies immediately or must instead develop a Quality Improvement Plan (the “Quality Improvement Plan”) to correct the Deficiencies.

B. Quality Improvement Plan to Correct Deficiencies. Upon receipt of the Notice of Findings of Deficiencies, the Contractor will correct all identified Deficiencies either immediately or pursuant to a Quality Improvement Plan. If the Contractor is to correct all identified Deficiencies immediately, the Contractor will verify in writing to the Director, no later than ten (10) calendar days from the date of actual completion of corrective action that Contractor corrected the Deficiencies and will state the measures taken to correct the Deficiencies.

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 Findings of Deficiencies, a Quality Improvement Plan that identifies all appropriate actions that 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 why it so disapproved of the Quality Improvement Plan. If the Quality Improvement Plan is disapproved, the Contractor must submit 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.

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.

C. Findings of Noncompliance. The City further reserves the right at all times to determine, in its sole discretion, that the Contractor is not in compliance with any provisions of this Agreement which noncompliance does not constitute a deficiency, as such term is defined by the federal government for Head Start purposes, at 45 C.F.R. 1304.3(a)(6). If the Director finds that the Contractor is not in compliance with any provisions of this Agreement, the Director will notify the Contractor in writing of such findings of noncompliance ("Notice of Findings of Noncompliance"). The Notice of Findings will identify the areas of noncompliance to be corrected and will state the date upon which the Contractor is to correct the areas of noncompliance. If the Contractor is unable or unwilling to correct the specified areas of noncompliance within the time period designated by the City, then the City will issue a Notice of Findings of Deficiency which must be corrected, either immediately or pursuant to a Quality Improvement Plan in accordance with the procedures set forth in subparagraphs (a) and (b) of this paragraph 18.

19. REMEDIES: If the Contractor does not timely correct an identified deficiency within the specified timeframe, then the City may impose any or all of the following remedial actions, in addition to any and all other remedial actions authorized by law:

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

B. 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;

C. Suspend or terminate this Agreement, or any portion or portions thereof, upon thirty (30) calendar prior written notice to Contractor;

D. 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;

E. 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;

F. 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;

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

H. 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.

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 thirty days.

2. The City further has the right to terminate this Agreement upon thirty (30) days' written notice for the convenience of the City or if the Grant is suspended or terminated, in whole or in part, by HHS.

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, kick backs, 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 ensure that adequate arrangements have been made for the transfer of Contractor's 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 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. **Services and Supplies.** Procurement of Services and supplies will be made objectively and independently, free of conflict of interest. The Contractor will spend Grant funds in a way that serves the public interest and honors the public trust. "Services" means contractual services subject to formal and informal competition but which are not in their nature unique or which do not require a level of skill, training or expertise. Services for purposes of this Agreement do not include Head Start professional services or other professional services. "Supplies" means all tangible personal property other than Equipment as defined below. All procurement decisions for goods, services and supplies made by Contractor and its Subdelegates and any Vendor will be consistent with applicable federal, state, and City laws, statutes, executive orders and regulations. Contractor will further submit a copy of a list of the supplies to the City's Head Start Director upon the expiration of this Agreement or if this Agreement is terminated sooner then such list will be submitted to the Director within thirty (30) calendar days of the date of termination. Upon the expiration or earlier termination of this Agreement, all remaining Supplies will be returned to the City or disposed of, as the City will direct.

B. Equipment and Controlled Assets. "Equipment" means tangible personal property having a useful life of more than one year and an acquisition cost of Five Thousand Dollars (\$5,000.00) or more per unit. "Controlled Assets" means tangible personal property having an acquisition cost of no less than Five Hundred Dollars (\$500.00) and no more than Four Thousand, Nine Hundred Ninety-Nine Dollars and Ninety-Nine Cents (\$4,999.99) and tangible personal property that fall in the following categories: computers, laptops, scanners, facsimile machines, copiers, printers, video cameras, digital cameras, and capital leases with a present value of no less than Two Thousand, Five Hundred Dollars (\$2,500.00) and no more than Four Thousand, Nine Hundred Ninety-Nine Dollars and Ninety Nine-Cents (\$4,999.99).

Ownership of all Equipment and Controlled Assets purchased with funds paid under this Agreement by Contractor or Subdelegates or, any Vendor, if such Vendor is designated by the Director in writing, will be in the City and County of Denver. The Contractor will not dispose of any Equipment or Controlled Assets without the prior written approval of the City.

The preceding sentences will not be construed to preclude normal or routine use and consumption of goods and supplies purchased by Contractor or Subdelegates or Vendors, if appropriate, in the provision of Head Start services under this Agreement. Upon the expiration or earlier termination of this Agreement, all Equipment and Controlled Assets purchased with funds under this Agreement will be returned to the City or disposed of, as the City shall direct. 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 Equipment and Controlled Assets purchased under this Agreement. Contractor will update said inventory list as necessary on a timely basis. The inventory will specify the location of all Equipment and Controlled Assets 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 list for all Equipment and Controlled Assets purchased with funds provided under this Agreement.

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

22. SUBJECT TO ACF APPROVAL: This Agreement is subject to the approval of the responsible HHS official in accordance with the provisions of the CFR.

23. 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 comply with the provision of 45 C.F.R. Part 1304.53, as may be amended from time to time, which requires all Head Start facilities and locations to be free of toxins. The Contractor will further provide a smoke free environment for all Head Start children and adults consistent with ACF Program Instruction #ACYF-PI-HS-95-04, as may be amended from time to time, and any and all policies of the City concerning the use or sale of tobacco in Head Start or City facilities, may be amended from time to time. No class will be operated in a facility that does not comply with 45 C.F.R. 1304.53, ACF Program Instruction #ACYF-PI-HS-95-04, or any applicable 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.

24. 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 codified at 42 U.S.C. 9801, *et seq.*;
- B. 45 CFR Part 1301 through 1311, including all regulations referenced therein;
- C. All information memoranda, program guidance, instructions or other written documentation issued by the federal government concerning the operation of Head Start programs or the expenditure of federal funds;
- D. 45 CFR Part 16, 74, 80, and 92;
- E. The Drug-Free Workplace Act of 1988 as codified at 41 U.S.C. 701, *et seq.*;
- F. 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;
- G. "New Restrictions on Lobbying" as set forth in implementing regulations 45 C.F.R. 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;

H. U.S. Executive Order 12549, Debarment and Suspension implemented at 2 C.F.R. Part 180. By its signature below, the Contractor assures and certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency. The Contractor will provide immediate written notice to the Director if at any time it learns that its certification under this subparagraph 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 subparagraph, the Contractor will provide a written explanation to the City within thirty (30) calendar days of the date of execution of this Agreement. Furthermore, if Contractor is unable to certify to any of the statements in the certification contained in this subparagraph, 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 Contractor.

Contractor will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion-Lower Tier Covered Transaction" as such clause is set forth at 2 C.F.R. Part 180, 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 Order 12549 and its implementing regulations;

I. The Americans with Disabilities Act as codified at 42 U.S.C. 12101, *et seq.*;

J. City and County of Denver policy concerning nondiscrimination in employment. 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, gender, age, military status, sexual orientation, marital status, or physical or mental disability; and the Contractor further agrees to insert the foregoing provision in all subcontracts hereunder;

K. All circulars of the U.S. Office of Management and Budget ("OMB");

L. All policies and procedures set forth in the City and County of Denver, Denver Head Start Office, Policy Manual;

M. Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, and the Age Discrimination Act of 1975; and

N. 40 U.S.C. Section 276a-a(7) (2000), the Davis-Bacon Act 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. No Employment of Illegal Aliens to Perform Work Under the Agreement:

1. This Agreement is subject to Division 5 of Article IV of Chapter 20 of the Denver Revised Municipal Code, and any amendments (the "Certification Ordinance").

2. The Contractor certifies that:

(a) At the time of its execution of this Agreement, it does not knowingly employ or contract with an illegal alien who will perform work under this Agreement.

(b) It will participate in the E-Verify Program, as defined in § 8-17.5-101(3.7), C.R.S., to confirm the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement.

3. The Contractor also agrees and represents that:

(a) It shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.

(b) It shall not enter into a contract with a subconsultant or subcontractor that fails to certify to the Contractor that it shall not knowingly employ or contract with an illegal alien to perform work under the Agreement.

(c) It has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement, through participation in the E-Verify Program.

(d) It is prohibited from using the E-Verify Program procedures to undertake pre-employment screening of job applicants while performing its obligations under the Agreement, and that otherwise requires the Contractor to comply with any and all federal requirements related to use of the E-Verify Program including, by way of example, all program requirements related to employee notification and preservation of employee rights.

(e) If it obtains actual knowledge that a subconsultant or subcontractor performing work under the Agreement knowingly employs or contracts with an illegal alien, it will notify such subconsultant or subcontractor and the City within three (3) days. The Contractor will also then terminate such subconsultant or subcontractor if within three (3) days after such notice the subconsultant or

subcontractor does not stop employing or contracting with the illegal alien, unless during such three-day period the subconsultant or subcontractor provides information to establish that the subconsultant or subcontractor has not knowingly employed or contracted with an illegal alien.

(f) It will comply with any reasonable request made in the course of an investigation by the Colorado Department of Labor and Employment under authority of § 8-17.5-102(5), C.R.S, or the City Auditor, under authority of D.R.M.C. 20-90.3.

4. The Contractor is liable for any violations as provided in the Certification Ordinance. If Contractor violates any provision of this section or the Certification Ordinance, the City may terminate this Agreement for a breach of the Agreement. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the City. Any such termination of a contract due to a violation of this section or the Certification Ordinance may also, at the discretion of the City, constitute grounds for disqualifying Contractor from submitting bids or proposals for future contracts with the City.

25. 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.

26. 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.

27. 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:

Director, Denver's Head Start Office
201 West Colfax Avenue, Dept. 1105
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.

28. DISPUTE RESOLUTION: Disputes, except disputes involving termination of this Agreement, concerning a question of fact arising under this Agreement which cannot be resolved by the representatives designated by the Director and the Contractor will be resolved by administrative hearings 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. Disputes concerning a decision by the City to terminate this Agreement will be resolved by the procedure established by 45 CFR 1303.20, as may be amended from time to time. Pending final resolution of a dispute not involving termination, the Contractor will proceed diligently with the performance of its obligations under this Agreement and in accordance with the decision of the Director's designated representative.

29. GOVERNING LAW; VENUE: The Agreement will be construed and enforced in accordance with applicable federal law, the laws of the State of Colorado, the Charter and Revised Municipal Code of the City and County of Denver, and the ordinances, regulations and Executive Orders enacted or promulgated pursuant to the Charter and Code. The Charter, Revised Municipal Code and Executive Orders of the

City and County of Denver are expressly incorporated into the Agreement. Venue for any legal action relating to the Agreement will be in the District Court of the State of Colorado Second Judicial District.

30. CONFIDENTIALITY:

A. Confidential 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. During the term of this Agreement, the parties may have access to information or a proprietary nature owned or developed by, or licensed to, the other party, which includes information concerning systems, programs, processes and methods used by the parties, and other information marked "confidential," or "not for public disclosure" (collectively, the "Information"). The receiving party will use the Information only for the administration of Head Start programs and will not in any way disclose, disseminate, publish, or reveal to any person or use for its own benefit, any of the Information which the receiving party obtains and which the receiving party has been notified is confidential commercial or financial information, except to the extent permitted or required by applicable Federal, State and local laws, regulations, executive orders, and policies, to the City for purposes of monitoring and evaluating Contractor's performance under this Agreement, to other government agencies as may be required for reporting or monitoring purposes, or to a person who has obtained an order of a court of competent jurisdiction requiring such disclosure. Either party during or after the term of this Agreement, may take all actions that it reasonably deems necessary to preserve the confidentiality of the Information including its intervention in any legal proceeding concerning the Information's use or disclosure.

In the event that the Contractor is required to access third party data that includes protected medical records from a third party provider or is required to provide client records that includes protected medical records to the City for purposes of monitoring and evaluating the Contractor's performance under this Agreement, then the Contractor agrees to coordinate with the Agency's staff and the client in obtaining any necessary authorization for release forms.

B. Trademarks/Copyrights. Each party to this Agreement acknowledges the validity of the other party's servicemarks, 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.

C. Open Records. The parties understand that all material provided or produced under this Agreement may be subject to the Colorado Open Records Act, § 24-72-201, *et seq.*, C.R.S. (2010), and that in the event of a request to the City for disclosure of such information, the City will advise the Contractor of such request in order to give the 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 the 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.

31. INTELLECTUAL PROPERTY RIGHTS:

A. License of City's Intellectual Property. The City hereby grants a non-exclusive limited license to the Contractor to use for Head Start purposes only and 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 by the City to the Contractor for purposes of this Agreement, whether in preliminary or final forms and on any media whatsoever (collectively, "Materials"). The Contractor may reproduce the Materials, 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 copies thereof or will provide written verification that all such Materials and copies thereof have been destroyed by Contractor. Upon the expiration or earlier termination of this Agreement, the Contractor will have the right to make any other use of the Materials or any copies thereof.

B. New Works. The Contractor will not copyright, trademark or patent any work, materials, devices, methods, processes, or products ("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 by the federal government. Upon approval, the City will have a non-exclusive and irrevocable license to reproduce, publish or otherwise use or authorize the use of any copyrighted material.

The Contractor will disclose all such Original Works to the City. To the extent permitted by the U.S. Copyright Act, 17 USC § 101 *et seq.*, the Original Works will be considered a "work made for hire," and all ownership of copyright in the Original Works will vest in the City at the time the Original Works are created. In the event that this Agreement is determined by a court of competent jurisdiction not to be a work for hire under the federal copyright laws, this Agreement will operate as an irrevocable assignment by the Contractor to the City of the copyright in the Original Works including all rights thereunder in perpetuity. Under this irrevocable assignment, the Contractor hereby assigns to the City the sole and exclusive right, title, and interest in and to the program, without further consideration, and agrees to assist the City in registering from time to time enforcing all copyrights and other rights and protections relating to the program in any and all countries. The Contractor, upon the expiration or earlier termination of this Agreement, will return all such Original Works and copies thereof and the Contractor will have no right to make any other use of this material.

32. 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.

33. 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.

34. 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.

35. 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.

36. 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.

37. 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.

38. PARAGRAPH 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.

39. 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.

40. 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.

41. 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.

42. 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.

43. COUNTERPARTS OF THIS AGREEMENT: This Agreement may be executed in counterparts, each of which is an original and constitute the same instrument.

44. 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.

Exhibit List follows

Exhibits to Head Start/Delegate Agency Agreement

1. Exhibit A, Contractor's Application and narrative to provide Head Start Services for program year 2011-2012.
2. Exhibit B, Contractor's Budget.
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.

Contract Control Number: 201101124

Vendor Name: MILE HIGH MONTESSORI EARLY LEARNING
CTRS

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:

DAVID W. BROADWELL, Attorney
for the City and County of Denver

By _____

By _____

By _____



IN WITNESS WHEREOF, the parties have hereunto set their hands and affixed their seals at Denver, Colorado as of the day first above written.

Contract Control Number: 201101124

Vendor Name: MILE HIGH MONTESSORI EARLY LEARNING
CTRS

By: Pamela Harris

Name: Pamela Harris
(please print)

Title: President & CEO
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)



**Mile High Montessori Early Learning Centers
2011-2012 Head Start Grant**

I. Project Summary

Mile High Montessori Early Learning Centers (MHM) will provide Head Start services to 249 children in 16 neighborhoods in the City and County of Denver and to 20 children through a partnership with Warren Village in another three traditionally underserved neighborhoods. These comprehensive services provided to benefit Head Start children and families include quality affordable early childhood education services; language and literacy skills; parenting and education services; well prepared and appropriately credentialed staff; and Board and management staff understanding of the cost and complexities of early childhood education funding. MHM is committed to ensuring that low income children are prepared to enter kindergarten and ready to succeed in school and in life.

For the 2011-2012 program year, MHM will be serving 26 fewer children with significantly less funding per child than in previous years. Due to this 8% (\$137,700) budget cut, MHM will have to reduce staff by five people and identify supplementary funds so that additional staff will not be cut. During these difficult economic times when early care and education providers in Denver have already experienced a 10% reduction from both the Colorado Child Care Assistance Program and Colorado Preschool Program and more than 50% cut from the Denver Preschool Program, this added reduction in funding from Head Start will only continue to negatively impact children and families. The following project summary is based upon this reduction in funding and in slots and demonstrates the quality program that MHM will continue to provide.

2011-2014 Goals and Objectives

MHM is committed to following five goals with related objectives for the three-year project period:

I. Family Centered Services

To develop a framework of education and resources that support linguistically and culturally responsive family literacy strategies for families and staff.

- Objectives: a) enhance the school-to-home education connection that supports positive outcomes for children by increasing families' access to linguistically, culturally, and developmentally appropriate books and literacy resources; b) support parents as their child's primary teacher by enhancing their literacy and language skills.

II. Community Health and Treatment

To promote physical and mental health and wellness for families, staff, and communities.

- Objectives: a) implement nutrition education strategies for children, parents and staff to enhance knowledge of healthy eating activities; b) promote family wellness and healthy relationships through engagement of fathers and male role models in program; c) strengthen skills and knowledge building for parents and staff to support children's social/emotional development.

III. Prepared Children

To prepare children, within an inclusive environment, in the developmental areas (i.e. social/emotional, cognitive, language development, literacy, and math) to succeed in school and the community.

- Objective: a) provide a quality education environment using Montessori strategies that ensure children will demonstrate age appropriate school readiness skills.

IV. Effective Workforce

To develop an effective early childhood workforce by building staff qualifications.

- Objectives: a) enhance staff competency in delivering Montessori strategies; b) grow MHM's own workforces through partnerships that include internship and practicum placements.

V. Fiscal Integration

To integrate fiscal understanding and responsibility throughout all aspects of programmatic efforts.

- Objectives: a) ensure that members of MHM governing boards have foundational knowledge of the fiscal component of the program; b) support Program Directors as administrators of individual early learning centers in budget management.

Slots/Program Options

The projected number of total slots for each MHM center is based on current enrollment patterns. The definitions used are those identified by the City and County of Denver: part-day--3.5 hours/day; full-day--more than 6 hours/day. MHM received approval from Denver's Great Kids Head Start to serve between 66 and 76 children at Westwood and between 78 and 88 children at Lowry.

Mile High Montessori Early Learning Centers	Neighborhoods Served	Proposed Slots
Edna Oliver Early Learning Center; Northeast Early Learning Center	Clayton, Cole, Five Points, North Park Hill, Northeast Park Hill, Whittier	32 part-day 25 full-day
	Total Slots	57
Lowry Early Learning Center	East Colfax, Hampden, Hampden South, Lowry Field, Washington/Virginia Vale Windsor	32 part-day 48 full-day
	Total Slots	80
Rude Park Early Learning Center; Sun Valley Early Learning Center	Athmar Park, Ruby Hill, Sun Valley	32 part-day 12 full-day
	Total Slots	44
Westwood Early Learning Center	College View, Harvey Park, Mar Lee, Westwood	32 part-day 36 full-day
	Total Slots	68
Warren Village	Capitol Hill, Cheesman Park, North Capitol Hill	20 full-day
	Total Slots	20

Mile High Montessori Early Learning Centers

II. Program Approach

A. Selected Neighborhoods

Mile High Montessori Early Learning Centers (MHM) has done a thorough analysis of the profile of its enrolled families, including the neighborhoods from which we draw children. MHM intends to continue recruiting and serving families and children from the 16 neighborhoods that we currently serve. Based on the 2010 DGKHS Comprehensive Community Assessment, the profile of these 16 neighborhoods is as follows:

- 8 of the neighborhoods are among the top 10 neighborhoods with the greatest number of Head Start eligible children. (Westwood, East Colfax, Five Points, Northeast Park Hill, Sun Valley, Mar Lee, Clayton and Ruby Hill) The other 8 neighborhoods served are included in neighborhoods with Head Start eligible children. (Athmar Park, Cole, Hampden, Hampden South; Lowry Field, Whittier and Windsor)
- 7 of the neighborhoods are among the top 10 neighborhoods with the largest enrollment gap of Head Start eligible children. (Westwood, East Colfax, Five Points, Sun Valley, Whittier, Northeast Park Hill and Ruby Hill)
- 6 of the neighborhoods are among the top 10 with the highest poverty rates. (Sun Valley, Five Points, Whittier, Clayton, Cole and Westwood) All of the 16 neighborhoods are in areas where a significant percentage of the population is in poverty.
- 6 of the neighborhoods are among the top 10 with the greatest poverty number for all ages. (Westwood, Five Points, Northeast Park Hill, Ruby Hill, Mar Lee and East Colfax)
- 1 neighborhood (Lowry Field) where there is no enrollment gap draws children from five surrounding neighborhoods, all of which have significant enrollment gaps, and is in an area where the MHM center is the only licensed child care center serving preschool children, and there is only one other preschool serving those children.
- 14 of the 16 neighborhoods MHM serves are neighborhoods that include at least 50% of children eligible for Free and Reduced Lunch.

In summary, all of the neighborhoods served by MHM demonstrate great need for Head Start services.

Historically, MHM chose the geographic recruitment areas it did because these areas have been in those parts of the City of Denver where there was a significant concentration of families in poverty. In all cases but one, MHM has partnered with the City to utilize City facilities in such a way that the quality of the services MHM could make available to low income children—its mission since 1970—would be enhanced to the benefit of the City's young children. The one exception is MHM's use of a facility that is made available to it through an arrangement with the Denver Lions Club, one of MHM's partners whose support enhances what MHM is able to make available to its families and children in this area. As noted above, the areas MHM serves continue to have families living in poverty and, in all cases but one, neighborhoods where there is an enrollment gap for Head Start eligible children. Over the past three years MHM has served children as follows: 90% of enrolled families were at 100% of poverty in 2008-09;

91% at 100% of poverty in 2009-10; and 100% of families are at 100% of poverty in 2010-11. Of the children served, 92% are children of color.

Additionally, MHM is partnering with Warren Village to serve families in Chessman Park, Capitol Hill and North Capitol Hill. Serving these areas with Warren Village would enable MHM to serve more families who are homeless because of the mission and clientele of Warren Village. In addition, North Capitol Hill is listed in the 2010 Community Assessment as one of the top 10 high poverty rate neighborhoods, and Capitol Hill is in the top 10 where there is an enrollment gap for Head Start services and the greatest poverty for all ages. In terms of availability of child care in those neighborhoods, there is only one licensed center for preschool children located in Capitol Hill and none in North Capitol Hill according to the 2010 DGKHS Comprehensive Community Assessment. In total, MHM will serve at least 18 high need neighborhoods.

With regard to commuting options, all six MHM centers are located directly on an RTD bus line or a light rail line or are no more than three blocks from those lines. Warren Village is located two blocks from a bus route, and 65% of its families live in on-site transitional housing. MHM has collaborated with the RTD Non-Profit Agency Reduced Fare program to get bus tokens to provide to our families who are in need. We also encourage and support our families with other commuting options such as car pooling with other families that may live in their surrounding areas.

The 2010 DGKHS Comprehensive Community Assessment raises the question about whether percent of poverty or numbers in poverty should be the focus of Head Start services. MHM provides services to families living in neighborhoods with high rates of poverty, high numbers of poverty and significant enrollment gaps for Head Start slots. For example, the Sun Valley neighborhood has the highest poverty rate in the state of Colorado, and is one of the top ten neighborhoods for the highest number of Head Start eligible and greatest enrollment gap for children in Denver. Eighteen of the 19 neighborhoods that MHM proposes to serve are in the top 25 neighborhoods with the largest enrollment gap. Even though the absolute numbers may be smaller than in some other areas, MHM's programming reaches the "neediest of the needy."

B. Need for Services

The single greatest predictor of academic success for children is their mother's educational level.ⁱ According to the 2010 DGKHS Comprehensive Community Assessment, in Denver, 32% of women giving birth have less than a high school diploma. At MHM, 37% of mothers have less than a high school diploma.ⁱⁱ The second predictor of academic success for children is their family's socio-economic status.ⁱⁱⁱ Academic achievement for children in low income neighborhoods is increased when adult literacy education is provided to parents.^{iv}

According to the 2010 DGKHS Comprehensive Community Assessment, while fluency in English is not a predictor of children's academic achievement, English language acquisition improves the economic status of families. Almost half of non-English speaking children under 18 years of age in Denver live in poverty, which is more than double the national average; 85% of Spanish-speaking Head Start parents surveyed want to learn English. English as a Second Language (ESL) and GED or adult education were their first and second choice for requested services.

According to the 2010 DGKHS Comprehensive Community Assessment, Denver has a higher rate of vulnerable families than the rest of the state. Factors for vulnerable families include:

- o Poverty rate in Denver for children 18 years and younger is 25.2%
- o Births to single women in Denver are 27.7%
- o Births to teens in Denver are 39.3%

Parents from low income families report feeling less effective in disciplining their children and were observed to be less affectionate in parent-child interactions. Children from these families had lower teacher ratings of positive social behavior and higher ratings of behavior problems.^v

MHM is keenly aware of the need for early intervention efforts to reduce or eliminate identified behavioral and emotional concerns. In fact, kindergarten and first grade teachers in Colorado report that approximately one-third of children entering the classroom are not emotionally and socially prepared to learn, and 40 percent of children do not possess the ability to interact positively with other children when they enter school.^{vi}

In addition to the social/emotional health, children and families in low income populations may also face serious physical health issues, including diet and access to health care.^{vii} Nationally, 14.6% of low income children ages 2-4 are overweight or obese.^{viii} Childhood obesity is linked to factors of race and ethnicity; African American girls and Hispanic boys have higher rates of obesity.^{ix}

Unfortunately, Denver Public Schools (DPS) graduation rate is *only* 52.7%.^x African American and Latino students are even less likely to graduate.^{xi} However, high quality early care and education programs have long term benefits for low income children.^{xii} Research shows that children participating in a Head Start program are more likely to graduate from high school.^{xiii} According to the Piton Foundation, low income children attending preschool and full-day kindergarten increased their odds of reading at grade level to 74% compared to 48% chance for those attending half-day kindergarten and no preschool. Regardless of income, participating in preschool significantly improved the odds of all children reading at or above grade level in 1st grade.^{xiv} Children attending a quality early childhood program were 72% proficient on third grade Colorado Student Assessment Programs (CSAP) while only 55% of those without a preschool experience were proficient.^{xv}

MHM's centers are located in neighborhoods with significant need for Head Start services and provide comprehensive services to the "neediest of the needy" families. The following information is from the 2010 DGKHS Comprehensive Community Assessment unless otherwise noted. Sun Valley and Rude Park Early Learning Centers are located in the Sun Valley neighborhood, the poorest neighborhood in the state^{xvi} and in the top ten for the greatest number of Head Start eligible children, enrollment gap, and greatest poverty total number for all ages. Both centers are leveraged through partnerships between MHM and Denver Housing Authority and Denver Lions Club respectively.

Northeast Early Learning Center is located in the Cole neighborhood that has a poverty rate of 30%, which puts it among the top ten neighborhoods in Denver with the highest poverty rates and a significant enrollment gap for Head Start eligible children.

Edna Oliver Early Learning Center is in the Five Points neighborhood, which is one of top ten neighborhoods with the highest number of Head Start eligible children, enrollment gap, poverty rate and greatest poverty total number for all ages.

Westwood Early Learning Center is in the Westwood neighborhood, which has the greatest enrollment gap for Head Start eligible children and is one of the top ten neighborhoods with the highest number of Head Start eligible children, poverty rate and greatest poverty total number for all ages.

Lowry Early Learning Center located in the Lowry Field neighborhood which has a poverty rate slightly higher than the Denver average, serves families from southeast Denver neighborhoods that have significant enrollment gaps and is an underserved quadrant of the city for Head Start and early childhood services.

The partnership with Warren Village, which is located in the Cheesman Park neighborhood, will serve families from Capitol Hill and North Capitol Hill neighborhoods that show high poverty rate and high total poverty number and are underserved in Head Start and early childhood services.

With the MHM centers that also provide Early Head Start services, MHM is providing a continuum of high quality comprehensive programming that will enhance children's outcomes.

The most effective preschool teachers have four-year degrees plus additional specialized training in early childhood.^{xvii} The level of a teacher's qualifications is linked to positive child outcomes.^{xviii} In addition, emotional and instructional support from teachers is related to preschoolers' gains in pre-reading, math and social competence.^{xix} Less than 15% of preschool classrooms displayed moderately to highly effective teacher-student interactions through emotional support, classroom organization and instructional support: three indicators of academic success for children.^{xx}

Governor Ritter's Preschool Through Third Grade Sub-Committee, Professional Development Task Force developed a three-year plan to create more comprehensive and standards-based credentialing for early childhood professionals, to ensure greater recruitment and retention of diverse early childhood professionals and to establish data collection mechanisms to monitor quality and effectiveness of the plan.^{xxi} MHM staff participated in the development of this plan that was adopted by the Colorado Early Childhood Commission and supports its mission and values. Research shows that quality of care from non-parental adults in early care and education settings impacts academic and social-emotional development, while at the same time professionals in early childhood education are the lowest paid and least prepared workforce in the country.^{xxii}

The cost of quality early care and education programs is estimated to be up to \$16,000 or more per year per child.^{xxiii} As rates of poverty have risen 102% in Colorado, investment into children's programs has decreased by 25% over the past 10 years.^{xxiv} Research shows that investment in quality early childhood programs returns between \$4 and \$17 on every \$1 invested.^{xxv} To cover the full cost of care, programs serving low income children are required to blend dollars from federal, state, local and private funding streams. MHM must be responsive to the economy and constant fluctuations in available funding for low income children and families.

C. Goals and Objectives

Mile High Montessori Early Learning Centers (MHM) has identified the following goals and objectives to be addressed through programming at MHM centers:

- o Family Centered Services
- o Community Health and Treatment
- o Prepared Children
- o Effective Workforce
- o Fiscal Integration

I. Family Centered Services

To develop a framework of education and resources that support linguistically and culturally responsive family literacy strategies for families and staff.

MHM's approaches to fulfilling the goal of **Family Centered Services** will ensure that families and staff have the resources necessary to ensure the academic success of children.

Objective A: Enhance school-to-home education connection that supports positive outcomes for children by increasing families' access to linguistically, culturally and developmentally appropriate books and literacy resources.

Approach: Build Literacy-Rich Home Environment

MHM will build literacy-rich home environments through book incentive and lending library programs ensuring families receive new, age appropriate book every month. Parents receive books monthly, and each MHM center has developmentally appropriate books for lending to families. Gently used books donated by community partners and individuals are distributed to parents participating in monthly literacy activities.

Measurement: At the first home visit of the year, parents will complete a literacy materials and reading practices pre-survey. At the final parent/teacher conference, parents will be asked to complete a post-survey to determine changes in number of books in the home and reading habits. MHM will track monthly literacy sheets that are completed by parents which detail the amount of time parents read with their children. The total number of books distributed to families will be recorded.

Innovation: MHM's enrollment in First Book, a national organization dedicated to enhancing home literacy environments, provides opportunities for donated books, discounted books and grants to underwrite the cost of books.

Interagency Coordination Plan: Along with donations from First Book, books to be distributed to parents are donated from a variety of community partners: Denver Public Library, Logan School for Creative Learning, Denver Lions Club Board of Directors, and Sage Hospitality as well as from parents.

Objective B: Support parents as their child's primary teachers by enhancing their literacy and language skills.

Approach: English as a Second Language/GED Classes

MHM will provide on-site ESL and/or GED classes at a site and will partner with community agencies to ensure access to other ESL and GED classes.

Measurement: MHM will track the number of parents participating in ESL and GED classes both on-site and at other community sites.

Innovation: MHM has worked closely with many community partners. On-site classes will provide parents with an opportunity to enhance their language and literacy skills in a familiar setting.

Interagency Coordination Plan: MHM partners with a number of community agencies to support adult literacy; for ESL classes: Catholic Charities Beacon Center; Community College of Denver; MI Case Neighborhood Center/Spring Institute; Denver Public Library; Centro San Juan Diego, Focus Points Family Resources Center; and for GED/Adult Basic Education classes: Emily Griffith Opportunity School, Community College of Denver, Northeast Women's Center, Sun Valley Community Center.

II. Community Health and Treatment

To promote physical and mental health and wellness for families, staff, and communities.

Through the Community Health and Treatment goal, MHM will work to support the mental, physical and social health of children, families and staff.

Objective A: Implement nutrition education strategies for children, parents and staff to enhance knowledge of healthy eating activities.

Approach: Nutrition Education

MHM's strategies for nutrition education include:

- Cooking Matters Colorado, a nutrition education course that provides hands-on food preparation for parents and staff will be offered twice during the year. Courses emphasize nutritious cooking and eating on a limited budget. (2-hour for 6 weeks)
- A wellness and physical class and activity for staff to be selected from a menu of options and an annual wellness event for staff will be provided

Measurement: Pre- and post-tests of knowledge and behaviors will be measured for Cooking Matters Colorado and staff wellness activity. The obesity rates for enrolled children will be tracked on the Program Information Report as part of initial and follow-up health screenings.

Innovation: The number of strategies provides opportunities to strengthen the school-to-home connection by enhancing relationships between enrolled parents and staff. MHM also contracts with Revolution Foods, a company's whose mission is that all children should have access to healthy fresh food on a daily basis and was cited as an innovative school reform program by Time magazine. Revolution Foods provides nutrition education for parents and staff as well.

Interagency Coordination Plan: MHM will partner with Denver's Great Kids Head Start and the Rocky Mountain Prevention Research Center's planning grant funded by the Colorado Health Foundation on the "Culture of Wellness in Preschools."

Objective B: Strengthen skills and knowledge building for parents and staff to support children's social/emotional development.

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Approach: Teaching Pyramid Model

MHM will provide in-depth training for parents and staff using the Teaching Pyramid Model, developed by the Center for the Social Emotional Foundations for Early Learning. Information from the Devereux Early Childhood Assessment (DECA) will be used in identified classrooms to assist teachers with developing individual child and classroom lesson plans.

Measurement: MHM will screen all children using the Early Screening Inventory – Revised to determine if there are any initial developmental concerns. MHM will assess children's social/emotional developmental levels with the Devereux Early Childhood Assessment (DECA) that gathers input from parents and classroom teachers on children's resiliency factors and behavior concerns in the fall and spring. MHM will continue to provide annual parenting training and child assessment to support positive child outcomes for all children enrolling at MHM.

Innovation: The Teaching Pyramid Model is an inclusive approach to working with children with special needs. The foundation of the Pyramid emphasizes building relationships between parents and staff. The DECA provides an opportunity for parent input on strengths and concerns for their child's social/emotional development. To ensure an inclusive environment, MHM's Montessori-certified Disabilities/Mental Health Coordinator provides support to children, teachers and parents.

Interagency Coordination Plan: MHM will work with Denver Health and Hospital, Denver's Great Kids Head Start and the Colorado Center for Social Emotional Competence and Inclusion at the University of Colorado at Denver.

Objective C: Promote family wellness and healthy relationships through engagement of fathers and male role models in program.

Approach: Male/Fatherhood Involvement

MHM will provide opportunities for fathers/male role models to develop skills and abilities that boost children's self-esteem and enhance healthy development through program activities.

Measurement: MHM will evaluate the impact of this objective by tracking the participation of fathers/male role models in parent education activities and participation in the male involvement activities three times per year.

Innovation: MHM will work with Denver's Great Kids Head Start's (DGKHS) initiative to create a Fatherhood Council.

Interagency Coordination Plan: MHM will partner with enrolled fathers, Policy Committee, Lowry Family Resource Center and DGKHS to achieve this objective.

III. Prepared Children

To prepare children, within an inclusive environment, in the developmental areas (i.e. social/emotional, cognitive, language development, literacy, and math) to succeed in school and the community.

MHM's inclusive environments at each of the centers will ensure positive skills and development and result in achievement of the goal of **Prepared Children**.

Objective A: Provide a quality education environment using Montessori strategies that ensure children will demonstrate age appropriate school readiness skills.

Approach: Montessori Method

MHM will utilize Montessori strategies that support positive child outcomes. Dr. Maria Montessori developed her educational approach by working with and observing children with special needs. Based on her extensive research and observation, the Montessori Method was born. The foundation of Montessori is the quality of interaction between children and their environment. Children are self-directed in an environment that is specifically prepared with materials and equipment for purposeful activities. Children in Montessori settings develop self control, coordination and responsibility. Teachers observe, support and encourage children through language and literacy development. The Montessori Practical Life activities support physical and fine motor development as well as social/emotional skills. The Sensorial materials are mathematically graded and make abstract concepts more concrete. Materials are made from natural products as a way of keeping children in touch with nature. Outdoor classrooms such as MHM's natural playgrounds encourage children to problem solve and create. Research shows that children from Montessori programs demonstrate higher levels of problem solving and cognitive development.

Measurement: Current data indicate that the spring 2010 results from the Early Childhood Standards Assessment of Readiness Tool (ESTART) include the following: on a scale of 1-5, the average language and literacy score for MHM kindergarten-bound children increased from 2.94 to 3.67 fall to spring. In math, the average score increased from a 2.82 to a 3.80, in science from 2.90 to 3.64, and gross motor skills increased from a 3.64 to 4.24. To assure that even positive data give the information needed for a quality program, MHM has decided on a new tool to measure readiness for school. MHM will collect, analyze and manage data on child outcomes using data from Teaching Strategies GOLD, a new assessment system for preschool children that MHM implemented in 2010. The assessment is aligned with the Colorado P12 Academic Standards, Head Start Child Outcomes Framework and supports the Montessori learning approach. MHM will identify trends through analysis of data and adjust strategies for classroom instruction and staff training as appropriate.

Innovation: Although the Montessori approach was developed with poor children living in the slums of Rome, most Montessori programs in the United States are not available to low income families due to cost.

Interagency Coordination Plan: Materials and training to support the Montessori Method are provided in part by Denver Preschool Program; Colorado Preschool Program; and Montessori Education Center of the Rockies. MHM works with Denver Public Schools—Dennison, Gilpin and Lincoln Montessori schools—on staff training opportunities and kindergarten transition activities for families.

IV. Effective Workforce: To develop an effective early childhood workforce by building staff qualifications.

MHM is committed to ensuring that staff are effective, well-trained and adequately compensated to ensure the highest outcomes for children through an **Effective Workforce**.

Objective A: Enhance staff competency in delivering Montessori strategies.

Approach: Montessori Training and Certification

MHM will provide a variety of opportunities for Montessori training including classroom mentoring, intensive training and certification including:

- Montessori Education Center of the Rockies (MECR), which provides certification and intensive workshops
- Observations in each classroom by Montessori-certified Education Director/Child Outcomes and/or Montessori-certified Disabilities/Mental Health Coordinator
- Professional Development Institute—annual one-week training with 44 different options and an emphasis on developmentally appropriate practices, Montessori approach, family support systems and health and wellness
- Montessori regular training provided to all employees with initial orientation for new employees

Measurement: MHM will utilize the Classroom Assessment Scoring System (CLASS) in a sample of classrooms to assess teacher/child interactions and determine professional development plans at least two times per year. CLASS data will be cross-referenced with child outcome data to identify trends or relationships.

Innovation: Through implementation of the CLASS, MHM is providing best practices for evaluation of classroom interaction and instruction. The Professional Development Institute allows for staff from all six early learning centers plus the administration office to come together for training and team building.

Interagency Coordination Plan: MHM will partner with MECR, Family Star Montessori and Early Head Start and Montessori Centre International for Montessori training and consultation as well as with Clayton Early Learning and other Head Start grantees and Region VIII Technical Assistance for training on the CLASS.

Objective B: Grow MHM's own workforce by partnering with higher education and community agencies to offer internships and practicum placements.

Approach: Workforce Development

MHM will seek to develop Memorandums of Understanding (MOU) with education entities including Metropolitan State College Early Childhood Education Department and Montessori Education Center of the Rockies to provide a practicum experience for current education staff as well as for potential staff members. MHM will seek to partner with Teach For America (TFA) to create two-year placements.

Measurement: MHM will track the number of MOUs and the number of student interns.

Innovation: Teach For America's (TFA) mission is to reduce educational inequities by enlisting promising future leaders. Currently, TFA has established partnerships with school districts in Colorado. MHM's Partnership with TFA is their first with a program outside of public school districts.

Interagency Coordination Plan: MHM hopes to work closely with Metropolitan State College Early Childhood Education Department; Community College of Denver; Montessori Education Center of the Rockies; Teach for America; Denver Preschool Program; and the Denver Early Childhood Council.

V. Fiscal Integration: To integrate fiscal understanding and responsibility throughout all aspects of programmatic efforts.

Due to the current economic state, including the reductions in funding early care and education programs from the local, state and federal levels, MHM will ensure that staff and members of the Board of Directors and Policy Committee have an in-depth understanding of the finances and related regulations of MHM through the **Fiscal Integration** goal.

Objective A: Ensure members of governing bodies have foundational knowledge of fiscal program component.

Approach: Comprehensive Fiscal Orientation

Provide a comprehensive orientation and ongoing training to Policy Committee and Board of Directors including an annual Lunch-n-Learn on budget development.

Measurement: Monthly financial reports produced for Policy Committee and Board of Directors to ensure appropriate expenditure of funds; variance will be reconciled quarterly. With new members added to Policy Committee and Board of Directors annually, the orientation will be required annually.

Innovation: MHM's Policy Committee and Board of Directors will provide an integrated response to support MHM in meeting the ever-changing fiscal climate. The Lunch-n-Learn is an opportunity to focus on the budget and related financial topics.

Interagency Coordination Plan: MHM will work with the Board of Directors—Vice Chair for Finance and Policy Committee on developing and delivering a fiscal orientation.

Objective B: Support Program Directors as administrators of individual early learning centers in budget management.

Approach: Financial Literacy

MHM will provide a financial literacy workshop and an overview on the annual budget to Program Directors with detail on how the operation of the centers fits in the overall Head Start budget.

Measurement: MHM provides monthly financial updates to Program Directors, Board of Directors and Policy Committee. Program Directors will develop individual objectives on budget management to be incorporated within their performance goals.

Innovation: Center budgets are developed with input and accountability from each Program Director. The Professional Development Institute, a week-long all staff in-service training, provides an optimal platform for reviewing fiscal matters with the MHM staff.

Interagency Coordination Plan: MHM will work with our external auditors; agencies that can provide a range of financial literacy workshops free of charge; and other organizations to share approaches to financial management.

Early Childhood Development and Services

MHM's use of Montessori provides hands-on learning throughout the class schedule whether part-day or full-day. In the Montessori preschool environment, there are five distinct areas:

- **Practical Life** enhances the development of task organization and cognitive order through care of self, care of the environment, exercises of grace and courtesy and coordination of physical movement. Through these tasks, children develop muscular coordination, enabling movement and the exploration of their surroundings. They learn to work at a task from beginning to end, and develop their powers of control and concentration.
- The **Sensorial** materials serve as tools for development. Children build cognitive skills, and learn to order and classify impressions by touching, seeing, smelling, tasting, listening and exploring the physical properties of their environment.
- **Mathematics** makes use of manipulative materials to enable the child to internalize concepts of number, symbol, sequence and operations. This work gives children a solid understanding of basic mathematical principles, prepares them for later abstract reasoning and helps to develop problem-solving capabilities.
- **Language Arts** includes oral language development, written expression, reading and the study of grammar, creative dramatics and children's literature. Basic skills in writing and reading are developed through the use of sandpaper letters, alphabet cut-outs and various presentations allowing children to link sounds and letter symbols effortlessly and to express their thoughts through writing.
- **Cultural Activities** expose the child to basics in geography, history and life sciences. Music, art and movement education are part of the integrated cultural curriculum.

Child Outcomes

The developmental progress of all preschool age children in Mile High Montessori Early Learning Centers (MHM) is assessed a minimum of three times each academic year. Children's readiness for school will be measured through Teaching Strategies GOLD (TSG). The assessment is aligned with the Colorado Academic Standards (Preschool) and cross-walked to the revised Head Start Child Outcomes Framework—The *Head Start Child Development and Early Learning Framework*, released December 10, 2010. Thirty-eight objectives within seven dimensions that are most predictive of school readiness are measured: social/emotional, physical-fine motor, physical-gross motor, language, cognitive, literacy and math. In addition, the new system assists with classroom planning, teacher training and individual staff development plans. TSG is designed to be used with all children, including those with disabilities and English Language Learners. TSG shows typical progressions for each objective through the use of visually appealing, color-coded age bands that are tied to children's ages. Because development is uneven and overlapping, the color-coded bands allow teachers to account for natural variations in children's development and learning. TSG also contains "in-between" steps in each progression to allow for emerging skills or to indicate if a child

needs support to accomplish a skill or behavior, making it easier to accurately assess all children including those with disabilities or special needs.

The seven dimensions of the TSG and the five distinct areas of the Montessori Method support the Framework as follows:

The Head Start Child Development and Early Learning Framework	Teaching Strategies Gold Dimensions	Montessori Method
Physical Development and Health	Social Studies, Social-Emotional, Physical	Practical Life, Sensorial, Cultural Activities
Social and Emotional Development	Social-Emotional, Social Studies, Cognitive	Practical Life, Sensorial
Approaches to Learning	Cognitive, Social Emotional	Practical Life, Sensorial, Cultural Activities
Logic and Reasoning	Cognitive	Practical Life, Sensorial, Mathematics
Language Development	Language	Language Arts, Practical Life, Sensorial, Cultural Activities
Literacy Knowledge and Skills	Literacy	Language Arts, Sensorial
Mathematics Knowledge and Skills	Mathematics	Mathematics, Sensorial
Science Knowledge and Skills	Science and Technology	Cultural Activities, Practical Life
Creative Arts Expression	The Arts	Cultural Activities, Practical Life
Social Studies Knowledge and Skills	Social Studies	Cultural Activities
English Language Development	English Language Acquisition	Language Arts

MHM staff (Program Directors, teachers, and Director of Education/Child Outcomes) use the assessment data to prepare individualized child learning plans that guide the child through the process of school readiness. This information is used to support goal setting to scaffold each child's development and is shared with parents at conferences and home visits or as requested.

Because MHM provides services to children birth to 5, in many cases CLPs will be able to follow the child from their first years at MHM through their preschool years, creating a comprehensive account that informs the child's development and progress.

Family Partnerships

To ensure that parents are actively engaged in all aspects of program operations, Mile High Montessori Early Learning Centers (MHM) provides many opportunities for parents to become involved and makes every effort to be sure that parent involvement activities are responsive to on-going and expressed needs of parents both as individuals and as members of a group. Parents are surveyed at least annually, complete a needs and interest inventory and participate in the annual program Self Assessment to provide

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direction for programming. Opportunities for involvement in governance, their child's education, their own education and social activities are some of the ways MHM engages parents. During the enrollment process, families complete a needs assessment, information that becomes part of each Family Partnership Agreement (FPA). The FPA, which is completed in partnership with parents and MHM staff, is one means that MHM uses to individualize parental involvement.

Parents are also part of program governance with responsibilities for program planning, budget development and personnel process. At each center orientation, staff explain to parents the many opportunities there are for their involvement including their role to represent the center on MHM's Policy Committee. At the time of elections to the committee, center staff send information to the parents explaining the purpose of the Policy Committee and letting parents know how to express their interest in being the site representative for their center. Once parents express their interest, the duties and responsibilities of the Policy Committee are explained to them and they are encouraged to write a statement as to their interest in and qualifications for membership on the committee.

For parent meetings, parent education classes and Policy Committee meetings, MHM provides child care, meals, interpretation and transportation so that families can easily participate. Parents are notified of meetings and education classes through the center newsletter and a parent bulletin board.

With regard to educational activities, MHM respects parents as the primary educators of their children and encourages them to participate in center and classroom activities as often as they can and at least four hours a month. Reading in the classroom with the children, assisting at meals, helping the teachers with classroom activities, observing children in the classroom and participating in group activities are some of the ways parents are involved. Staff also make home visits at the beginning and mid-point of the program year, which often present an opportunity for staff to learn more about parental interests and how to support their further involvement. Teacher-parent conferences are also held twice a year, which is another way to directly engage parents in their children's education.

MHM encourages parents to participate in their own learning and education as well as their children's. Parenting classes are held at each center based on the Pyramid Model, and these classes are part of the Objectives under the Community Health and Treatment Goal. MHM sponsors fatherhood activities, multicultural nights, cooking classes and Pyramid training for parents. In addition, MHM participates in the *5 by 5 Project*, which introduces cultural activities that are meant to be enjoyable, enhance learning opportunities for both parent and child and encourage families to engage with a part of the Denver community they might otherwise not interact with.

In a recent parent survey, parents indicated they had a good understanding of how to be involved with the center where their child was enrolled including an understanding of what things they as parents can do to help their children. Parents also indicated that they felt welcome when they come to the centers, comfortable in talking with their child's teachers and had an appreciation of the parent meetings as being meaningful and covering topics that were helpful. Perhaps not surprising, many parents felt that the greatest support for their involvement came from the one-to-one encouragement they received from staff that gives them confidence to become involved.

MHM understands the value of meeting the educational and individual needs of parents and their children through coordinated literacy activities. MHM's plan will include reinforcing with parents how to enhance their role as the primary teacher for their child and to be the child's ally during his/her educational journey; supporting and modeling interactive literacy activities between parents and child so that families are being more confident about their own literacy competency.

MHM's plan will support a wide range of competencies within its literacy services and educational programs related to literacy. These include basic language skills (reading, writing, speaking and listening), communication methods within the family, parental understanding of child development and positive parenting skills and strengthened relationships between parents and their children's center. As noted above, since MHM recognizes that parents are the child's primary teacher, we will consistently encourage parents to become partners in their children's education.

MHM has identified two three-year Goals as outlined in that RFP that specifically address family literacy services and parenting skills training—Family Centered Services and Community Health and Treatment.

To support parents and children reading together, MHM provides age appropriate books through book incentive and lending library programs. Parents complete literacy sheets on which they can track the amount of time and the books that they have read. When parents turn in the literacy sheets, children are able to select a book to take home. If a parent is not able to read, staff provide strategies on how to "read" a book by using the pictures in the book as visual cues.

MHM families, parents/guardians and children are provided opportunities to participate in family literacy services both through MHM and through referrals to other local agencies and resources.

On the Family Partnership Agreement, parents may also identify "reading to their child" as one of the family's goals. MHM will then offer support for them to meet that goal depending on what would be helpful in a particular case.

MHM will enhance its literacy activities for non-English-speaking parents by having GED and ESL classes on-site as well as by making available a list of off-site organizations that offer GED and ESL training.

Parenting skills training is supported through in-depth training based on the Teaching Pyramid Model, which provides parents with practical strategies on parenting. The Devereux Early Childhood Assessment (DECA) is an assessment tool designed to measure children's resiliency and protective factors. Teachers and parents complete this assessment, which gives teachers an opportunity to share additional information related to parenting. With at least three activities each year focused on fatherhood and male involvement, MHM provides additional opportunities for parents to be supported in disciplinary and parenting strategies.

MHM also participates with Denver's Great Kids Head Start in Strengthening Partnerships and Resources in Communities for Literacy (SPARC), a collaborative group that shares literacy resources and strategies.

Community Partnerships

Mile High Montessori Early Learning Centers (MHM) is an agency with deep roots in the Denver community, having served low income children and their families for over forty years. During that time span, the agency has developed a strong network of partnerships that has enabled the provision of high quality, affordable early care and education services to thousands of families and their children. MHM works in partnership with community agencies to provide health care, mental health, disabilities services and activities for children and families. We have chosen community partners with the purpose of developing a collaboration that is a mutually beneficial with well-defined relationships to achieve common goals. MHM relies on partners in the community to provide high quality family centered services and to share responsibility for the healthy development of children and families of all cultures. The purpose of these collaborative relationships is to promote access to community services for the "neediest of the needy" children and families. MHM focuses on community partnerships that support the needs of families and build support for the program.

The process for developing a community partnership is to understand the needs of MHM's children, families and staff by drawing upon MHM's data sources that include the comprehensive Community Assessment and annual updates, MHM's Self Assessment, children's assessments and input from staff, parents and Board of Directors. Collaborative relationships are strengthened through formal written agreements. This approach helps ensure that relationships among agencies endure after the initiators of the agreements are no longer involved. Current partnerships include the following:

- The City and County of Denver provides facilities at minimal cost in four MHM centers in neighborhoods with extremely high needs. Recent collaborative efforts using City bond and other grant funds have allowed renovation and expansion at three facilities, increasing the number of children served and the quality of services available. MHM will continue to identify other funding sources and partnerships such as the Boettcher Foundation grant it recently received and the Concert for Kids (CFK) organization to maintain and enhance these City facilities. CFK provides volunteers to support facilities projects.
- The Denver Lions Club partners with MHM to operate the Rude Park center, providing the facility and many supports to the families whose children are enrolled there, including food, clothing and adopting families at holiday times. This is a long-standing partnership which the Denver Lions Club is committed to continuing into the future. MHM's lease is with Rude Park Community Nursery, Inc., a program of the Denver Lions Foundation.
- The *5 by 5 Project*, through the Mayor's Office of Education and Children, encourages parents to take their children and enjoy experiences at a number of local museums and cultural venues by providing a "passport" for free access to these venues and their programs.
- Mile High United Way has been a partner with MHM for 40 years and their programmatic, fiscal and advocacy support remains vital to the success of MHM.
- Revolution Foods provides healthy meals and snacks with a focus on organic, locally grown foods that encourage children to try healthier alternatives that are

low in fat, sugar, and sodium, assisting them to develop eating habits that will help them throughout their lives. Currently, Revolution Foods caters to one MHM center and has provided nutrition education to staff.

- Share Our Strength provides a six-week series of nutrition and cooking classes (Cooking Matters Colorado) for parents in both English and Spanish, providing chefs who teach how to provide healthy meals on a budget, and sending parents home with a bag of groceries each week to practice their new skills. These classes are provided for both parents and staff.
- Denver Health and Hospital (DHH) is a very important partner in the area of providing health and dental care to enrolled children, including immunizations, physicals, on-site screenings and support in enrolling in Medicaid and CHIP+. Additionally, MHM also contracts with DHH for health services for infants and toddlers in our program.
- Clayton Early Learning and Family Star Montessori have chosen to partner with MHM to provide in Early Head Start slots, giving our families with younger siblings the opportunity to participate in a full menu of the quality Early Head Start services that MHM offers. These particular partnerships are crucial in preparing many of our Head Start students for further success in elementary school, and the number of slots may be increased going forward.
- High schools such as Cherry Creek, Regis, Colorado Academy, and Mullen provide student volunteers to mentor the MHM Head Start students, reading to the children and interacting with them in the classroom. These interactions are vital to the development of literacy skills for the preschoolers, and they allow the high school students to experience working in an early childhood setting. Colorado Academy sends groups of 10-12 students to work with preschoolers in the classrooms several times during the school year. Individual students from Regis volunteer regularly at a few MHM facilities. This academic term, MHM has hosted 12 upper class students for a 2 week intensive service project.
- Within walking distance from MHM's Lowry Early Learning Center, students from The Logan School for Creative Learning visited the preschool classrooms every other week for the past program year. Twenty Logan students assisted MHM students with their work, read with them and also shared outdoor time. Additionally, one of the art classes at The Logan School created, painted and donated a mural that brightens the hallway at Lowry, and there are plans to create more "community art" in the near future. This year, 39 Logan students are again spending time with Lowry's preschoolers working together on creating an illustrated story that will be bound and given to the preschoolers at the end of the year.
- The Denver Public Library (DPL) provides volunteer librarians who read aloud weekly in preschool classrooms in five centers. Librarians also provide a selection of children's books for the children to enjoy and donate books to the MHM centers.
- The Montessori Education Center of the Rockies (MECR) provides Montessori certification and continuing education for teachers, administrators, and other staff at Mile High Montessori. Teachers are able to increase their skills in using the

Montessori curriculum to support their students' growth and development, and other staff develop an understanding of how to best support the teachers and infuse Montessori principles in the daily operation of the classrooms. This Montessori partnership is essential to MHM's approach to curriculum and instruction.

- Northeast Montessori Early Learning Center has developed a longtime and robust partnership with two downtown hotels. The Courtyard Denver Downtown and The Oxford Hotel send weekly volunteers to read in the classrooms every week throughout the year, and both sponsor annual holiday and end-of-year celebrations for students and their families.
- Early Learning Ventures (ELV), underwritten by the Merage Foundation, provides resources to improve quality of programming, staff training, benefits and retention and financial sustainability and business operations. MHM has completed a letter of understanding with ELV to explore creating an ELV Alliance, a community-based network comprised of small ECE nonprofit and for-profit businesses that will work together to deliver services in a more efficient manner. MHM is working with ELV to explore the opportunities for operational efficiencies.

Children With Special Needs

Mile High Montessori Early Learning Centers (MHM) implements a number of strategies to ensure that children with special needs are recruited and enrolled, including the following:

- Outreach activities such as brochures, presentations and information sharing with disability advocacy groups, coordinating councils and Child Find
- Coordination with Part C agencies (Denver Options) who provide early intervention services for children birth to three years including maintaining a Memorandum of Understanding
- Outreach to Denver's Great Kids Head Start (DGKHS) Health Services Advisory Committee, hospital-based clinics and programs for children with identified disabilities
- Participation on the Denver Interagency Coordinating Council
- MHM's application process and Selection Criteria which offer additional points to those families who have children with special needs

MHM can ensure that at least 10% of enrollment by mid-year includes children with special needs as evidenced by historical practice. The Disabilities/Mental Health Coordinator diligently monitors enrollment information and recruitment practices to ensure that 10% of children identified with a disability are consistently enrolled in MHM. At the beginning of each year, staff ensure the timely and effective Request for Observation process, which enables a child to be assessed and referred when concerns manifest at the start of a school year. Also, children with IEPs re-enroll from the previous school year. For the 2010-2011 program year, 36 children with Individualized Education Plans (IEP) are enrolled, which means that 13% of currently enrolled Head Start children have an IEP. Of those, the primary diagnosis is *preschooler with a disability or speech/language delay*. MHM has served children with severe special needs and medical disabilities and currently provides services to a child with Downs Syndrome. The Montessori approach was developed working with low income children with special

needs who were considered "uneducable." MHM's Implementation of Montessori provides a unique opportunity to offer an inclusive classroom setting for all typically and atypically developing children. Children receive their IEP services through Sewall Child Development in coordination with DGKHS.

MHM collaborates with Clayton Early Learning and Family Star Montessori and Early Head Start for children that are in Early Head Start classrooms to prepare them for transition to Head Start. When a child with an Individualized Family Services Plan (IFSP) transitions from an EHS classroom, MHM's Disabilities/Mental Health Coordinator or Family Resources Assistant participates in the IEP transition meeting with the Denver Public Schools Child Find and Denver Options teams.

MHM partners with Denver Health and Hospital (DHH) through the contract with DGKHS. DHH staff provide social/emotional support services for our families and are able to provide services to children with identified social/emotional concerns, either with an IEP or without. Services provided by DHH can take place in the classroom working directly with children and teachers or in the family's home using play therapy and family counseling.

Enrollment, Recruitment, Selection, Eligibility, Attendance

In order to reach those most in need of Head Start services, Mile High Montessori Early Learning Centers (MHM) develops and implements a recruitment process that informs families with Head Start eligible children within the recruitment area of the availability of services and encourages them to apply for admission to the program.

MHM recruitment occurs on an ongoing basis. As MHM begins the process of recruitment and selection of students for each new school year, members of the management team, the Policy Committee and the Family Resources team review the current year's data and determine the level of success reached in serving those children and families with the greatest needs, as well as looking at trends to determine where future needs may lie. During those discussions, information is gleaned from the MHM's customized database, the Program Information Report, the most current Community Assessment, parent satisfaction surveys, census reports, and other sources of demographic data. After careful consideration of the relevant facts, each group contributes to the creation of a plan for recruiting and enrolling children. The plan is designed to reach out to families in neighborhoods showing the greatest concentration of needs. At the same time, the Policy Committee reviews and approves the Selection Criteria Checklist annually, which ensures that children are prioritized for enrollment based on actual needs that are documented in one or more of the data sources listed above.

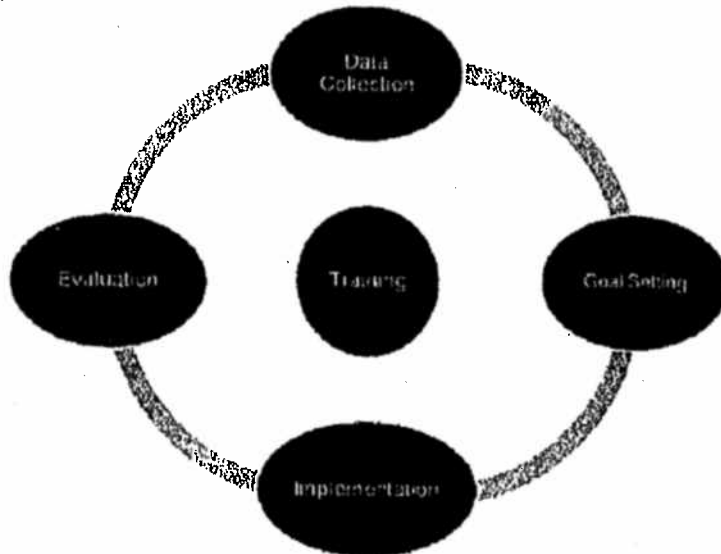
When an opening occurs, the Family Resources Assistants initiate the first steps in implementing the process by reviewing the waitlist maintained for each individual center and contacting families with children who are eligible for the slots vacated by transitioned children. The selection of families who are enrolled into the program is based on their selection criteria points. Prospective Head Start children are contacted in order of their eligibility points, those with the highest points assigned based on their individual needs are contacted first.

Recruitment activities occur each month. Flyers are distributed door to door, at community events in the targeted neighborhoods, and through local churches, businesses and medical and human services agencies. Currently enrolled families are encouraged to refer friends and neighbors, and Program Directors publicize the program through their participation in collaborative community activities. MHM staff will recruit and enroll at least 10% of children with special needs as indicated from screening, eligibility criteria, test results or community referrals.

Once a family makes contact with the agency, they complete a pre-application. Their pre-application is then assessed, and the Selection Criteria Checklist is filled out by staff. If there is not an opening in the program, a family's pre-application is placed on the waitlist and organized at their center of choice according to the cumulative points on the selection criteria checklist. When a vacancy occurs, the family is called and an appointment is set with the Enrollment Coordinator, who assists them with completing the required enrollment application.

Program Design and Management

To deliver high quality services, Mile High Montessori Early Learning Centers (MHM) is committed to a continuous improvement process with a focus on preparing children for kindergarten and school success. MHM uses a continuous program improvement cycle that is comprised of 1) Data collection, 2) Goal setting, 3) Implementation, and 4) Evaluation, from which MHM is able to develop a robust Training and Technical Assistance Plan that ensures staff are prepared to respond to the cultural and linguistic diversity of children and families.



- **Data collection:** All components of MHM's programming are reviewed and monitored. Staff members are responsible for specific content areas, and MHM also works with external consultants or programs to evaluate certain program areas. MHM also undergoes a program quality ratings process conducted through Qualistar Colorado. Responsible staff and consultants prepare reports citing strengths, areas for further development and systemic issues or challenges for review and monitoring. Data on child outcomes, family needs and program services are tracked with appropriate reports prepared at least once a month.

- **Goal setting:** Based on the data, staff work closely with their team members including classroom and family resources staff to set short- and long-term goals and objectives. Goals are created for individual staff, classroom, content area teams and program-wide. Individual professional development plans are developed annually with each staff member guiding their personal progress toward meeting education goals. MHM establishes a comprehensive Training and Technical Assistance plan from these goals.
- **Implementation:** As appropriate, staff implement agreed upon goals and strategies with support from content area coordinators, Program Directors and senior management team members.
- **Evaluation:** At least monthly, staff assess strategies and goals to evaluate impact and effects on desired outcomes for staff and programs.

The continuous improvement process is one of circular review and reflection and is supported through training workshops, reflective supervision, coaching and mentoring as the program maintains the desired outcomes and sets new benchmarks.

MHM ensures parents are part of the process by encouraging families to share insights about their children, which staff will incorporate in the individual and classroom lesson plans. This information could include culture, language, ethnicity and family composition. To ensure cultural responsiveness, staff will participate in ongoing cultural trainings, and the needs of our parents will be considered as identified in the community assessment and driven by the Policy Committee.

As part of this process a timeline is developed with input from the following key personnel: Director of Education/Child Outcomes, Director of Head Start, Human Resources Director, Family Services Coordinator, Nurse Consultant, Disabilities and Mental Health Coordinator and the Vice President for Programs. The training plan connects to the overall framework and compliance indicators to facilitate the monitoring process for each content area. The training plan will be considered fluid so that necessary adjustments can be made to meet needs as they arise. The process of development will have oversight by the Head Start Director and the President and CEO.

Monitoring

Mile High Montessori Early Learning Centers (MHM) ensures that all Head Start Performance Standards are met through intensive training for all staff members and a comprehensive monitoring approach. Annually, a training plan is developed that reflects all content areas of the Performance Standards. The plan includes monthly, quarterly and annual activities and workshops to ensure a high level of staff knowledge and skill regarding Head Start practices. Staff from each content area meet at least once a month to review relevant Performance Standards. MHM staff attend Professional Development Institute week every year that includes an overview of the Head Start philosophy, goals and objectives, regulations and Performance Standards. MHM also sends staff and parents to external Head Start conferences and workshops so that they might learn and understand the Head Start Standards. MHM has also identified a full day training to review the Office of Head Start Monitoring Protocol with all staff members.

MHM's comprehensive monitoring plan also ensures that all Head Start Performance Standards are being met. Monitoring and reporting occur at three levels; governance,

program and center/classroom. At the governance level of monitoring, MHM Board of Directors oversees a number of systems and mechanisms to monitor the implementation of its various programs, among them MHM Head Start, and has fiduciary responsibility for the overall agency. The Policy Committee, which is comprised of parent representatives from each of the centers and representatives from the community meets monthly and also has responsibilities for program governance. Both the Board of Directors and Policy Committee review all policies, procedures and fiscal matters regarding the Head Start programming.

At the program level of monitoring, the senior management team is responsible for the day to day adherence to the agency policies and procedures as well as the Head Start Performance Standards. The senior management team meets at least once per week and consistently reviews existing policies and procedures to ensure the goals and objectives and program outcomes are being addressed and met. With input from the senior management team, the President and CEO and Director of Head Start prepare monthly reports to the Policy Committee and the MHM Board of Directors. The management team also oversees the works of the coordinators, program directors, managers, and consultants as they monitor the implementation of the Head Start program at the center and classrooms level.

At the center/classroom level, monitoring is performed by content area coordinators, program directors, senior management team and consultants and is completed through:

- Regular monitoring of compliance with Head Start and MHM policies and procedures
- Annual performance appraisals
- Classroom notebooks and checklists
- Child and staff file audits
- Child observations
- Nutrition consultant monitoring visits 3 times per year
- CACFP site review every 3 years
- Qualistar ratings
- Licensing reviews
- Supervision and center staff meetings

Annually, MHM conducts a programmatic Self Assessment process involving staff, parents, Board of Directors and senior management team members and includes a thorough examination of current program practices. Several methods are used to gather information (i.e. observations, interviews, file audits, surveys). Gathering this information paints a picture as to how well the program is meeting the needs of children and families.

In support of the monitoring processes, MHM has implemented a custom-built database that includes the full range of data for tracking and maintaining accuracy of child enrollment, health, screenings and assessment data. MHM now has the capacity to store and report on many data points including funding sources, history of attendance, meals served, family data, family service referrals and disabilities. MHM also maintains hard copy confidential individual child's files with information on child outcomes, progress and other educational assessments, disabilities, mental health, health (medical and dental) and nutrition (for special dietary needs).

Monthly reports on enrollment, disabilities, financial, family services and health are generated to make sure we are on track and maintain quality assurance. Teachers complete two home visits and two family conferences with each enrolled family per year. Each child that is enrolled receives developmental, health and dental screenings.

Staff development is tracked by an individual performance plan that is completed at the time of hire and yearly thereafter. Also on-going training hours are tracked on a monthly basis to ensure that staff receive the required number of annual training hours. Individual staff development plans are in place to ensure that all staff will meet the 2013 Head Start credentialing requirements.

A single purpose audit is conducted annually for all MHM services and centers by external auditors. Monthly, the MHM financials and budget are reviewed with the MHM Board Directors Executive and Finance Committees, the entire Board of Directors and Policy Committee.

D. Results and Benefits Expected:

I. Family Centered Services: Objective A: Enhance the school-to-home education connection that support positive outcomes for children by increasing families' access to linguistically, culturally and developmentally appropriate books and literacy resources.

- According to Jump Start^{xxvi}:
 - 61% of low income families do not have age appropriate books in their homes
 - In one study, middle class households had 13 books for every preschooler; in low income neighborhoods, there was 1 book for every 300 preschoolers
 - Early literacy skills predict academic success
- Home library size has a substantial effect on education attainment^{xxvii}

Parents' support of their preschoolers' literacy and language development in their home is linked to academic success for the children. MHM will focus on strengthening this connection that is already supported through home visits, parent/teacher conferences and individual meetings by increasing the number of books in a family's home.

I. Family Centered Services: Objective B: Support parents as their child's primary teachers by enhancing their literacy and language skills.

- All parents responding to the 2010 DKGHS Comprehensive Community Assessment survey indicated that English as Second Language (ESL) and GED or adult education were their second and third choice for requested services
- 49% of MHM families are non-English speaking, and ESL classes were used by close to 20% of MHM parents^{xxviii}
- In fall 2010, MHM parents requested GED/adult education and ESL services as their first and fourth choice respectively^{xxix}

Parents are their child's first and most important teacher. MHM will collaborate to provide literacy and language courses on-site and off-site to ensure that parents are confident and equipped to fulfill this role.

II. Community Health and Treatment: Objective A: Implement nutrition education strategies for children, parents and staff to enhance knowledge of healthy eating activities.

- Parents responding to the 2010 DGKHS Comprehensive Community Assessment survey indicated that health education was their first choice for requested services
- The obesity rate for MHM children has increased from 11% to 17% in the last two years^{xxx}
- Health education was the second most used service by parents in 2009-2010^{xxxii}

MHM's community of children, families and staff will all benefit from a renewed focus on nutrition-related education and activities. Anticipated benefits are behavioral changes, increase in knowledge and positive impact on physical health.

II. Community Health and Treatment: Objective B: Strengthen skills and knowledge building for parents and staff to support children's social/emotional development.

- According to the 2010 DGKHS Comprehensive Community Assessment:
 - Parents reported that a key benefit to their participating in Early Head Start and Head Start was a positive impact on their parenting skills
 - Parenting education was the first choice for English-speaking parents
 - In Denver, 7% of 3 and 4 year olds are estimated to have some type of disability
- 2009-2010 MHM PIR Indicates that parenting education was the third most used service^{xxxiii}
- Parenting and mental health services were among the top ten services requested by MHM parents in fall 2010^{xxxiii}
- MHM served 17% of enrolled children with special needs in 2008-2009, and 23% in 2009-2010^{xxxiv}

MHM provides an inclusive environment for all children and supports parents. Positive relationships between parents and children have significant benefits for children's cognitive, social and emotional behaviors and development.

II. Community Health and Treatment: Objective C: Promote family wellness and healthy relationships through engagement of fathers and male role models in the program.

- According to the 2010 DGKHS Comprehensive Community Assessment:
 - Fathers were happy with opportunities provided by programs to be involved with their child's education
 - 60% of MHM families are headed by single parents, primarily female^{xxxv}
 - 34% of fathers are involved with their children at MHM^{xxxvi}

Because many low income families are also single parent households, MHM wants to provide programming specific to the needs of fathers and male adult role models. The impact of father-absent homes has detrimental effects on child development as well.^{xxxvii}

Fatherless children are twice as likely to drop out of high school^{xviii}, and obese children are more likely to live in fatherless homes than non-obese children^{xix}. This objective will begin to reverse these trends.

III. Prepared Children: Objective A: Provide a quality education environment using Montessori strategies that ensure children will demonstrate age appropriate school readiness skills.

- According to the 2010 DGKHS Comprehensive Community Assessment:
 - Parents report significant benefits to their child's development through participating in Early Head Start and Head Start
- A survey of parents conducted by MHM indicated that more than 90% of parents rated the Montessori approach as one of MHM's strengths^{xi}
- Preschool children in an inner-city Montessori school were significantly better prepared for elementary school in reading and math skills than their non-Montessori peers^{xii}
- In 244 studies of Montessori pedagogy, low income children benefited significantly from Montessori; one study showed much higher scores on measures of autonomy and curiosity^{xiii}
- Significantly high numbers of children attending Montessori school graduate^{xiiii}

The Montessori Approach encourages and develops children's independence, initiative and self-control, which are keys to success in school.

IV. Effective Workforce: Objective A: Enhance staff competency in delivering Montessori strategies.

- According to the 2010 DGKHS Comprehensive Community Assessment:
 - 85.7% MHM staff felt prepared or very prepared to carry out job responsibilities
 - 88.6% of staff reported receiving adequate and/or a lot of preparation to meet the developmental needs of children and families
- MHM staff are on track to meet or have already met Head Start requirements for 2011 and 2013 but need to continue to have the time and funding to complete the requirements

Ongoing professional development is a cornerstone of quality early childhood programming. MHM is committed to ensuring that professional development and training opportunities are available to its staff. In 2010, seventeen staff from across the agency attended the Montessori Education Center of the Rockies' (MECR) one-week overview of Montessori philosophy, principles and activities. Two preschool teachers completed the eight-week course leading to preschool certification at MECR and are currently completing their internship year in the classroom.

IV. Effective Workforce: Objective B: Grow MHM's own workforce by partnering with higher education and community agencies to offer internships and practicum placements.

With the increase in demand for credentialed early childhood professionals, an effective strategy is collaborating to develop students into qualified teachers.^{xiv} Effective teaching is supported through supervised, reflective field experiences.^{xiv} This objective will lead to additional appropriately qualified early care and education teachers.

V. Fiscal Integration: Objective A: Ensure members of governing bodies have foundational knowledge of fiscal program component.

- According to the 2010 DGKHS Comprehensive Community Assessment:
 - Parents expressed interest in participating in program governance activities

MHM has a track record of exemplary stewardship of managing public funds and will continue the practices that support utilizing Head Start funding to enhance the lives of children and families.

V. Fiscal Integration: Objective B: Support Program Directors as administrators of individual early learning centers in budget management.

MHM fully expended Head Start funding for 2009-2010 and enhanced services to children and families and will need to continue to do so going forward. MHM works to ensure that all funds are spent with the greatest efficiency and efficacy across all programmatic components.

Endnotes:

- ⁱ Douglas Downey, James Almsworth-Damell, and Mikaela Dufur. "Sex of Parent and Children's Welfare in Single-Parent Households," *Journal of Marriage and the Family*, 60(4), 1998
- ⁱⁱ Mile High Montessori Early Learning Centers Program Information Report 2009-2010
- ⁱⁱⁱ Downey, et. al., op. cit.
- ^{iv} National Institutes of Health, Eunice Kennedy Shriver National Institute of Child Health and Human Development, October 2010
- ^v U.S. Substance Abuse and Mental Health Services Administration, 2009 Census Data
- ^{vi} Educare Colorado and Colorado Children's Campaign Kindergarten Teachers Survey, 2001
- ^{vii} Simon Burgess, Carol Propper, and John Rigg. "The Impact of Low Income on Child Health: Evidence from a Birth Cohort Study," Centre for Analysis of Social Exclusion, May 2004
- ^{viii} Centers for Disease Control, 2008
- ^{ix} White House Task Force on Childhood Obesity: Report to the President, May 2010
- ^x Denver Public Schools Student Enrollment Report, 2010
- ^{xi} *Ibid.*
- ^{xii} Steven Barnett. "Long-Term Effects of Early Childhood Programs on Cognitive and School Outcomes," *The Future of Children*, Vol. 5/No. 3 - Winter 1995
- ^{xiii} Eliana Ganes, Thomas Duncan, and Janet Currie. "Long-Term Effects of Head Start (NBER Working Paper No. 8054)," National Bureau of Economic Research, 2000
- ^{xiv} The Piton Foundation Perspective, Summer 2006
- ^{xv} Colorado Preschool Program Legislative Report 2011
- ^{xvi} Tina Grtego. "Part One: Blocked In, Blocked Out," *Denver Post*, December 5, 2010
- ^{xvii} Steven Barnett. "Better Teachers, Better Preschools: Student Achievement Linked to Teacher Qualifications," *Preschool Policy Matters: National Institute for Early Education Research*, Issue 2/Revised 2004
- ^{xviii} *Ibid.*
- ^{xix} Karen LaParo, Robert Planta, and Heghan Stuhman. "Classroom Assessment Scoring System™ (CLASS™): Findings from the Pre-K Year," *Elementary School Journal*, 104:5
- ^{xx} Jennifer Locasale-Crouch, Timothy Konold, Robert Planta, Carollee Howes, Margaret Burchinal, Donna Bryant, Richard Clifford, Diane Early, and Oscar Barbarin. "Observed Classroom Quality Profiles in State-Funded Pre-Kindergarten Programs and Associations with Teacher, Program, and Classroom Characteristics," *Early Childhood Research Quarterly*, 22:1
- ^{xxi} Colorado's Early Learning Professional Development System Three-Year Plan, 2010
- ^{xxii} *Ibid.*
- ^{xxiii} Douglas Besharov, Justus Myers, and Jeffrey Morrow. "Costs Per Child for Early Childhood Education and Care: Comparing Head Start, CCDF Child Care, and Prekindergarten/Preschool Programs," August 31, 2007
- ^{xxiv} Colorado Children's Campaign: Colorado Children's Budget 2010
- ^{xxv} James Heckman. "Skill Formation and the Economics of Investing in Disadvantaged Children," *Science*, June 30, 2006: Vol. 312

- xxvi Jump Start Annual Report, 2009
- xxvii M.D.R. Evans, Jonathan Kelley, Joanna Sikora, and Donald Treiman, "Family Scholarly Culture and Educational Success: Books and Schooling in 27 Nations," *Research in Social Stratification and Mobility*, Volume 28, Issue 2, June 2010
- xxviii Mile High Montessori Early Learning Centers Program Information Report 2008-2010
- xxix Mile High Montessori Early Learning Centers Parent Needs Assessment, Fall 2010
- xxx Mile High Montessori Early Learning Centers Program Information Report 2009-2010
- xxxi *Ibid.*
- xxxii *Ibid.*
- xxxiii Mile High Montessori Early Learning Centers Parent Needs Assessment, fall 2010
- xxxiv Mile High Montessori Early Learning Centers Program Information Report 2009-2010
- xxxv *Ibid.*
- xxxvi *Ibid.*
- xxxvii "Father Involvement in Children's Education, Care, and Support", The Office of Child Care's National Child Care Information and Technical Assistance Center
- xxxviii U.S. Department of Health and Human Services. National Center for Health Statistics. Survey on Child Health. Washington, D.C.:GPO, 1993
- xxxix National Longitudinal Survey of Youth
- xl Mile High Montessori Early Learning Centers Board of Directors Parent Survey, June 2010
- xli Bruce Bower. "Montessori Learning Aid—Alternative School Shows Impact on Poor Children," *Science*, September 30, 2008: Vol. 170
- xlii Mary Maher Boehnlein. "Research and Evaluation Summary of Montessori Programs," in David Kahn, ed. *Implementing Montessori Education in the Public Sector*, North American Montessori Teachers' Association, 1990
- xliii *Ibid.*
- xliv "What Pre-K Teacher Shortage?," *Preschool Matters*; National Institute for Early Education Research, August/September 2006, Volume 4, No. 5
- xlv National Association for the Education of Young Children Standards for Early Childhood Professional Preparation Programs Position Statement, 2009

GABI - Audit Report

Grant / Delegate No: 08CH0119 / 002 Agency Name: Mile High Montessori Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

<p>Warning</p> <p>Program Schedule #4 falls outside the following performance standard: Class size is generally at least 13 and no more than 20 for a Center-Based or Combination schedule (for Single Session ONLY).</p> <p>Performance Standard §1306.32(a): (3) For classes serving predominantly four or five year old children, the average class size of that group of classes must be between 17 and 20 children, with no more than 20 children enrolled in any one class. (5) For classes serving predominantly three year old children, the average class size of that group of classes must be between 15 and 17 children, with no more than 17 children enrolled in any one class.</p>	<p>(7) It is recommended that at least 13 children be enrolled in each center based option class where feasible.</p> <p>Program Schedule #5 falls outside the following performance standard: Class size is generally at least 13 and no more than 20 for a Center-Based or Combination schedule (for Single Session ONLY).</p> <p>Performance Standard §1306.32(a): (3) For classes serving predominantly four or five year old children, the average class size of that group of classes must be between 17 and 20 children, with no more than 20 children enrolled in any one class. (5) For classes serving predominantly three year old children, the average class size of that group of classes must be between 15 and 17 children, with no more than 17 children enrolled in any one class.</p> <p>(7) It is recommended that at least 13 children be enrolled in each center based option class where feasible.</p>
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The class/program schedules mentioned contain Head Start and non Head Start children. Class sizes are between 15 and 16 children.

GABI - Detail Report

Grant / De e No: 08CH0119 / 002 Agency Name: Mile High Montessori Early Learning Centers
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

Funding Category	Key Features Total	Line Item Budget Total
Cost for Program Operations:	\$1,614,635	\$1,614,635
Cost for Training and Technical Assistance:	\$7,707	\$7,707
Non-federal Share (Cash and in-kind):	\$405,586	\$405,586
Total:	\$2,027,928	\$2,027,928

Funding Category	Key Features Total	Line Item Budget Total
FEDERAL FUNDING		
1. Federal Child Development and Child Care Funds		\$0
2. USDA Funds for Nutrition Services		\$325,000
3. Other Federal Funding) \$0
STATE FUNDING		
5. Other State Funding) \$1,025,000
4. State Preschool Programs		\$0
LOCAL FUNDING		
6. School District Funding		\$0
7. Other Local Government Funding) \$0
OTHER FUNDING		
8. Tribal Government Funding		\$0
9. Fundraising Activities		\$300,000
10. Other) \$0
Total:		\$1,650,000

Grant / D. ate No: 08CH0119 / 002 Agency Name: Mile Hig onessori Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

Center-based (CB): 269	Combination Program (CO): 0	Family Child Care (FCC): 0	Pregnant Women (PW): 0
Home-based (HB): 0	Locally Designed Program (LD): 0	Total Child Enrollment: 269	Total Funded Enrollment: 269

Program Option	2. Funded child enrollment	3a. Number of classes / groups / family child care settings	3b. Double session?	4. Number of hours of classes / groups / FCC settings per child, per day	5. Number of days of classes / groups / FCC settings per child, per week	6. Number of days of classes / groups / FCC settings per child, per year	7. Number of home visits per child, per year	8. Number of hours per home visit	9. Number of home visits per child, per year (HB only)	10. Number of hours per home visit (HB only)	11. Number of hours per home-based socialization experience (HB only)	12. Number of home-based socialization experience per (HB)
Center-based	32	2	No	3.5	4	170	2	1	0	0	0	0
Center-based	96	6	Yes	3.5	4	170	2	1	0	0	0	0
Center-based	48	3	No	7.5	5	238	2	1	0	0	0	0
Center-based	73	8	No	10.5	5	238	2	1	0	0	0	0
Center-based	20	2	No	10.5	5	180	2	1	0	0	0	0

GABI - Detail Report

Grant / Dele. No: 08CH0119 / 002 Agency Name: Mile High Antessor Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

Budget Category	PO	TFA	NFS
Personnel	\$1,256,709	\$0	\$5,000
Fringe Benefits	\$301,152	\$0	\$586
Travel	\$0	\$0	\$0
Equipment	\$0	\$0	\$0
Supplies	\$2,874	\$0	\$0
Contractual	\$50,000	\$0	\$0
Construction	\$0	\$0	\$0
Other	\$3,900	\$7,707	\$400,000
Total Direct Costs	\$1,614,635	\$7,707	\$405,586
Indirect Costs	\$0	\$0	\$0
SUMMARY OF BUDGET CATEGORIES TOTAL	\$1,614,635	\$7,707	\$405,586

Gr: Delegate No: 08CH0119 / 002 Agency Name: Mile High Antessor Early Learning Centers State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

PERSONNEL: Child Health and Developmental Services Personnel

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child	\$
1 Program Managers and Content Area Experts	\$173,374	\$644.51	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0.00
2 Teachers / Infant Toddler Teachers	\$409,111	\$1,520.86	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0.00
5 Teacher Aides and Other Education Personnel	\$342,168	\$1,272.00	\$0	\$0.00	\$5,000	\$18.59	\$0	\$0.00	\$0.00
6 Health / Mental Health Services Personnel	\$74,198	\$275.83	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0.00
7 Disabilities Services Personnel	\$28,288	\$105.16	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0.00
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total	\$1,027,139	\$3,818.36	\$0	\$0.00	\$5,000	\$18.59	\$0	\$0.00	\$0.00

PERSONNEL: Family and Community Partnerships Personnel

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child	\$
10 Program Managers and Content Area Experts	\$118,315	\$439.83	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0.00
PERSONNEL: Family and Community Partnerships Personnel Sub-Total	\$118,315	\$439.83	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00	\$0.00

PERSONNEL: Program Design and Management Personnel

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child	\$
13 Head Start / Early Head Start Director	\$50,502	\$187.74	\$0	\$0.00	\$0	\$0.00	\$50,502	\$187.74	\$187.74
16 Clerical Personnel	\$60,753	\$225.85	\$0	\$0.00	\$0	\$0.00	\$60,753	\$225.85	\$225.85
PERSONNEL: Program Design and Management Personnel Sub-Total	\$111,255	\$413.59	\$0	\$0.00	\$0	\$0.00	\$111,255	\$413.59	\$413.59
PERSONNEL TOTAL	\$1,256,709	\$4,671.78	\$0	\$0.00	\$5,000	\$18.59	\$111,255	\$413.59	\$413.59

FRINGE BENEFITS

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child	\$
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$122,952	\$457.07	\$0	\$0.00	\$586	\$2.18	\$10,896	\$40.51	\$40.51
Health / Dental / Life Insurance	\$162,600	\$604.46	\$0	\$0.00	\$0	\$0.00	\$14,341	\$53.31	\$53.31

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
3 Retirement	\$15,600	\$57.99	\$0	\$0.00	\$0	\$0.00	\$1,376	\$5.11
FRINGE BENEFITS TOTAL	\$301,152	\$1,119.52	\$0	\$0.00	\$586	\$2.18	\$26,613	\$98.93

SUPPLIES

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
2 Child and Family Services Supplies	\$2,874	\$10.68	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
SUPPLIES TOTAL	\$2,874	\$10.68	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00

CONTRACTUAL

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
8 Warren Village	\$50,000	\$185.87	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
CONTRACTUAL TOTAL	\$50,000	\$185.87	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00

OTHER

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
2 Rent	\$0	\$0.00	\$0	\$0.00	\$200,000	\$743.49	\$10,000	\$37.17
11 Volunteers	\$1,000	\$3.72	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
13 Parent Services	\$2,900	\$10.78	\$0	\$0.00	\$0	\$0.00	\$0	\$0.00
16 Training or Staff Development	\$0	\$0.00	\$7,707	\$28.65	\$0	\$0.00	\$0	\$0.00
17 CPP and DPP	\$0	\$0.00	\$0	\$0.00	\$200,000	\$743.49	\$0	\$0.00
OTHER TOTAL	\$3,900	\$14.50	\$7,707	\$28.65	\$400,000	\$1,486.99	\$10,000	\$37.17

DIRECT COSTS

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
DIRECT COSTS TOTAL	\$1,614,635	\$6,002.36	\$7,707	\$28.65	\$405,586	\$1,507.75	\$147,968	\$549.70

1 / Delegate No: 08CH0119 / 002
 Program Type: Head Start

Agency Name: Mile High
 Application Type: Basic

ntessori Early Learning Centers
 State: CO

Budget Period: 07/01/2011 to 06/30/2012
 Fiscal Year: 2011

PERSONNEL: Child Health and Developmental Services Personnel

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
1 Program Managers and Content Area Experts	\$0.00	\$43,343.50	\$43,343.50	\$43,343.50	\$0.00	\$43,343.50	\$0.00	\$0.00	\$0.00	\$173,370.50
2 Teachers / Infant Toddler Teachers	\$0.00	\$409,111.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$409,111.00
5 Teacher Aides and Other Education Personnel	\$0.00	\$347,168.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$347,168.00
6 Health / Mental Health Services Personnel	\$0.00	\$0.00	\$74,198.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$74,198.00
7 Disabilities Services Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$28,288.00	\$0.00	\$0.00	\$0.00	\$28,288.00
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total	\$0.00	\$799,622.50	\$117,541.50	\$43,343.50	\$0.00	\$71,631.50	\$0.00	\$0.00	\$0.00	\$1,032,138.00

PERSONNEL: Family and Community Partnerships Personnel

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
10 Program Managers and Content Area Experts	\$0.00	\$0.00	\$0.00	\$0.00	\$118,315.00	\$0.00	\$0.00	\$0.00	\$0.00	\$118,315.00
PERSONNEL: Family and Community Partnerships Personnel Sub-Total	\$0.00	\$0.00	\$0.00	\$0.00	\$118,315.00	\$0.00	\$0.00	\$0.00	\$0.00	\$118,315.00

PERSONNEL: Program Design and Management Personnel

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
13 Head Start / Early Head Start Director	\$50,502.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,502.00
16 Clerical Personnel	\$60,753.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60,753.00
PERSONNEL: Program Design and Management Personnel Sub-Total	\$111,255.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$111,255.00
PERSONNEL TOTAL	\$111,255.00	\$799,622.50	\$117,541.50	\$43,343.50	\$118,315.00	\$71,631.50	\$0.00	\$0.00	\$0.00	\$1,262,069.50

FRINGE BENEFITS

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$10,896.05	\$78,298.38	\$11,513.74	\$4,249.71	\$11,587.86	\$7,016.96	\$0.00	\$0.00	\$0.00	\$123,552.70
Health / Dental / Life Insurance	\$14,341.32	\$103,055.88	\$15,154.32	\$5,593.44	\$15,251.88	\$9,235.68	\$0.00	\$0.00	\$0.00	\$162,577.04
Retirement	\$1,375.92	\$9,887.28	\$1,453.92	\$536.64	\$1,463.28	\$886.08	\$0.00	\$0.00	\$0.00	\$15,505.12
FRINGE BENEFITS TOTAL	\$26,613.29	\$191,241.54	\$28,121.98	\$10,379.79	\$28,303.02	\$17,138.72	\$0.00	\$0.00	\$0.00	\$301,706.35

Delegate No: 08CH0119 / 002 Agency Name: Mile Hig ntessori Early Learning Centers
 Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

SUPPLIES

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
2 Child and Family Services Supplies	\$0.00	\$2,874.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,874.00
SUPPLIES TOTAL	\$0.00	\$2,874.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,874.00

CONTRACTUAL

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
8 Warren Village	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CONTRACTUAL TOTAL	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

OTHER

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
2 Rent	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$190,000.00	\$0.00	\$200,000.00
11 Volunteers	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00
13 Parent Services	\$0.00	\$0.00	\$0.00	\$0.00	\$2,900.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,900.00
16 Training or Staff Development	\$0.00	\$7,707.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,707.00
17 CPP and DPP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200,000.00	\$200,000.00
OTHER TOTAL	\$10,000.00	\$8,707.00	\$0.00	\$0.00	\$2,900.00	\$0.00	\$0.00	\$190,000.00	\$200,000.00	\$411,607.00

DIRECT COSTS

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
DIRECT COSTS TOTAL	\$147,868.29	\$1,902,445.04	\$145,663.48	\$53,723.29	\$149,518.02	\$88,770.22	\$0.00	\$190,000.00	\$750,000.00	\$2,027,587.25

Exhibit Page 8 of 24

Exhibit Page _____ of _____

GABI - Detail Report

Grant / Delete No: 08CH0119 / 002 Agency Name: Mile High Antessorri Early Learning Centers Mile High Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

1. Administrative Costs:

The maximum allowable expenditure for administrative costs is 15% of the total budget. For a detailed break down, please review the last page of this report:

Total Admin Costs: \$147,868.29
 Total Budget: \$2,027,928.00
 Admin. as a % of Total Budget: 7.29%

2. Non-federal Share:

For most grantees, a minimum of 20% of the total budget must be non-federal share:

Total Non-federal Share: \$405,586.00
 Total Budget: \$2,027,928.00
 Non-federal Share as a % of Total Budget: 20.00%

3. Average Class Size:

Average class size for CB Program Schedules that involve double sessions should be between 13 and 20. Average class size for the CB and CO Program Schedules (including double sessions) should be between 15 and 20:

Center-Based Double Sessions: 16.00
 Center-Based AND Combination Non-double Sessions: 12.78
 All Center-Based AND Combination Sessions: 13.43

4. Cost Per Child and Hours of Service Per Child:

The following table shows information on costs and hours of service for this agency:

Overall Cost Per Child: \$7,538.77
 Total Hours of Service Per Child: 1,422.32
 Overall Cost Per Child Per Hour: \$5.30

5. Federal Personnel and Fringe Costs:

Federal Personnel Cost: \$1,256,709.00
 Federal Fringe Cost: \$301,152.00
 Total Federal Budget: \$1,622,342.00
 Federal Personnel Cost as a % of Total Federal Budget: 77.46%
 Federal Fringe Cost as a % of Total Federal Budget: 18.56%

*In general, the costs of Personnel should account for between 60% and 80% of the federal budget.

6. Fringe Rate:

if the fringe cost for an agency is less than 10% or more than 30% of personnel, there may be an inaccurate entry in Personnel:

Total Fringe Cost: \$301,738.00
 Total Personnel Cost: \$1,261,709.00
 Total Fringe Cost as % of Total Personnel Cost: 23.92%

7. Fringe Benefits:

Grant / Delete No: 08CH0119 / 002 Agency Name: Mile High Antessor Early Learning Centers Application Type: State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

The following shows if this agency pays for health / dental / life and/or retirement benefits:
Health / Dental / Life: Yes
Retirement: Yes

8. Child Travel:
Most agencies have child travel costs or less than \$3 per child per day. If the costs for this agency are higher than that, perhaps staff should check into alternative modes of transportation:

Child Travel Costs: \$0.00
Child Travel Cost Per Child Per Day: \$0.00

9. Out-of-Town Staff Travel:
Most agencies have out-of-town staff travel costs between \$60 and \$65 per child. If the costs for this agency are higher, check that they are justified:
Out-of-Town Staff Travel Cost: \$0.00
Out-of-Town Staff Travel Cost Per Child: \$0.00

10. Food and Nutrition:
Most agencies spend less than \$2.50 per child per day for food and nutrition costs in addition to USDA funds. If this agency spends more, check that the agency is making full use of USDA funds:
Food and Nutrition Cost (from Budget): \$53,723.29
Food and Nutrition Cost Per Child Per Day: \$0.99

11. Content Area Experts:
Agency has content area experts for the following functions:
Education: Yes
Health: Yes
Nutrition: Yes
Family and Community Partnerships: Yes
Disability Services: Yes

12. Case Loads:
The national average for Family Workers' case loads is 47. For Home Visitors, case loads are typically between 8 and 10:
Family and Community Partnership Staff Case Load: 53.80
Home Visitor Case Load: 0.00

13. USDA Funding:
USDA should pay for at least 80% of cooks, children's food, and food supply costs. For this agency:
USDA Funding and Food and Nutrition Cost: \$378,723.29
USDA Funding as a percentage of above: 85.81%

GABI - Detail Report

Grant / Delete No: 08CH0119 / 002 Agency Name: Mile High Antessoro Early Learning Centers
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

The following budget line items show administrative costs:

PERSONNEL: Program Design and Management Personnel

Description	Admin Costs	Number of Staff	Admin Costs (% To Budget)
13 Head Start / Early Head Start Director	\$50,502.00	1.00	2
16 Clerical Personnel	\$60,753.00	3.00	3

FRINGE BENEFITS

Description	Admin Costs	Number of Staff	Admin Costs (% To Budget)
1 Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$10,896.05	0.00	0.
2 Health / Dental / Life Insurance	\$14,341.32	0.00	0.
3 Retirement	\$1,375.92	0.00	0.

OTHER

Description	Admin Costs	Number of Staff	Admin Costs (% To Budget)
2 Rent	\$10,000.00	0.00	0.

GABI - SF424A Report

Grant / Delegate No: 08CH0119 / 002 Agency Name: Mile High Montessori Early Learning Centers
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 OMB Approval No. 03484

BUDGET INFORMATION - Non Construction Programs

Grant Program, Function, or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		Total (g)
		Federal (c)		Non-Federal (f)		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	
1 Program Operation	93.600	\$0	\$0	\$1,614,635	\$405,586	\$2,020
2 TTA	93.600	\$0	\$0	\$7,707	\$0	\$7
3		\$0	\$0	\$0	\$0	\$0
4		\$0	\$0	\$0	\$0	\$0
5 Total (Sum of lines 1-4)		\$0	\$0	\$1,622,342	\$405,586	\$2,027

SECTION B - FEDERAL RESOURCES

6. Object Budget Categories	GRANT PROGRAM, FUNCTION, OR ACTIVITY			Total
	(1) Program Operation	(2) TTA	(3)	
a. Personnel	\$1,256,709	\$0	\$0	\$1,256
b. Fringe Benefits	\$301,152	\$0	\$0	\$301
c. Travel	\$0	\$0	\$0	\$0
d. Equipment	\$0	\$0	\$0	\$0
e. Supplies	\$2,874	\$0	\$0	\$2
f. Contractual	\$50,000	\$0	\$0	\$50
g. Construction	\$0	\$0	\$0	\$0
h. Other	\$3,900	\$7,707	\$0	\$11
i. Total Direct Charges (sum of 6a - 6h)	\$1,614,635	\$7,707	\$0	\$1,622
j. Indirect Costs	\$0	\$0	\$0	\$0
k. Totals (sum of 6a - 6j)	\$1,614,635	\$7,707	\$0	\$1,622
7. Program Income	\$0	\$0	\$0	\$0

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Grant / Delegation No: 08CH0119 / 002 Agency Name: Mile High Montessori Early Learning Centers
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 OMB Approval No. 0348-0

BUDGET INFORMATION - Non Construction Programs

SECTION C - NON-FEDERAL RESOURCES					
Grant Program (a)	Applicant (b)	State (c)	Other (d)	Total (e)	
8 NFS	\$405,586	\$0	\$0	\$0	\$405
9	\$0	\$0	\$0	\$0	
10	\$0	\$0	\$0	\$0	
11	\$0	\$0	\$0	\$0	
12 Total (Sum of lines 8-11)	\$405,586	\$0	\$0	\$0	\$405

SECTION D - FORECASTED CASH NEEDS					
Budget Category	Current Year Budget	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13 Federal	\$0	\$0	\$0	\$0	\$0
14 Non-Federal	\$0	\$0	\$0	\$0	\$0
15 Total (Sum of lines 13-14)	\$0	\$0	\$0	\$0	\$0

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT				
FUTURE FUNDING PERIODS (Years)				
Grant Program (a)	First (b)	Second (c)	Third (d)	Fourth (e)
16 Program Operation	\$0	\$0	\$0	\$0
17 TTA	\$0	\$0	\$0	\$0
18	\$0	\$0	\$0	\$0
19	\$0	\$0	\$0	\$0
20 Total (Sum of lines 16-19)	\$0	\$0	\$0	\$0

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	
22. Indirect Charges:	
23. Remarks:	

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GABI - Grant Application Report

Grant / Date: 08CH0119 / 002 Agency Name: Mile High. Antessor Early Learning Centers
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

Center-based (CB):	269	Combination Program (CO):	0	Family Child Care (FCC):	0
Home-based (HB):	0	Locally Designed Program (LD):	0	Total Enrollment:	269
Pregnant Women:					0

Program Option	2. Funded enrollment	3a. Number of classes / groups / family child care settings	3b. Double session?	4. Number of hours of classes / groups / FCC settings per child, per day	5. Number of days of classes / groups / FCC settings per child, per week	6. Number of days of classes / groups / FCC settings per child, per year	7. Number of home visits per child, per year	8. Number of hours per home visit	9. Number of home visits per child, per year (HB only)	10. Number of hours per home visit (HB only)	11. Number of hours per home-based socialization experience (HB only)	Nurse per year (HB)
Center-based	32	2	No	3.5	4	170	2	1	0	0	0	
Center-based	96	6	Yes	3.5	4	170	2	1	0	0	0	
Center-based	48	3	No	7.5	5	238	2	1	0	0	0	
Center-based	73	8	No	10.5	5	238	2	1	0	0	0	
Center-based	20	2	No	10.5	5	180	2	1	0	0	0	

Exhibit B
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Grant / Deleg No: 08CH0119 / 002 Agency Name: Mile High itessori Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

PERSONNEL: Child Health and Developmental Services Personnel

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees
1 Program Managers and Content Area Experts	\$173,374	\$0	\$0	8
2 Teachers / Infant Toddler Teachers	\$409,111	\$0	\$0	16
5 Teacher Aides and Other Education Personnel	\$342,168	\$0	\$5,000	18
6 Health / Mental Health Services Personnel	\$74,198	\$0	\$0	2
7 Disabilities Services Personnel	\$28,288	\$0	\$0	1
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total	\$1,027,139	\$0	\$5,000	45

PERSONNEL: Family and Community Partnerships Personnel

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees
10 Program Managers and Content Area Experts	\$118,315	\$0	\$0	1
PERSONNEL: Family and Community Partnerships Personnel Sub-Total	\$118,315	\$0	\$0	1

PERSONNEL: Program Design and Management Personnel

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees
13 Head Start / Early Head Start Director	\$50,502	\$0	\$0	1
16 Clerical Personnel	\$60,753	\$0	\$0	3
PERSONNEL: Program Design and Management Personnel Sub-Total	\$111,255	\$0	\$0	4
PERSONNEL Total	\$1,256,709	\$0	\$5,000	54

FRINGE BENEFITS

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employee
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$122,952	\$0	\$586	0

GABI - Grant Application Report

Grant / Delet No: 08CH0119 / 002 Agency Name: Mile High Antessor Early Learning Centers
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employee
2 Health / Dental / Life Insurance	\$162,600	\$0	\$0	0
3 Retirement	\$15,600	\$0	\$0	0
FRINGE BENEFITS Total	\$301,152	\$0	\$586	0

SUPPLIES

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employee
2 Child and Family Services Supplies	\$2,874	\$0	\$0	0
SUPPLIES Total	\$2,874	\$0	\$0	0

CONTRACTUAL

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employee
8 Warren Village	\$50,000	\$0	\$0	0
CONTRACTUAL Total	\$50,000	\$0	\$0	0

OTHER

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employee
2 Rent	\$0	\$0	\$200,000	
11 Volunteers	\$1,000	\$0	\$0	
13 Parent Services	\$2,900	\$0	\$0	
16 Training or Staff Development	\$0	\$7,707	\$0	
17 CPP and DPP	\$0	\$0	\$200,000	
OTHER Total	\$3,900	\$7,707	\$400,000	

DIRECT COSTS

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share	Number of Employee

Grant / Delet No: 08CH0119 / 002 Agency Name: Mile High Missouri Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

	Operation	Technical Assistance	(Cash and in-kind)	
	\$1,614,635	\$7,707	\$405,586	5
DIRECT COSTS Total				
	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employ

GABI - Grant Application Report

Grant / Delegation No: 08CH0119 / 002 Agency Name: Mile High itessori Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

FEDERAL FUNDING		
1. Federal Child Development and Child Care Funds		\$0
2. USDA Funds for Nutrition Services		\$325,000
3. Other Federal Funding	() \$0
STATE FUNDING		
5. Other State Funding	() \$1,025,000
4. State Preschool Programs		\$0
LOCAL FUNDING		
6. School District Funding		\$0
7. Other Local Government Funding	() \$0
OTHER FUNDING		
8. Tribal Government Funding		\$0
9. Fundraising Activities		\$300,000
10. Other	() \$0
Total:		\$1,650,000

GABI - Grant Application Report

Grant / Deleted No: 08CH0119 / 002 Agency Name: Mile High Antessorri Early Learning Centers Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

Document Type	Document Name
Policy Council Statements	Head Start PC Approval 2011.pdf
SF424B: Assurances - Non-Construction Programs	Head Start Assurances 2011.pdf
Application and Budget Justification	Head Start Budget Narrative 2011-12.doc
Training and Technical Assistance Plan	MHM Training and Technical Assistance Plan.docx
Results of Self-Assessment and Improvement Plan	Head Start Self Assessment Summary 2011.doc
Additional Policy Council Document	Head Start Project Summary Final 2011.doc
Additional SF424 Document	Head Start 424 2011.pdf

Exhibit B
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GABI - Functional Allocations for Line-Item Budget

Grant / Delegate No: 08CH0119 / 002 Head Start Mile High Montessori Early Learning Centers
 Agency Name: State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Basic Application Type: Basic

Line Item Description	Admin %	Education %	Health %	Nutrition %	FC Partner %	Disabilities %	Transportation %	Occupancy %	Other %	Total %
Personnel: Child Health and Developmental Services Personnel										
1 Program Managers and Content Area Experts	0.00%	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	0.00%	0.00%	100%
2 Teachers / Infant Toddler Teachers	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
3 Family Child Care Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
4 Home Visitors	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
5 Teacher Aides and Other Education Personnel	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
6 Health / Mental Health Services Personnel	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
7 Disabilities Services Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100%
8 Nutrition Services Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
9 Other Child Services Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Personnel: Family and Community Partnerships Personnel										
10 Program Managers and Content Area Experts	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100%
11 Other Family and Community Partnerships Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Personnel: Program Design and Management Personnel										
12 Executive Director / Other Supervisor of HS Director	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
13 Head Start / Early Head Start Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
14 Managers	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
15 Staff Development	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
16 Clerical Personnel	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
17 Fiscal Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
18 Other Administrative Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Personnel: Other Personnel										
19 Maintenance Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
20 Transportation Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
21 Other Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Fringe Benefits										
1 Social Security (FICA), State Disability, Unemployment (FLTA), Worker's Compensation, State Unemployment Insurance (SUI)	8.82%	63.38%	9.32%	3.44%	9.38%	5.68%	0.00%	0.00%	0.00%	100%
2 Health / Dental / Life Insurance	8.82%	63.38%	9.32%	3.44%	9.38%	5.68%	0.00%	0.00%	0.00%	100%
3 Retirement	8.82%	63.38%	9.32%	3.44%	9.38%	5.68%	0.00%	0.00%	0.00%	100%
4 Other Fringe	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%

GABI - Functional Allocations for Line-Item Budget
Agency Name: Mile High Montessori Early Learning Centers
State: CO **Fiscal Year:** 2011 **Budget Period:** 07/01/2011 to 06/30/2012

Grant / Delegate No: 08CH0119 / 002
Head Start
Application Type: Basic

Line Item Description	Admin %	Education %	Health %	Nutrition %	FC Partner %	Disabilities %	Transportation %	Occupancy %	Other %	Total %
Travel										
1 Staff Out-Of-Town Travel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Equipment										
1 Office Equipment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
2 Classroom / Outdoor / Home-based / FCC	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
3 Vehicle Purchase	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
4 Other Equipment	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Supplies										
1 Office Supplies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
2 Child and Family Services Supplies	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
3 Food Services Supplies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
4 Other Supplies	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Contractual										
1 Administrative Services (e.g., Legal, Accounting)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
2 Health / Disabilities Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
3 Food Service	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
4 Child Transportation Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
5 Training and Technical Assistance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
6 Family Child Care	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
7 Delegate Agency Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
8 Warren Village										
Construction										
1 New Construction	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
2 Major Renovation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
3 Acquisition of Buildings / Modular Units	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
Other										
1 Depreciation / Use Allowance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
2 Rent	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	95.00%	0.00%	100%
3 Mortgage	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
4 Utilities, Telephone	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
5 Building and Child Liability Insurance	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%

Grant / Delegate No: 08CH0119 / 002
 Program Type: Head Start
 Agency Name: Mile High Montessori Early Learning Centers
 Application Type: Basic
 State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

Line Item Description	Admin %	Education %	Health %	Nutrition %	FC Partner %	Disabilities %	Transportation %	Occupancy %	Other %	Total %
6 Building Maintenance / Repair and Other Occupancy	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
7 Incidental Alterations / Renovations	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
8 Local Travel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
9 Nutrition Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
10 Child Services Consultants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
11 Volunteers	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
12 Substitutes (if not paid benefits)	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
13 Parent Services	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100%
14 Accounting and Legal Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
15 Publications / Advertising / Printing	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
16 Training or Staff Development	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
17 CPP and DPP	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100%
Indirect Costs										
1 Indirect Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%

Exhibit B
 Page 22 of 27

**Mile High Montessori Early Learning Centers
2011-2012 Head Start Grant Budget Narrative**

The total amount requested for grant funds for Mile High Montessori Early Learning Centers (MHM) from Denver's Great Kids Head Start is **\$2,027,928**:

- \$1,614,635 Program Operations
- \$7,707 Training/Technical Assistance
- \$405,586 Non Federal Share

Included in this request are a total of 269 Head Start slots; 249 to be served through MHM centers and 20 to be served through a partnership with Warren Village, Inc.

Personnel **\$1,256,709 Personnel**

The proposed MHM Head Start budget is 77% staff salaries (\$1,256,709) and fringe benefits of 19% (\$301,152), with 92% (\$1,433,232) of staff salaries and benefits being direct program costs.

Staff are allocated to the Head Start program based on a variety of factors. MHM has a capacity of 414 children, which include 48 infants, 64 toddlers and 302 preschoolers. Out of the 302 preschooler slots, 249 (82%) will be Head Start. Due to Head Start budget constraints, MHM allocates between 0% - 80% of administrative staff salaries to the Head Start budget. Preschool teaching staff are allocated at 80% to Head Start, which is based on 249 Head Start slots out of a total preschool capacity of 302 preschoolers. MHM will adhere to all Head Start salary caps.

Fringe Benefits **\$301,152**

The proposed MHM Head Start budget is 19% (\$301,152) for fringe benefits and employer taxes. The proposed budget consists of the following: employer Social Security Medicare tax in the amount of \$96,952, Worker's Compensation Insurance in the amount of \$26,000, health insurance premiums in the amount of \$156,600, life and disability insurance in the amount of \$6,000, employer 401K match in the amount of \$15,600 for a total of \$301,152.

Travel **\$0**

There are no Out-of-Town Travel costs planned in the Head Start budget.

Equipment Purchases **\$0**

There are no equipment purchases of \$5,000 or more planned in the Head Start budget.

Supplies **\$2,874**

The proposed MHM Head Start budget for grant year 2011/2012 contains the following:

Teaching Strategies GOLD (TSG) **\$2,874**

TSG is the evaluation tool that MHM is using to evaluate our preschool children. The annual fee for each child is \$10.45. The proposed budget includes the annual fee for each of the 275 preschool slots

Contracts **\$50,000**
MHM is partnering with Warren Village for 20 Head Start slots.

Warren Village will provide educational instruction with appropriately credentialed staff as well as intensive case management. MHM will provide training and technical assistance associated with Head Start, child assessment and nutrition education, supplementary family services and Head Start monitoring and reporting.

Construction and Renovations **\$0**
No renovations or construction activities are supported by the Head Start budget.

Other **\$3,900**
The proposed MHM Head Start budget for grant year 2011/2012 contains the following:

ESL and/or GED classes for parents \$1,000
MHM will provide support to parents to access ESL and GED classes.

Family and staff nutrition education \$900
MHM will provide the Cooking Matters Colorado class to staff and parents.

Pyramid Model training \$1,000
MHM will provide Pyramid Model training to parents providing child care and dinner.

Volunteer expense \$1,000
Materials and supplies for Policy Committee meetings are included in volunteer expenses.

All other costs are budgeted in the MHM operating budget.

Unusual Situation or Special Programming
No unusual situations or special programming is supported by the Head Start budget.

Cash and Other Resources Used to Support the Project in Addition to the Federal Funds Requested and the Required Non-Federal Match

Other resources used to support our Head Start program include the Child Care Block Grant (CCCAP and TANF), the Child and Adult Care Food Program (CACFP), Denver Preschool Program (DPP) and Colorado Preschool Program (CPP).

Shared Staff, Facilities and Equipment

MHM operates its Head Start program in conjunction with early care and education programming for infants, toddlers and preschoolers. Therefore, facilities, staff, supplies and equipment, and administrative support are all shared among programs. Costs not covered in the Head Start budget are expensed in the MHM operating budget.

Legal Fees and Attorney Costs

Legal fees are budgeted in the MHM general operating budget for legal consultation regarding personnel issues and policies, and consultation regarding OCR and ADA issues. There are not any legal fees budgeted in the Head Start budget.

Training and Staff Development \$ 7,707

The dollars are budgeted to be used by parents and staff, to support parents and staff attendance at Head Start Conferences (including cost of the conference, travel, lodging and per diem expenses) and other conferences as deemed valuable to program quality improvement. In addition the funds will be used for college classes for staff, including books.

Non-Federal Resources \$405,586

Participation in the Head Start program requires that Mile High Montessori Early Learning Centers (MHM) contribute 25% of its total Head Start grant amount in non-federal in-kind donations. This in-kind donations can come from many sources such as classroom volunteers, field trip chaperones, parent volunteers, policy council meetings or other Head Start required meetings or non-federal funds that are used to supplement Head Start funding. The in-kind donations can also come from supplies and services donated directly to the MHM program as long as the goods or services that are being donated would have been purchased by the agency for the benefit of the Head Start program. Rent and other occupancy costs can also be considered in-kind as long the agency does not use federal funding to pay for the space being donated.

Non-federal resources may include the following:

- Classroom and field trip volunteering
- Family literacy sheets
- Translation services
- Painting and maintenance of the facilities
- Cleaning and maintenance of the grounds
- Donated rent
- Occupancy costs not paid by Head Start
- Donated supplies, including the flowers donated by King Soopers
- Foundation grants used to support the Head Start program
- Donated gift certificates and items used as parent incentives to attend parent meetings and to complete literacy sheets
- Board of Directors' volunteer time to attend meetings
- Parents and community members' time to attend Policy Committee meetings
- Administrative assistance
- Services (i.e. dental, vision screenings)
- Mile High United Way contributions
- Denver Preschool Program income

This is the estimated detail for the 2011/2012 grant year.

Description	Amount	Budget Category
<ul style="list-style-type: none"> • Classroom and field trip volunteering • Family literacy sheets • Administrative assistance 	\$80,000	Teacher Aides
<ul style="list-style-type: none"> • Translation services • Board of Directors' volunteer time to attend meetings 	5,000	

• Parents and community members' time to attend Policy Committee meetings		
• Denver Preschool Program	\$100,000	Contractual - These funds will be used to purchase classroom supplies, occupancy costs, personnel costs and other general operating expenses.
• Colorado Preschool Program	\$140,000	Contractual - These funds will be used to purchase classroom supplies, occupancy costs, personnel costs and other general operating expenses.
• Donated rent	\$100,000	Other - Rent
• Fringe benefits	\$586	Fringe benefits
TOTAL	\$405,586	

Volunteers can be parents or members of the community. The volunteer wage rate is calculated based upon the service the volunteer is providing. For example, if the volunteer is helping in the classroom, the wage rate for Teacher Assistants (current average \$11.41) is used; the Policy Committee member's rate is calculated at the salary of the Head Start Director (current average \$30.05); and the rate used for volunteers painting a classroom is the average wage rate (current average \$19.32) of our maintenance department staff. The fringe benefit rate used for in-kind calculations is the same as the Agency rate for Head Start employees.

Completion of the volunteer time sheets is the responsibility of the Program Director and the Family Resources Assistant. Each Head Start classroom has a monthly volunteer time sheet that is filled out and signed by each volunteer. Other types of approved documentation for in-kind donations include "Family Literacy" forms and "Vouchers for Non Federal Share In-kind Contribution" forms. At the end of each month, the Program Director or the Family Resources Assistant reviews the forms for accuracy and then gives the forms to the Family Resources Coordinator. The Family Resources Coordinator reviews them for completeness, reasonableness and propriety and then gives them to the Controller.

The Controller with the assistance of the Bookkeeper is responsible for calculating the dollar value of the volunteers' time, compiling all the in-kind donations by center and then reporting the information to the Denver's Great Kids Head Start city office.

Non-federal resources include donated rent (the City and County's annual depreciation amount prorated based on Head Start FTE). Four early learning centers are leased from the City: Westwood, Edna Oliver, Northeast and Lowry. Other properties are leased through the Denver Housing Authority—Sun Valley and Denver Lions Club—Rude Park and the administrative office is owned by MHM.

Head Start also receives a portion of MHM's occupancy costs as an in-kind donation. The portion is determined by the number of FTE Head Start children to the program capacity.

In addition, MHM uses Denver Preschool Program and Colorado Preschool Program revenue as part of the in-kind donation. Denver Preschool Program revenue is received on all kindergarten bound preschoolers, with about 98% of those preschoolers also receiving Head Start services. Colorado Preschool Program (CPP) revenue can be received on infants, toddlers and preschool children. MHM will be receiving 144 CPP slots at the rate of \$330 per slot per month for September 2011 through May 2012.



**Mile High Montessori Early Learning Centers
2011-2012 Program Calendar**

8:00 am-11:30 am/12:30 pm-4:00 pm
September 6, 2011-June 28, 2012

Part-day

Full-day 8:30 am-4:00 pm
September 6, 2011-June 28, 2012

Extended-day 7:15 am-5:45 pm
October 3, 2011-July 27, 2012

**Closures/Holidays:
2011**

September 5	Labor Day
September 16	Professional Development
October 28	Professional Development
November 11	Professional Development
November 24 & 25	Thanksgiving
December 26-30	Winter Break

2012

January 2	New Years Day
January 16	Martin Luther King Jr. Day
February 20	Professional Development
March 26-30	Spring Break
May 4	Professional Development
May 28	Memorial Day
June 1	Professional Development
July 4	Independence Day

Warren Village 9:00 am-4:30 pm
September 6, 2011-June 28, 2012

**Closures/Holidays:
2011**

September 5	Labor Day
September 16	Professional Development
October 21	Professional Development
November 18	Professional Development
November 24 & 25	Thanksgiving

2012

January 2	New Years Day
January 16	Martin Luther King Jr. Day
February 20	Professional Development
March 16	Professional Development
April 20	Professional Development
May 18	Professional Development
May 28	Memorial Day
June 15	Professional Development
July 4	Independence Day



DENVER'S GREAT KIDS HEAD START
PROGRAM YEAR 15 REPORT SCHEDULE

Contract Documents

Report Name	Due Date	Report Description
Budget Projection	With signature page	Month by month spending forecast by designated categories

Administrative Reports to be submitted to the DGKHS Director by Delegate Agency

Report Name	Due Date	Report Description
Self Assessment	January 29, 2012	Self Assessment plan, findings, analysis, and action plans
Detailed Program Narrative for PY16	January 29, 2012	ACF Grant application with Grantee special instructions
Policy Committee/Council Members Roster	When replacements occur, upon elections	Policy Committee/Council Representatives and Alternates
Policy Committee/Council Minutes	Last business day of month following meeting	Approved Policy Committee/Council monthly minutes

Family Services Reports to be submitted to the DGKHS Family Services Administrator by Delegate Agency

Report Name	Due Date	Report Description
Policy Committee/Council Members Roster	On-going; when replacements occur; upon elections	Policy Committee/Council Representatives and Alternates
Policy Committee/Council Minutes	Last business day of month following meeting	Approved Policy Committee/Council monthly minutes
Policy Council Delegate Report	On the 5 th day of each month by COB. If on a holiday or weekend, report due the Friday prior.	Form to be provided by Grantee Family Services Administrator
Enrollment and Attendance Report	On the 5 th day of each month by COB. If on a holiday or weekend, report due the Friday prior.	Enrollment by agency and Attendance by classroom.
Family Partnership Agreements Report	February 7, 2012 June 7, 2012	Form to be provided by Grantee Family Services Administrator
Family Referral Reports	February 7, 2012 June 7, 2012	Form to be provided by Grantee Family Services Administrator
Program Information Report (PIR)	January 15, 2012 (mid-year) August 15, 2012	Mid-year and Annual ACF Report



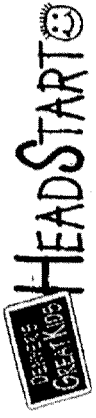
DENVER'S GREAT KIDS HEAD START
PROGRAM YEAR 15 REPORT SCHEDULE

Education Reports to be submitted to the DGKHS Education Administrator by Delegate Agency

Report Name	Due Date	Report Description
Teacher Qualifications Report	November 7, 2011 February 7, 2012 May 25, 2012	Report education levels of teaching staff.
Child Outcomes	To be determined	Child outcomes information
Pedestrian Safety Training	Within	Report indicating
MIS Reports to be submitted to the DGKHS Data Program Manager by Delegate Agency		
Head Start Data for Management Information System	November 7, 2011 February 7, 2012 April 6, 2012 (Health Report Only) June 7, 2012	Fields required but not limited to the following: Delegate Agency, Center and Classroom information Child Report Family Report Staff Report Disability Report Child Assessment report Health Reports

Financial Reports to be submitted to DGKHS Chief Fiscal Officer by Delegate Agency

Report Name	Due Date	Report Description
Personnel	Last business day of October, January, April and July	Report of all Head Start staff and percentage/amount salary/fringe, most recent performance evaluation date
Variance Report	Last business day of each month for previous month Exception: December report due January 16, 2012	Variance Report includes spending categories of federal and non-federal shares, annual budget, budget and expenses for month reported, variances between budget for month reported and expenses for month reported, dollar and percent variances and corresponding year-to-date information. Include payrolls, general ledgers, invoices over \$1,000 charged to Head Start
USDA Reimbursement Report	Last business day of October, January, April and July	Report of reimbursement from USDA for Head Start children only
Administrative and Development Costs	Last business day of October, January, April and July	Report by category of all administrative and development costs
Program Budget (PY17) Single Audit Report	February 6, 2012 Within four months of end of the prior budget period	GABI upload of Program Year 17 budget Single Audit Report including management letter and corrective actions if applicable
Inventory Report	July 29, 2011	Listing of equipment purchased with Head Start funds
Certificate of Insurance	July 29, 2011	Accord Insurance form designating appropriate insurance coverage



DENVER'S GREAT KIDS HEAD START
PROGRAM YEAR 15 REPORT SCHEDULE

Administrative Reports prepared for Delegate Agency by DGKHS

Report Name	Due Date	Report Description
Monitoring Reports/Action Plans	Ongoing	Action Plans outlining strengths, recommendations and actions needed for improvement.
Program Design Management (PDM) Report	Determined by Program Design and Management meeting schedule. Report to be submitted to delegate agencies within 30 days of meeting.	Outlines Program Design and Management meeting discussion; includes strengths recommendations and actions needed for improvement.
Policy Council minutes	Last business day of month following meeting	Approved Policy Council minutes in English and Spanish

Franklin, Kay E. - Head Start

From: Becky Dorr [becky.dorr@cherrycreekins.com]
Sent: Tuesday, May 17, 2011 11:49 AM
To: Franklin, Kay E. - Head Start
Subject: Mile High Montessori renewal policies

Hi Kay, This note is to let you know that Mile High Montessori will be renewing their insurance policies on 6/30/11 to 6/30/12. All policies, same as shown on the current certificate will be renewed.

Please let me know if you need any additional information.

Best Regards,

Becky Dorr, AIS

Account Executive
Cherry Creek Insurance Group
5660 Greenwood Plaza Blvd., Suite 500
Greenwood Village CO 80111
Direct: 720.212.2026, Fax: 303.799.0156



COVERAGE & CONFIDENTIALITY: At our firm, coverage cannot be bound or altered without the written confirmation from an authorized Cherry Creek Insurance Group representative. Additionally, information contained in this message should be considered confidential, and is intended solely for the use of the individual or entity to which it is addressed. Copying, disseminating, or disclosure of this information is strictly prohibited without the express permission of the sender. If you are not the intended recipient, please delete this message and notify the sender immediately. Thank you.

Exhibit E
Page 1 of 2



CERTIFICATE OF LIABILITY INSURANCE

OP ID: BD

DATE (MM/DD/YYYY)

11/11/10

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 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).

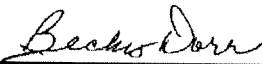
PRODUCER Cherry Creek Ins. Agency, Inc. Suite 500 5660 Greenwood Plaza Blvd. Greenwood Village, CO 80111 Cherry Creek Insurance Agcy		303-799-0110 303-799-0156	CONTACT NAME: PHONE (A/C, No, Ext) FAX (A/C, No): E-MAIL ADDRESS: PRODUCER CUSTOMER ID#: MILEH-0
INSURED Mile High Montessori ELC Debra Houdelette 1780 Marion Street Denver, CO 80218		INSURER(S) AFFORDING COVERAGE INSURER A: Pinnacol Assurance INSURER B: Philadelphia Insurance Company INSURER C: Chartis Insurance INSURER D: INSURER E: INSURER F:	
		NAIC # 41190	

COVERAGES CERTIFICATE NUMBER: 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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Abuse Molestation GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	X	X	PHPK591505	06/30/10	06/30/11	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000
B	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON OWNED AUTOS	X	X	PHPK591505	06/30/10	06/30/11	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
B	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$ 10,000			PHUB313300	06/30/10	06/30/11	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	0875922	01/01/11	01/01/12	WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Chartis Insurance Student Accident			SRG94499495	07/16/10	07/16/11	Medical 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
The City and County of Denver, its elected and appointed officials, employees and volunteers are additional insured as respects the Commercial General Liability and Business Auto Policies.

CERTIFICATE HOLDER City and County of Denver Denver Great Kids Head Start Kay Franklin 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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MHM Early Learning Centers Directory

Edna Oliver Montessori Early Learning Center

2851 Tremont Place, Denver, CO 80205

Phone: 303.295.2011

Director: Ethel Marshall

Assistant Director/FRA: Tamara Nelson

Hours: 7:00 AM – 6:00 PM

Lowry Montessori Early Learning Center

1957 Ulster Way, Denver, CO 80230

Phone: 303.340.1296 or 303.364.3407

Director: Vivian Bean-Haynes

Assistant Director/FRA: Lisa Guthery

Hours: 7:00 AM – 6:00 PM

Northeast Montessori Early Learning Center

3503 Marion St., Denver, CO 80205

Phone: 303.295.2509

Director: Mindy Rodriguez

Hours: 7:30 AM – 5:00 PM

Rude Park Montessori Early Learning Center

1275 Decatur St., Denver, CO 80204

Phone: 303.629.6785

Director: Cecilia Reyes

Hours: 7:00 AM – 6:00 PM

Sun Valley Montessori Early Learning Center

(Half-day Program Only)

990 Alcott Street, Denver, CO 80204

Phone: 303.534.5121

Director: Cecilia Reyes

Hours: 7:30 AM – 4:00 PM

Westwood Montessori Early Learning Center

980 South Lowell Blvd., Denver, CO 80219

Phone: 303.922.1123

Director: Kathy Baker

Assistant Director/FRA: Lisa Russell

FRA: Laura Dellaira

Hours: 7:00 AM – 6:00 PM

Warren Village

1323 Gilpin St., Denver, CO 80218

Phone: 303.321.2345

Director: Sonia Bauduy

Hours: 7:00 AM – 6:00 PM

Exhibit
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1780 Marion Street, Denver, CO 80218 303-861-2602 Fax: 303-861-2604

www.milehighmontessori.org

Updated: 5/20/2011

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 of any public building or public work 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 public building or the prosecution of any such public work 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 prevailing for the same class and kind of work in the city as determined by the career service board under subsection (c).

(b) Contract specifications. The specifications for every contract 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 public building or public work, 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 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 opening, or in effect on the date of grant of permit for performance of such work under D.R.M.C. section 49-171 et seq., or on the date of the written purchase order 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 increases 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 date of the contract. 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 contractors entering into any such contract with the city. 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 except on the yearly anniversary date of the contract.

(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, mechanics, 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 city. If the board has reason to believe that a prevailing wage determination made pursuant to that federal law is substantially different from wages paid in the city based upon other information, it shall so inform the city council for their consideration and action by ordinance. 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 periodically at least every six (6) months, 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 city. The rates shall be determined using the same method as used for those classes which are covered by the Davis-Bacon Act, except the following classifications of workers shall have their rate of pay and the overtime and other benefits based upon the rate of pay and the overtime and other benefits currently and most commonly paid to such full-time workers in the city:

Custodian I

Custodian II

Window Cleaners, Journeyman

Career service authority, upon receipt of information from any person interested in the above listed classifications, shall recommend to the mayor and city council a methodology for establishing prevailing rates for those classifications by January 15, 2000.

If there is insufficient data available in the city to determine the rate of pay and the overtime and other benefits or should comparable classes of work not be performed within the city 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.

(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 non-construction workers such as janitorial or custodial workers at least twice per month.
- (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.
- (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 auditor shall not approve any 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. 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 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 week during which work is in progress under the contract a true and correct 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) It shall further be provided in such contract that the copy of the payroll record shall be accompanied by a sworn statement of the contractor that the copy is a true and correct copy of the payroll records of all mechanics, laborers or other workers working under the contract, either for the contractor or subcontractors, that payments were made to the workers, laborers and mechanics as set forth in the payroll records, that no deductions were made other than those set forth in such records, and that all workers, mechanics and other laborers employed on work under the contract, either by the contractor or by any subcontractor, have been paid the prevailing wages as set forth in the contract specifications.

(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.

(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)

Sec. 20-77. Reserved.

Editor's note--Former §20-77 pertained to affirmative action/equal employment opportunity, was repealed by §1 of Ord. No. 513-90, adopted Sept. 4, 1990, and originated from the 1950 Code, §161.1E. For current provisions pertaining to similar subject matter, see §28-31 et seq. and §28-91 et seq.

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 auditor 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)

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)

Secs. 20-80--20-84. Reserved.