

2011-0548

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 **SCHOOL DISTRICT NO. 1 IN THE CITY AND COUNTY OF DENVER AND THE STATE OF COLORADO**, a political subdivision of the State of Colorado, whose address is 900 Grant Street, Denver, Colorado 80203 (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 Seven Hundred Thirty Three Thousand Seven and 36/100 Dollars (\$733,007.36) (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 One Hundred Eighty Three Thousand Two Hundred Fifty One Dollars and XX Cents (\$183,251.00) 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. LIABILITY: Each party to this Agreement shall be liable for the actions and omissions of its respective officers, agents, employees, Subdelegates, and subcontractors, to the extent provided by the Colorado Governmental Immunity Act. This obligation shall survive 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 hereby represents that it is exempt for the payment of taxes, state or federal sales, use, withholding, excise, personal property, value-added or similar taxes, assessments of any nature; however, any applicable taxes required by current local, state or federal laws, hereafter enacted or amended, the Contractor shall promptly pay when due, all such 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, utilized by the Contractor in performing services under this Agreement, including City-owned land, facilities, improvements, or equipment.

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**.

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 of 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: 201100867

Vendor Name: School District No. 1 in the City and County of Denver and the State of Colorado

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: 201100867

Vendor Name: School District No. 1 in the City and County of Denver and the State of Colorado

By: David A. Supps ^{MSE} _{KL}

Name: David A. Supps
(please print)

Title: Chief operating officer
(please print)

ATTEST: [if required]

By: _____

Name: _____
(please print)

Title: _____
(please print)

Approved as to form: [Signature]
General Counsel
Denver Public Schools



**Denver Public Schools Head Start
Revised Delegate Agency Grant Application
2011-2014**

I. Project Summary

Denver Public Schools Head Start (DPSHS) will serve 272 children in 16 Qualistar rated, six and a half hour, full-day classrooms of 17 children, providing developmentally appropriate educational services for four-year-old and three-year-old children in a safe and nurturing environment. DPSHS serves primarily four-year-olds, with any three-year-olds in mixed-age classrooms in which four-year-olds predominate. The program promotes the physical, social, emotional, and cognitive development of young children while responding to the needs of families. The curriculum is integrated with the district's core subject curriculum, as well as comprehensive English Language Acquisition curriculum and resources, ensuring a smooth transition to Kindergarten and beyond. Program staff and teachers are highly qualified and experienced, with low turnover. Classroom teachers are all ECE qualified with Colorado teaching certificates. As part the DPS system, DPSHS draws on a comprehensive web of support services for children and families including translation services, support for homeless families and with strong partnerships within and outside the district itself.

School / # of HS Classrooms	Neighborhood Served by Head Start Center	Program Option
Barrett / 1	Clayton, Skyland	6.5 hour full day/ 5 days/week/ school-year
Columbine / 1	Clayton, Cole, Skyland Whittier	6.5 hour full day/ 5 days/week/ school-year
Force / 2	MarLee Westwood	6.5 hour full day/ 5 days/week/ school-year
Ford / 4	Montbello	6.5 hour full day/ 5 days/week/ school-year
Greenlee / 2	Auraria-Lincoln Park, Civic Center, Highland* Jefferson Park*	6.5 hour full day/ 5 days/week/ school-year
McGlone / 2	Montbello	6.5 hour full day/ 5 days/week/ school-year
Montclair / 1	East Colfax, Montclair	6.5 hour full day/ 5 days/week/ school-year
Whittier / 1	Five Points, Whittier	6.5 hour full day/ 5 days/week/ school-year
College View / 2	College View	6.5 hour full day/ 5 days/week/ school-year

II. Program Approach

a. Select Neighborhoods

The targeted and specific geographic recruitment areas DPSHS will address, and the reasons for the choice of neighborhoods based on the needs identified in the 2010 Denver's Great Kids Head Start Comprehensive Community Assessment (DGKHS CCA). Classrooms are located to serve highest need groups as indicated by data on poverty, Latino and African-American ethnicity, and eligibility for federal lunch programs.

Target Areas. DPSHS selected to target the neighborhoods shown in the table below for the 2011-14 funding period, through 16 classrooms of 17 children each in 11 DPS school facilities. All data shown are from 2010 DGKHS CCA.

School / # of HS Classrooms	Neighborhoods	Highest 10 Poverty Rates, (numbers) all ages	# Eligible Unserved Children	Free & Reduced Lunch	% Latino	% African American
Barrett / 1	Clayton	28.5%	74	94.7	50.2%	38.9%
	Skyland		0		21.7%	64.2%
Columbine / 1	Clayton	28.5%	74	93.1	50.2%	38.9%
	Cole	26.3%	65		71%	21.3%
	Skyland		0		21.7%	64.2%
	Whittier	28.7%	83		32.6%	44.1%
Force / 2	MarLee	(1766)	58	92.8	55.3%	1.4%
	Westwood	24.1% (4010)	259		76%	1.2%
Ford / 4	Montbello	(4216)	251	98.2	36.6%	44.5%
Greenlee / 2	Auraria-Lincoln Park	(2383) 37.7%	114	95.4	52.5%	7.2%
	Civic Center	28.7%	<25		14.1%	5.8%
	Highland*					
	Jefferson Park*					
McGlone / 2	Montbello	(4216)	251	96.4	36.6%	44.5%
Montclair / 1	East Colfax	(1722)	131	63.1	31.9%	31.6%
	Montclair		<25		7.9%	8.3%
Whittier / 1	Five Points	31.5%	104	99.7	42.9%	56.0%
	Whittier	28.7%	83		32.6%	44.1%
College View / 2	College View	--	102	97.7	60%	2.2%

*Rocky Mountain SER Neighborhood, not served by DPS

Methods for Determining Targets. DPSHS staff reviewed the most recent DGKHS Community Assessment data to identify the neighborhoods with the highest poverty rates (both percentages and actual numbers) and the greatest unmet needs. Next, we looked at school facilities in these neighborhoods with sufficient capacity to address needs. Also taken into account were the other Head Start programs that currently serve various areas within DPS boundaries. In some schools, such as Castro, space limitations allow only part-day programs to be offered; however, Community Assessment data indicates that families prefer five-day, full-day programs. Blended funding (see below) allows DPSHS to provide full-day (6.5 hours, 5 days per week based on DPS School Calendar) care in all Head Start classrooms. Therefore, we target services toward those areas of highest need where schools have the capacity to serve the most families with full-day services, including non-Head Start families. Head Start programs are co-located in schools with other early childhood education programs to provide options to non-Head Start eligible families in the community. Montclair, for example, is a mixed community where many families live in motels and are second-language learners. In southwest Denver, College View, though it is not one of the top 10 high-poverty areas, has a high number of eligible unserved children, high poverty and many non-native English speakers. College View Elementary has space to accommodate four full-day ECE classrooms.

Blended funding provides full-day (6.5 hours, 5 days per week) Head Start services to all DPSHS classrooms. In these classrooms federal grant dollars for the Early Reading First (ERF) program, state-legislated preschool dollars through the Colorado Preschool Program and locally generated, voter-approved, city sales tax revenues are combined with Head Start dollars to fund the program for Head Start children and families. DPSHS staff, children and families benefit from both the full-day blended funding and additional resources provided by these sources. ERF-Head Start classroom staff benefit from additional coaching in literacy and developmentally appropriate practice from the Early Reading First coaches. As recipients of the Colorado Preschool Program dollars, DPSHS participates in the statewide initiative, Results Matter, to collect outcome data on children across Colorado. This data informs practices with children in classrooms. Contributing child data to this initiative ensures that the strengths and needs of DPSHS children are integrated into state data, which informs early childhood policy development for the Colorado Department of Education.

b. Need for Services

In this section, DPSHS addresses the needs in 5 areas: (b.1) Family Centered Services, (b.2) Community Health and Treatment, (b.3) Prepared Children, (b.4) Effective Workforce and (b.5) Fiscal Integration. The primary data sources for this section are the 2010 DGKHS Comprehensive Community Assessment (DGKHS CCA, 2010), the Denver Public Schools Head Start Program Information Report (DPSHS PIR, 2010) and the 2011 Denver Public Schools Head Start Self Assessment (DPSHS SA, 2011). It is worth noting that, of the 536 parent survey respondents used for the 2010 DGKHS CCA, more than 200 were DPSHS parents, making the parent data particularly relevant to DPSHS families. The response rate

for DPSHS parents was approximately 70 percent, thanks to our engaged families and our committed family liaison specialists.

b.1 Family Centered Services – to develop a framework of education and resources that support linguistically- and culturally-responsive family literacy strategies for families and staff.

DPSHS seeks to meet the needs of participating families through providing services, information and/or referrals, as well as ensuring that staff members are trained to provide these services in accordance to Head Start performance standards. The highest needs for family services are for English-language acquisition and social services. Each area is discussed below.

A. English as a Second Language (ESL). Fifty percent (50.4%) of parents responding to surveys identify Spanish as their primary language (DGKHS CCA, 2010, p. 52). Other prevalent languages in DPS include Vietnamese, Arabic, Somali, Nepali and Karen/Burmese. Twenty-five percent (25.4%) of all parents surveyed indicate a need for adult ESL classes (DGKHS CCA, 2010, p. 58). Parent data from family events and policy committee meetings indicate that families have a strong need for, and interest in, ESL services.

In 2009-2010, thirty-six percent (36%) of DPSHS families (115 of 316 families served) spoke Spanish as their primary language at home, according to the DPSHS Program Information Report (DPSHS PIR, 2010). In addition, seven other families indicated that their primary language was not English. The following schools serve refugee populations: College View, Greenlee and Montclair. At a parent focus group of Somali families held in January 2011, the parents expressed their need to learn English. A representative on the DPSHS Policy Committee spoke at a staff development meeting on January 21, 2011, describing the frustration that his people face in a new country (paraphrased below):

Our families want to work with their children on tasks that they learn in school. This type of activity is very familiar in our culture. But because of language barriers, the purpose of many activities that occur in the classrooms is unclear. Therefore, parents find it difficult to support their children's progress in school. Also, many families do not read or write in any language. The parents want to learn English to understand all that goes on in the classrooms.

While DPSHS provides translation services and parents volunteer in the classroom to support the children in their native language, it can be difficult to find translation services for the various dialects. Clearly, learning English is a high-priority need for a significant number of families in the DPSHS target recruitment areas.

Barrett serves a neighborhood that with a growing population of Spanish-speaking residents. In addition, Columbine, Force, Ford, Greenlee, and McGlone and have many Spanish-language speakers. Montclair neighborhood has a high refugee population, mainly from Africa. Greenlee serves a high Somali population. College View populations include Spanish language speakers, Vietnamese and African refugees.

B. Social Services. All of the target recruitment areas serve low-income families, many of whom require social services provided by community or government agencies to varying degrees. The services and resources accessed most often by parents in 2009-2010 were health education, mental health services and parenting education (DPSHS PIR, 2010). In addition, families need clothing, and also school supplies and materials.

In addition to formal needs assessment data collected by Head Start agencies, DPSHS draws on direct parent contact to identify needs through the family partnership process and through informal discussions with HS staff. Data on parent interests guide the planning of parent meetings and parent discussion groups. Child development, home safety, school readiness and health are consistently high-interest areas for parents.

Affordable housing and food security present challenges for low-income families. Whittier, in particular, serves many homeless families. Addressing immediate needs for food, clothing or shelter were an issue for 19% of our parents (DPSHS PIR, 2010).

Families and staff indicate that these services are particularly difficult to find: transitional housing, elementary level adult literacy and math education and community service agencies that offer services to families in languages other than Spanish and English. In addition, cost is a barrier for parents in locating legal services, translation and GED classes.

Limited income and limited work opportunities pose barriers to many families in the DPSHS service areas. Recent needs assessment data show that 56% of the single-parent families in DPSHS are unemployed. Of the two-parent families (152), both parents are employed in only 13% (19 families); yet due to the limited income of the families, many among them are looking for work as well (DPSHS PIR, 2010).

In more than half (51%) of DPSHS families, the parent(s)/guardian(s) are not high school graduates, according to the most recent PIR data. Because so many parents and guardians are not very experienced with schools, they often are uncertain how to help their kids with school. The availability of subsidized adult education is limited, as Colorado is one of only two states in the U.S. that does not provide funding for adult basic education (DGKHS CCA, 2007).

b.2 Community Health & Treatment – *to promote physical and mental health and wellness for families, staff and communities.*

A. Health. Health data from the 2010 Program Information Report indicate primary concerns in the areas of dental care, asthma, vision problems and overweight/obesity. DPSHS continues to improve communication about health with parents and staff. According to PIR data, 64% of DPSHS families received health education in the 2009-2010 school year. Providing parents and their children with more information, and better access to health services, will give families a better understanding of health issues and ways to access needed services.

Many families in DPSHS target areas are challenged with respect to health and dental care, according to the DGKHS Comprehensive Community Assessment. Barriers to health care include limited income, immigrant status, language barrier and lack of access to advocates who can support families in meeting their health needs. Spanish Language respondents are more likely to receive dental services from public dental clinics than English Language respondents. Approximately two-thirds of all respondents receive dental services from public dental clinics. More English Language respondents have health insurance than Spanish Language respondents. Also, approximately 55% of Spanish Language respondents do not have health insurance.

Childhood obesity is a growing concern for children in the United States. In DPSHS, 12 children were identified by doctors as overweight in (DPSHS PIR, 2010). Based on calculations of Body Mass Index (BMI) by the DPSHS nurses, three times that many (more than 36 children) fell in the overweight/obese category. During recent health education presentations, families were surprised to learn the high fat content in cheeseburgers and other common foods, and the high sugar content in juices.

Among families served by DPSHS, emergency room use is prevalent for routine health concerns, even among those who have health insurance, as they are not familiar with the options for non-emergency care.

B. Mental Health. Many DPSHS students are in need of resources to assist with social, emotional and mental health issues. In the area of mental health, there is an ongoing need for consultation with health professionals. During the 2009-2010 school year, both staff and parents of 90% of children enrolled received information and/or support from the Licensed Clinical Social Worker from Denver Health (DPSHS PIR, 2010). The mental health professional provides universal strategies that can help all children, based on the research of the Center on the Social and Emotional Foundations for Early Learning (CESFEL.uiuc.edu).

Due to the stresses of living in poverty and being in minority and/or immigrant populations, many families ask for mental health support. The need to develop resilience is high. Parenting classes are also seen as a high need for DPSHS families.

b.3 Prepared Children – *to prepare children, within an inclusive environment, in the developmental areas and to succeed in school and the community.*

School readiness is the overarching goal of Head Start programs. All children need developmentally appropriate support to develop language, cognitive ability, literacies, development and social-emotional skills. It is well-documented in the research literature that “children of color and those from low-income families are more likely to enter school with fewer of the language, literacy, social and other skills needed to ensure school success, compared to more advantaged children.”¹

¹ Early Child Development in Social Context: A Chartbook, Brett Brown, Ph.D., Michael Weitzman, M.D. et al., The Commonwealth Fund, September 2004

Anywhere from 20% to almost 50% of all kindergarten students do not enter school ready to learn. Social-emotional development is cited most often as the area where children are least prepared to successfully participate in routines of formal schooling.² DPSHS children and their families need resources, education and support for acquiring these skills that are necessary for success in school and life.

As stated in the Comprehensive Community Assessment (2010, p. 45), both English and Spanish speaking parents attested to the gains in preparedness that participating in the early childhood program had on their children in these areas:

- Independence
- Discipline
- Establishing routines
- Self confidence
- Socializing with others
- Intellectual/academic development
- Language development

In DPSHS's target areas, demographic data show high levels of poverty, minority populations and families where English is not the primary language. Each of these conditions can be associated with higher parent stress levels, leaving parents with less time and resiliency to support children in acquiring school readiness. Parents need support for basic needs, ESL, literacy and parent-child activities in order to best support their children in preparing for school.

There is evidence that helping children frame their school learning in the context of their home culture and language can improve academic achievement.^{3, 4} DPSHS target areas include high percentages of Latino, refugee and immigrant families. Data from state assessment results show high rates of students below academic proficiency levels and even greater gaps among students of Latin and African heritage. According to the DPS Denver Plan:

... We must face the sobering reality that less than 50% of DPS students are proficient on the state's reading measures; less than 40% are proficient in mathematics and writing; we are graduating only half of our students from high school; and we suffer, in a district where 80% of our students are of color, from a persistent 35-point achievement gap between our African-American and Latino students and their Anglo and Asian-American counterparts. The four-year growth confirms we are on the right track, but we must significantly accelerate our rate of improvement and put far more of our students on the path to graduation and success in college and careers.⁵

² Building Services and Systems to Support the Healthy Emotional Development of Young Children: Promoting the Emotional Well-Being of Children, Volume 12: No.3. National Center for Children in Poverty (NCCP), 2002.

³ Boykin, A. W (2002). Integrity-based approaches to the literacy development of African American children: The quest for development.

⁴ In B. Bowman (Ed.) Love to read: Essays in developing and enhancing early literacy skills in African American children (pp.47-61). Washington, DC: National Black Child Development Institute.

⁵ Achievement gap data from DPS Denver Plan, executive summary;
http://2010denverplan.dpsk12.org/pdf/DPS_10_Bro_English.pdf

Clearly, minority children in our target areas are not succeeding academically. They need quality early-learning classrooms and appropriate individualized support to set them on the path for learning success.

For children with disabilities, early identification and intervention can make an important difference in preparedness. Last year our program served 38 children (13%) with disabilities; the majority of them (80%) were identified after enrollment. Children were identified with a primary disability of speech or language impairments or non-categorical/developmental delays (PIR). The DPSHS program is often the point of entry into services for children with disabilities for Head Start children. Over the years of providing services, children with disabilities consistently comprise more than 10% of children served by DPSHS.

b.4 Effective Workforce – *To develop an effective early childhood workforce by building staff qualifications.*

DPSHS takes pride in having a highly qualified workforce in place, but the need exists for ongoing training and professional development. These needs include:

- Training in diversity so that staff are able to effectively support a program that is responsive and inclusive to children and families from diverse language, cultures and abilities, given the increasingly diverse populations served;
- Staff development and parent education with the start of each new school year; 2011-2012;
- Based on the grant goals, nurses need to attend local conferences to update practice in light of new information;
- Continued need for GED and ESL services for families.

In terms of continuing education, these needs exist:

- The Head Start Act (2007) requires teaching assistants nationwide in center-based programs to increase qualification with a CDA or additional college classes.
- The PIR reflects the varying levels of education attained by Family Liaison Specialists (FLS), indicating a need for additional college education for Family Liaison Specialist.
- The PIR reflects challenges that DPSHS has faced in recent years in hiring and maintaining teachers who have both Early Education Certification required by HS and the Colorado Teaching Credential required by DPS and the Colorado Department of Education.
- The PIR and the Community Assessment indicate continued large numbers of Spanish-speaking children in the communities served by DPSHS. It is projected that there will be a continuing need for DPSHS staff to take Spanish classes.

As staff turnover occurs due to school closure, movement of classrooms, expansion and staff movement within the school district, new staff need orientation to Head Start and training in Head Start requirements.

With respect to financial integration, the economic downturn has a greater impact on at-risk populations indicating an increased need for training in financial literacy and community resources. Thus, there is a need to provide Financial Literacy Training for staff and parents.

The DPSHS self-assessment data (2011) indicates a need for additional training in these areas:

- Cultural competence,
- Social/emotional skills,
- Individualization,
- Collecting data and using it to plan small groups,
- Using parents' expertise in the school or classroom, and
- Teacher and teacher child interactions.

In addition, the needs assessment data indicate a need for choice in teacher in-service training, due to range in years of service from one to thirty-nine.

b.5 Fiscal Integration – *to integrate fiscal understanding & responsibility throughout all aspects of programmatic efforts.*

The need for services to children and families is high because of the increased number of children in poverty in Denver, the achievement gap for African American and Latino children, and the higher percentage of second language learners in poverty. Parents of the children often cannot afford the services their children need, so it is very important to ensure that all funds are expended each year for needed services.

As many of the parents do not have experience with institutional accounting systems and many of them do not have GED or High School Diploma, it is critical to provide training to the parents so that they can meet their federally mandated responsibility for oversight of the parent activity funds. Parents need training in budgeting and the opportunity to learn about the requirements for managing funds. They receive information and also the opportunity to work together in learning these new skills. At DPSHS both the Early Education Accountant and the Head Start Project Coordinator meet with the parents to provide training. The Program Coordinator provides ongoing support at monthly finance committee meetings. The training also supports parents in continuing their role as advocates for their children and positions them to serve on the elementary school's Collaborative School Committee as their child transitions to kindergarten.

c. Goals and Objectives

The DPSHS program, through implementation of the goals and objectives, provides an early childhood foundation aligned with the core beliefs and commitments of the Board of Education as expressed in the 2010 Denver Plan:

- All students can achieve and graduate, and we can close the achievement gap.
- Teaching and learning are the top priority.
- Accountability for performance by all adults matters.
- Choice, collaboration and innovation are the key to 21st century success.

- Parent, family and community engagement are essential elements of quality education systems.

These core beliefs guide DPSHS work in meeting our goals and objectives. The approach for each of the five goal areas is presented in this section.

Goal I: Family Centered Services
To develop a framework of education and resources to support linguistically and culturally responsive family literacy strategies for families and staff

Goal I, Objective 1	Benefits/Results Expected	Measurements/Data Collected
To foster the use of developmentally appropriate parent/child activities through parent meeting topics	Increased understanding by parents in their role as the primary educator Families better prepared to support children as learners	Records of time spent in at-home activities for children Parent meeting attendance Parent meeting schedules
2009-2010 Baseline Data: <ul style="list-style-type: none"> • 9,723.22 hours recorded in Parent-Child Activity Logs • Fourteen language and literacy focused parent meetings 		

The goal is to have at least one meeting at each school each year.

Goal I, Objective 2	Benefits/Results Expected	Measurements/Data Collected
To support parents interested in pursuing their education in the areas of GED and ESL	Improve literacy skills of parents with literacy needs to support them as the child's first teacher and to promote their self-sufficiency	Data base of family educational information Contact sheets in child's file Program Information Report (PIR)
2009-2010 Baseline Data: <ul style="list-style-type: none"> • ESL services provided to 34 families • GED education services provided to 29 parents 		

The goals are to maintain or increase the time parents spend on Parent-Child Activity Logs and to increase the percent of families receiving services in the areas of GED and ESL.

Goal I: Family Centered Services Approach	
To foster the use of developmentally appropriate parent/child activities through parent meeting topics	
Innovative Methods	Interagency Coordination Plan
Using the National Center for Family Literacy's four strategies	Partner with Denver Public Library to get library cards, training in library use Partner with Reading is Fundamental (RIF) for books families can take home

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DPSHS ensures income-eligible families of Head Start children receive the family services they need through DPS programs and links to community resources. To this end, DPSHS Family Liaison Specialists (FLS) determine what services are needed and make referrals to DPSHS family service partners based on needs surveys and the Family Partnership Agreement (FPA) created with HS families. Families are invited to participate in the FPA and in parent meetings. Fathers, significant males in the family, mothers and grandparents are all welcomed to participate in the FPA process.

In order to complement the significant resources available within the district, DPSHS utilizes an extensive network of community resources available to provide family services not available on-site. Head Start partners with community organizations to support families needing assistance with food, clothing, shelter, mental health services, ESL, GED, job training, substance abuse prevention or treatment, child abuse and neglect services and domestic violence. To supplement Head Start direct services, DPSHS maintains many partnerships with external groups as well as other departments and programs within Denver Public Schools.

DPSHS supports families individually as well as through parent (center committee) meetings. Meetings are planned using data gathered from yearly parent interest surveys. Health, safety and nutrition topics are covered in meetings provided by the Family Services Coordinator (FSC) and the Health Coordinator (HC). Parents receive information and discuss economic choices related to family entertainment and family food purchases at parent meetings on nutrition, presented by the Health Coordinator and meetings on the 5 x5 program, presented by the Family Liaison Specialist. Josalyn Miller, a community partner, provides sessions on anger management, literacy and conflict management. Teachers present information on positive discipline plus age-appropriate materials and activities. All presenters take into account the stresses of single parenting, balancing work and home plus family budget issues faced by HS families.

Elementary schools also schedule parent nights. Popular topics for the school meetings are math and literacy activities. Parents in every Head Start school are invited to a parenting session at their school provided by Denver Health. The one session provides limited information due to the length of the session. The session is an opportunity to interest parents in attending a six-week parenting training offered by Denver Health for Head Start parents, which is provided in the community.

DPSHS provides information on community resources at enrollment, as needs arise, and as new services are available during the year. The United Way Call Center 211 is used to assist families in locating community resources. At each school, the Family Liaison Specialist keeps current resources in a family resource notebook, which parents can use on-site either with the Family Liaison Specialist or independently. Problem solving and crisis intervention services for families are delivered by Family Liaison Specialists, including assessment and referral to community as well as DPS resources.

DPSHS fathers volunteer in classrooms, serve on the Policy Committee and are invited to meetings and conferences. Currently the Chairperson of the Policy Committee is a Head Start father.

DPSHS begins kindergarten transition activities when children enter their local elementary school in their HS year. The Family Liaison Specialist provides information about the enrollment process and discusses kindergarten options (full-day, half-day, gifted and talented, etc.) with parents. HS parents participate in school-wide literacy and math events. Parents have the opportunity to participate in the Collaborative School Committee (CSC) at each school. The CSC is designed to enhance student achievement and school climate by engaging the school community in collaborative efforts supporting the school's and the District's goals. In addition, the CSC provides strategic direction in support of the school's mission and vision as stated in the School Improvement Plan.

The HS teacher, as a member of the elementary school faculty, participates in decisions about placement of the children in kindergarten classrooms according to school-specific procedures. If the family wishes to investigate the possibility of placement in other schools, they are provided with an Enrollment Guide to Denver Public Schools and can discuss options with the Family Liaison Specialist or teacher. They also are invited to district-wide events related to school choice options.

Goal II: Community Health and Treatment Approach
To promote physical and mental health and wellness for families, staff and communities

Goal II, Objective 1	Benefits/Results Expected	Measurements/Data Collected
<i>To ensure that parents have knowledge and resources to support healthy eating</i>	<i>Enhanced understanding of healthy eating among parents Increased participation of parents in educational programs related to healthy eating</i>	<i>Sign-in sheets Parent meeting schedules Pre-session and post-session evaluations</i>
2009-2010 Baseline: <ul style="list-style-type: none"> • Eleven (11) parent meetings focused on healthy eating (one at each school) • Establish baseline of parent understanding of healthy nutrition with pre/post test in Spring 2011 		

The number of parent meetings and parent results of the pre- and post-test on Nutrition and Project Home will be aggregated by the end of the program year as meetings are scheduled for the second half of the school year. The goal is to provide one parent meeting focused on healthy eating at each school.

Goal II, Objective 2	Benefits/Results Expected	Measurements/Data Collected
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To increase families' skills in managing their children's health through health education and information about when to use the health care system to promote positive health outcomes	Families will use the emergency room less Families will have a better understanding of home and professional treatment options for childhood injury and illness	Sign-in sheets Parent meeting schedules Pre-session and post-session evaluations
2009-2010 Baseline: <ul style="list-style-type: none"> Ten (10) parent meetings focused on physical health Establish baseline of parent understanding of children's health and use of health care systems with pre/post test in Spring 2011 		

In the 2010-2011 school year, Project Home is being implemented in partnership with Colorado State University. They are collecting extensive pre/post test data for their pilot and, if available, this data will be reported in future years. The DPSHS Health Coordinator is developing a shorter pre- and post-evaluation of the parents' knowledge which will be used in future years to establish a baseline. In 2009-2010 school year there were 11 schools providing Head Start services. The goal is to complete one parent meeting focused on physical health in each school.

Goal II, Objective 3	Benefits/Results Expected	Measurements/Data Collected
To ensure parents have knowledge and understanding of strategies that support children in developing resilience	Enhanced understanding of the protective factors of initiative, self-control, and attachment among parents	Parent meeting schedules Parent meeting attendance Devereux Early Childhood Assessment (DECA) Contact sheets in child's file
2009-2010 Baseline: <ul style="list-style-type: none"> 100% of parents completed Devereux Early Childhood Assessment Ten (10) parent meetings focused on mental health and social/emotional development 		

In 2009-2010, all parents completed the Devereux Early Childhood Assessment. The goal is to maintain this number. Results of the parents completing the DECA will be listed quarterly as new parents enroll. Mental health and social/emotional parent meetings will be scheduled in the second half of the school year. The goal is to provide one parent meeting addressing mental health and social emotional topics in each school annually.

Goal II: Community Health and Treatment Approach	
To promote physical and mental health and wellness for families staff and communities	
Innovative Methods	Interagency Coordination Plan

<p>The use of Project Home, a new program out of Colorado State University</p>	<p>Medicaid and CHP+ training for Certified Application Assistance Sites DPS School Medicaid Program Colorado Health Foundation support of eight fitness centers for use by families, students and staffs Mental health services provided by Denver Health LCSW and Sewall</p>
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Families are encouraged to establish a medical home to ensure that they have an ongoing source of continuous, accessible medical care and a method of payment. Multiple opportunities are provided for parents to enroll in Medicaid and CHP+. A representative from the DPS School Medicaid Program is available to answer questions and provide applications at pre-enrollment activities at each elementary school. Family Liaison Specialists provide applications for each HS family at the enrollment conference. Each month a notice of where to apply for Medicaid is posted in the classrooms. In DPSHS, the nurses plan to take the training for Certified Application Assistance Sites, so that they can access the Medicaid and CHP+ information more directly and assist families in the application process.

Innovative Methods. In the 2010-2011 school year, Head Start Family Liaison Specialists, nurses, and the Family Services Coordinator (FSC) were trained as train-the-trainers in Project Home (Healthcare Options Made Easy) by Colorado State University. The three goals of Project home are to help Head Start parents help their children stay healthy through gaining understanding of:

- what to do when their child is sick;
- understand the healthcare system; and
- understand what a Medical Home is and why it is important.

Physical Health. In the 2009-2010 school year, all Head Start educational staff were oriented to Project Home. During the 2010-2011 program year, Head Start families are receiving, *What to Do When Your Child Gets Sick*, by Gloria Mayer and Ann Kuklierus (2008) and participating in Project Home training, which highlights the contents of the book. These trainings will continue through 2014, with DPSHS staff trained as trainers on this material.

The Health Coordinator (HC) and Health Specialist, both registered nurses, review health and nutritional history, immunization records and parent concerns. These nurses also perform health screenings for height, weight, vision, and hearing. They discuss any identified concerns with the parent/guardian and make appropriate medical referrals, provide information and resources.

All DPSHS children receive new toothbrushes for use in the classroom four times a year, and every family receives literature about tooth brushing. The DPSHS nurses provide dental screenings to all children within 90 days of enrollment. A dentist from Denver Health provides dental screening and fluoride treatment once a year at each school. Children needing further services are referred to their family dentist when insurance is available. Families without dental insurance are referred to Denver Health for scheduling of appointments.

DPSHS continues to address the need to improve dental follow-up with the following strategies. The families are provided information on free dental clinics and a current list of dentists who will see low-income clients. The nurses and Family Liaison Specialists distribute information about dental providers and dental fairs. The DPSHS nurses provide the Family Liaison Specialists with an updated list of children needing dental follow-up treatment. Family Liaison Specialists and nurses continue to educate and encourage parents to schedule follow-up care. Children with dental emergencies are referred to the Dental Clinics at Denver Health's Eastside and Westside Health Clinics.

Children and parents learn about health, safety and nutrition at DPSHS. Children learn about nutrition and hygiene through daily classroom activities. The Health Coordinator provides nutrition training at parent meetings in schools where DPSHS classrooms are located.

A health report is distributed to all families in the fall of the program year. The report contains screening and health status information for the child and referrals for follow-up when needed.

To support student, family and staff health, the DPS school board approved the DPS Health Agenda 2015. Head Start staff, children and families will benefit from the agenda. School-based wellness committees and *Sound Body, Sound Mind* fitness centers directly support the agenda which outlines the districts goals for student and staff wellness. Through the Colorado Health Foundation there will be a total of eight fitness centers to provide staff and community members with a low-cost, convenient way to exercise once they finish their work day. Specifically, the fitness centers support three goals — staff wellness, student physical education and health promotion to families — by providing access to physical activity and use for students during physical education classes. As a part of the agenda, many schools are forming School Wellness Teams composed of staff, families and community members.

Mental Health. Denver Health LCSW and the DPSHS Disabilities Coordinator (DC) developed resource notebooks for DPSHS education and family service staff. The notebooks provide materials and resources to support staff in integrating positive strategies to their work in the classroom and with families. All staff attended staff development sessions to support their use of the notebooks. The sessions for educational staff focused on using the materials to develop positive classroom environments and interactions. The Family Liaison Specialists and Family Services Coordinator who attended learned how to use the resources to support families at home. The materials were based on the information from the Center on Social and Emotional Foundations for Early Learning (CSEFEL), which were developed with federal funds from the U.S. Department of Health and Human Services, Administration for Children and Families.

The Pyramid Model is a conceptual framework of evidence-based practices developed by two national, federally-funded research and training centers: CSEFEL and the Technical Assistance Center on Social Emotional Intervention for young children (TACSEI). The Centers' faculty represents nationally recognized researchers and program developers in the areas of social skills and challenging behavior. The work is based on evaluation data collected over the last six years. To support educational staff in developing a deeper understanding of the Pyramid, the DPSHS the teachers participated in workshop activities to integrate the Pyramid model into their practice,

along with *The Second Step, A Violence Prevention Curriculum*. The latter, a research-based curriculum available in all HS classrooms, has been used by DPSHS to build a positive climate, and complements the more recent information provided by the Pyramid. *Second Step* promotes a positive social/emotional climate by encouraging children to develop empathy, impulse control and anger management. Family Liaison Specialists support parent implementation of Second Step principles.

Mental health services are provided by the Denver Health LCSW, school social workers, Sewall and other qualified community providers. The Family Services Coordinators and Disabilities Coordinator coordinate the services of community providers, working to provide families with a choice of language, ethnically, culturally and gender-appropriate providers. Medicaid, CHP+ and sliding scale fees fund families' access to individual mental health services. The Education Coordinator, Denver Health LCSW, Sewall and DPS staff provide support for behavior management. Parent meetings and parenting classes also focus on preventive mental health issues.

Goal 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 community

Goal III, Objective 1	Benefits/Results Expected	Measurements/Data Collected
To increase the effective use of small group activities to meet children's individual needs	Improved child outcomes in the areas of language development, literacy and math	Work Sampling for Head Start Samples of lesson plans
2009-2010 Baseline: <ul style="list-style-type: none"> • In the 2009-2010 program year the DPSHS children's average fall/spring gain in social/emotional development was 52%. The average score rose from 62% to 94%. • In the 2009-2010 program year the DPSHS children's average fall/spring gain in language was 56%. The average score rose from 59% to 92%. • In the 2009-2010 program year the DPSHS children's average fall/spring gain in literacy was 64%. The average score rose from 58% to 95%. • In the 2009-2010 program year the DPSHS children's average fall/spring gain in math was 71%. The average score rose from 55% to 94%. 		

DPSHS tracks child outcomes three times a year based on Work Sampling for Head Start, a research based tool. The goal over the three- year grant period is for groups of children with similar fall scores to continue to be above 90% in the spring assessment period.

Goal III, Objective 2	Benefits/Results Expected	Measurements/Data Collected
To provide classroom quality as measured by the Early Childhood Environmental	Children benefit socially and academically from increased quality of classroom	Early Childhood Environmental Rating Scale (ECERS) – conducted every other year

Rating Scale (ECERS)		
2009-2010 Baseline:		
<ul style="list-style-type: none"> • 9 of 14 (64%) classrooms earned 5 or higher rating on overall ECERS • 12 of 14 (86%) classrooms earned 6 or higher rating on the Language and Reasoning subscale of ECERS 		

Each classroom is rated on the Early Childhood Environmental Rating Scale, a nationally recognized measure of quality. The subscales include space and furnishings, personal care routines, language and reasoning, activities, interactions, and program structure. In DPSHS the Language and Reasoning subscale is valued due to its measurement of opportunities for oral language development and reasoning. The language and reasoning subscale rates the availability, type, and quantity of books and pictures available, the materials and staff role in encouraging children to communicate, the use of language to develop reasoning skills and the use of language to promote engaging children in extended, authentic, thoughtful conversations. The goal is to have all classrooms achieve an overall score of 5 or above and a score of 6 or above in language and reasoning. Scores provided for the baseline, shown below, are from 2009-2010. Class scores are updated on a two-year rotation.

DPSHS 2009-2010 ECERS Scores			
Classroom	Date of last ECERS	Overall Score	Language and Reasoning Score
Barrett	5/19/10	5.63	6.25
Columbine	10/13/10	5.29	6.00
Force - Spanish	1/7/10	5.35	6.25
Force - English	1/11/10	5.81	7.00*
Ford - 3 classes	4/22/10	5.29	7.00
Greenlee - Spanish	11/16/09	4.47	6.00
Greenlee - English	11/16/09	4.54	7.00*
McGlone - English	5/10/10	5.19	7.00*
McGlone - Spanish	5/13/10	5.35	5.50
Montclair	12/2/09	4.50	6.25
Oakland	4/12/10	5.16	5.50
Smith-English	5/17/10	4.59	6.25
Smith - Spanish	5/5/10	5.19	6.00
Whittier	10/7/10	4.94	6.00

*7 is the highest possible score on this scale

ECERS results are shared with DGKHS on an ongoing basis when results of the scale are received from Qualistar. Each classroom is rated, at a minimum, every other year.

Goal III: Prepared Children Approach	
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 community	
Innovative Methods	Interagency Coordination Plan

HS curriculum is integrated with DPS math and ELA curriculum	Qualistar ratings and ECERS data based on classroom visits and school ratings by Qualistar Colorado Share data with DGKHS as results are received
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One of the **innovative methods** DPSHS takes to prepare children is to integrate the HS curriculum with the DPS K- 5 curriculum using developmentally appropriate strategies. Examples can be found in Literacy, Everyday Math and the Avenues ELA program. The DPS Literacy Instructional Planning Guide (Planning Guide) and the Everyday Math Curriculum contain specific grade-level expectations identified from Early Childhood Education through elementary school that support the Colorado Academic Standards. These curriculum guides used in Denver Public Schools from ECE through grade 5 are linked in a developmental continuum, which builds on previous knowledge. This helps to ensure a smooth transition as our HS children move into Kindergarten and elementary school.

Social/Emotional. Family Liaison Specialists work with parents to understand the results of the Devereux Early Childhood Assessment (DECA). DECA is a valid and reliable social/emotional screening and assessment tool that is a strength-based approach to social and emotional development. Parents complete the assessment based on their knowledge of their child. Using the child's current strength in attachment, self-control and initiative, Family Liaison Specialists identify appropriate strategies for parents to use to increase their child's resilience. The DECA booklet, *For Now and Forever*, is used as a resource to help parents build understanding of resilience and protective factors, and includes research-based strategies that families can use to build resilience. The booklets, in both Spanish and English, link current child behavior to future goals. The Family Services Coordinator supports the Family Liaison Specialists through case consultation and by meeting with families when more complex issues arise.

Second Step supports children's development of empathy, emotion management and social problem solving. It is based on social learning theory⁶, social information processing theory⁷, and cognitive-behavioral theory.⁸ The pyramid teachers developed, shown below, summarizes the DPSHS approach to promoting social emotional development in children.

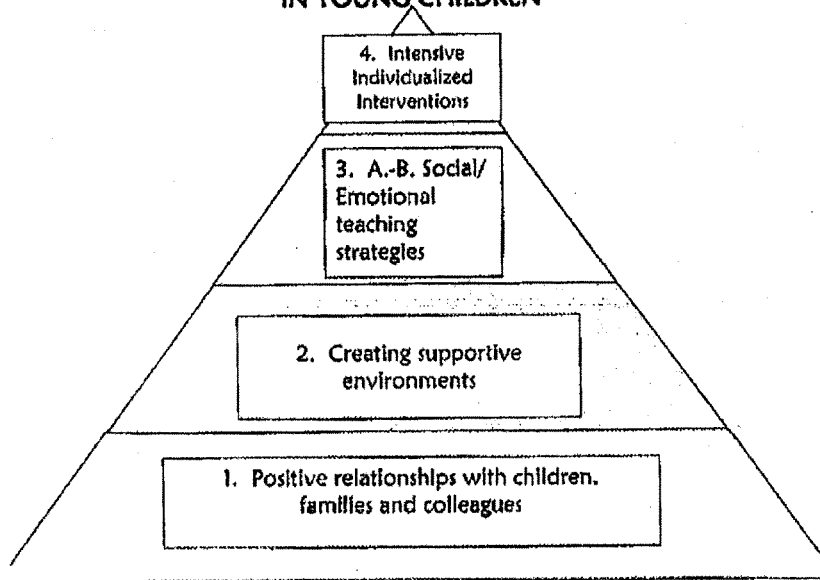
Social/emotional approaches from DECA, *Second Step* and effective teacher practice are integrated into the DPSHS teacher developed pyramid *Promoting Social/Emotional Competence in Young Children*. The DPSHS pyramid is based on the *Pyramid Model for Supporting Social Emotional Competence in Infants and Young Children* developed by the Center on the Social and Emotional Foundations for Early Learning (CSEFEL). CSEFEL materials, resources and training information are utilized in the classroom to support children's social/emotional development.

⁶ Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Englewood, NJ: Prentice Hall.

⁷ Dodge, K.A., Pettit, G.S., McClaskey, C.L. and Brown, M.M. (1986). *Social competence in children*. *Monographs of the society for Research in child Development* 51, (2, Serial No.213).

⁸ Kendall, P.C., and Braswell, L. (1985) *Cognitive-behavioral therapy for impulsive children*. New York: Guilford Press.

**PROMOTING SOCIAL/EMOTIONAL COMPETENCE
IN YOUNG CHILDREN**



1 & 2 Social competence
Prevention of challenging behavior

- Physical environment
- Social skills
- Appropriate behavior

Developmentally appropriate materials
Positive Communication

3A Identify function of challenging behavior
Identify social behavior for intervention

3B Teaching strategies to support appropriate behavior
Build teams for effective support

1 & 2 Teachable moments
Develop friendship skills
Develop problem-solving skills
Teaching anger management
Teaching children to recognize and express emotions

4 Implement Individualized Interventions thru

- Administrative support
- Collaborative planning
- Devise staff development to create program policies

Cognitive. DPSHS provides full-day (6.5 hours per day) classes for five days a week, as preferred by parents (DGKCCA, 2010) at neighborhood schools. The full-day classes play an important role in preparing children for school. Highly qualified classroom teachers are trained to focus on individualization, making sure that each child is progressing.

All children in DPSHS are screened for disabilities, using the Early Screening Inventory-Revised (ESI-R). Screening results, in combination with teacher observations and parent input, are used to determine whether further testing is necessary.

The Work Sampling System, a curriculum embedded assessment, provides a research-based and comprehensive foundation for the Denver Public Schools Head Start curriculum. The Work Sampling System developmental guidelines are based on typical behavior of 20,000 three- and four-year-olds. The Work Sampling System Assessment for Head Start is completed three times per year and reflects children's development in the domains of language development, literacy,

mathematics, science, creative arts, social and emotional development, approaches to learning and physical health and development. The fall, winter and spring reports include summary data that is analyzed for patterns of progress and accomplishment for groups of children. Classroom teachers can access summary and individual child reports to support classroom planning. Family Reports are generated and shared with families. Goals are established for individual children and the progress is observed and measured based on the developmental guidelines included in the system. The Education Coordinator, in conjunction with the Project Coordinator, analyzes data trends to develop lesson plans and staff development sessions.

In addition to The Work Sampling System, these curriculum materials — *New Standards Listening and Speaking*, *Avenues Language Development Materials*, *Scholastic Building Language and Literacy Curriculum*, *Everyday Mathematics*, *Second Step* and the *Denver Public Schools Literacy Instructional Planning Guide* — structure activities, specify the teacher role and enrich the learning environment to support learning across the eight domains of children’s development.

Standardized training on the *Literacy Instructional Planning Guide*, *Everyday Mathematics* and *Avenues Language Development Materials* (Avenues), plus the Work Sampling System are provided annually to all new Head Start teachers through the Denver Public Schools Curriculum and Early Education Departments. Early Reading First and Head Start staff receive orientation and monthly training on the *Scholastic Building Language for Literacy Curriculum*. Integrated ongoing training is provided to DPSHS teachers and paras related to the *Second Step*, *New Standards Listening and Speaking* and the above-referenced curricula during DPSHS staff development sessions and through classroom visits by the DPSHS Education Coordinator.

Language and Literacy. The Denver Public Schools Literacy Instructional Planning Guide and the research-based Everyday Math curriculum contain specific grade-level expectations identified from Early Childhood Education through elementary school that support the Colorado Academic Standards.^{9, 10} These guides link curriculum in a developmental continuum, which builds on the child’s previous knowledge. In addition, the guides offer big ideas or concepts to guide children’s learning, classroom materials and activities, and also information about the teacher’s role.

Several classrooms use the Scholastic Building Language and Literacy curriculum, which provides the same supports in the classrooms with dual funding from Early Reading First. Based on research demonstrating that oral language and vocabulary correlate to future reading and school success, the BLL curriculum is designed to help children acquire school readiness skills in the following early reading components: oral language, alphabet knowledge, phonological awareness and print awareness.^{11, 12, 13, 14, 15} The BLL curriculum was developed using

⁹ Riordan, J.E. and Noyce, P.E. (2001). “The impact of two standards-based mathematics curricula on student achievement in Massachusetts.” *Journal for Research in Mathematics Education*, 32(4), 368–398.

¹⁰ http://ies.ed.gov/ncee/www/reports/elementary_math/eday_math/

¹¹ Snow, C.E., Tabors, P.O., Nicholson, P.A. and Kurland, B. F. (1995). SHELL: Oral language and early literacy skills in kindergarten and first-grade children. *Journal of Research in Childhood Education*. 10 (1), 37–48.

¹² Neuman S.S., et al. (2002). *Learning to Read and Write: Developmentally Appropriate Practices for Young Children*. A joint position statement by the National Association for the Education of Young Children (NAEYC) and the International Reading Association (IRA). NAEYC, Washington, DC.

scientifically-based reading research as defined in Section 1208 of the Elementary School Education Act (ESEA).¹⁶

The *Denver Public Schools Literacy Instructional Planning Guide* (Planning Guide) is based on *The New Standards: Speaking and Listening* and the Colorado State Standards which have been recently revised. *Speaking and Listening* (copyright 2001, National Center on Education and the Economy and the University of Pittsburgh) is based on the research of Courtney B. Cazden, David Dickerson, Lauren B. Resnick, Cathrine Snow, Grover J. Whitehurst, Sally Mentor Hay, Jerlean Daniels and others. *The New Standards, Speaking and Listening*, provides teaching strategies and examples of child performance that support children's development in the area of language and literacy. The Planning Guide includes sample daily schedules and other resources outlining the daily activities, the role of the adults in the classroom, the materials needed to support the implementation of the curriculum goals for children's development and learning.

The Avenues introduces specific English vocabulary, language structure for English Language Learners and others in need of vocabulary and language development. Hampton-Brown's *PreK Avenues* is based on the core principles of the International Reading Association (IRA) and the National Association for the Education of Young Children's (NAEYC) *Learning to Read and Write Developmentally Appropriate Practices for Young Children* (NAEYC-1998) position statement and NAEYC accreditation performance criteria: *Universal and Preschool Strands* (NAEYC, April, 2005). The Avenues introduces specific English vocabulary, language structure for English Language Learners and others in need of vocabulary and language development. The Avenues develops oral language, vocabulary knowledge, comprehension, phonological Awareness, Print and book awareness, alphabet knowledge and writing.

Math. *Everyday Mathematics* emphasizes concept understanding while building mastery of basic skills across the spectrum of mathematics. *Everyday Mathematics* was developed by the University of Chicago School Mathematics Project (UCSMP). *Everyday Mathematics* is a core curriculum for students in grades ECE – 5, and it is used throughout the district.

The Early Childhood Environmental Rating Scale is utilized to evaluate classrooms and teacher effectiveness. The results are integrated into a Quality Improvement Plan for each site which includes goals and objectives directed at improving the health, educational, nutritional, and social services program for children and at improving the quality of education through professional development activities for all classroom staff.

Teachers ensure that the classroom curriculum supports and respects the home language, culture and family composition of each child by gathering parent ideas during home visits and conferences. The parents are given the opportunity to carry out activities linked to the Head Start

¹³ Snow C.E., Burns, M.S., and Griffin, P. (1998). *Preventing Reading Difficulties in Young Children*. National Research Council. National Academy Press, Washington, DC.

¹⁴ Snow C.E., Burns, M.S., and Griffin, P. (1998). *Preventing Reading Difficulties in Young Children*. National Research Council. National Academy Press, Washington, DC.

¹⁵ Scholastic Research and Results. "Correlation to the Joint Position Statement of the National Association for the Education of Young Children (NAEYC) and International Reading Association (IRA).

¹⁶ National Institute of Child Health and Human Development (NIH Publication No. 00-4769) (2000). *Report of the National Reading Panel, Teaching Children to Read*. US Government Printing Office. Washington, DC.

Outcomes and individualized for each child's development. The Denver Public Schools Family Notebook outlines options for these activities. Teachers gather the parents input into curriculum four times a year and record it on the Head Start Individualized Plan. They complete a Work Sampling System Summary Report and share the information with parents three times a year.

Teacher- child interactions. *Teacher Child Interactions and Culturally Responsive Practices: The Classroom Assessment Scoring System (CLASS) and/or the DPS Framework for Effective Teaching (Framework)* are used support teachers in gaining knowledge of effective teacher child interactions strategies. "Positive interactions between adults and children, and between children and their peers are among the key elements of overall classroom quality. Teaching teams can be instrumental in fostering the development and maintenance of positive social interactions and a pro-social environment. Strategies that support such interactions are well-researched and documented in early childhood research and other publications."¹⁷

Both tools provide a framework for observable classroom practice, supporting teachers to identify practices that are effective, and those less effective, in promoting student learning. The CLASS is based on developmental theory and research suggesting that interactions between students and adults are key to child development and student learning.^{18, 19, 20}

The Framework, a tool developed at DPS, includes indicators that specifically reference students' culture and community. It places emphasis on evidence-based practice of English Language Learners.

Qualistar Colorado. All DPSHS classrooms participate in Qualistar, Colorado's four-star rating system. All sites have earned ratings of three or four on the four-point scale. Qualistar Colorado²¹ was designed to advance school readiness in Colorado's children by measuring and improving quality early childhood education. Sites are evaluated on learning environment, family partnerships, training and education of staff, ratios and accreditation. The learning environment is evaluated by a reliable independent observer using the Early Childhood Environmental Rating Scale (ECERS). The ECERS is a quality rating scale developed by the University of North Carolina. Many sections of the rating scale support the DPSHS program in monitoring the implementation of Head Start Performance Standards. The importance of ECERS for funding by Denver Preschool Program ensures that a substantial portion of each DPSHS child's day will be working with materials they can choose and manipulate, and interacting with others, rather than engaged in large group or teacher-directed activities.

Serving children with disabilities: DPSHS staff collaborates with Sewall in the identification of actual and suspected disabilities. The Disabilities Coordinator (DC), Family Services

¹⁷ Administration for Children and Families -Information Memorandum Head Start -08-21, The Importance of Teacher-Child Relationships in Head Start; issued 11/20/2008.

¹⁸ Greenberg, M.T., Domitrovich, C., and Bumbarger, B. (2001). The prevention of mental disorders in school-aged children: Current state of the field. *Prevention and Treatment*.

¹⁹ Morrison, F.J., and Connor, C.M. (2002). Understanding schooling effects on early literacy: A working research strategy. *Journal of School Psychology*, 40(6), 493-500.

²⁰ Piante, R.C. (2006). Teacher-child relationships and early literacy. In D. Dickinson and s. Newman (Eds), *Handbook of early literacy research*, (Vol.2, pp.149-162). New York: The Guilford Press.

²¹ <http://www.qualistar.org/about-us.html>

Coordinator (FSC), Health Coordinator (HC) staff Education Coordinator (EC) function as an integral part of the Disabilities and Mental Health Team to supplement and integrate services provided by the DGKHS through Sewall. Teachers complete a DPS Request for Assistance Form when they have concerns about a child based on teacher observation, screening, or parent observation. The Education Coordinator, a special educator, observes the child and together they generate a variety of regular education classroom strategies that may ameliorate the difficulties. The teacher discusses the strategies with the parent throughout the process. When concerns about the child's progress continue, the Education Coordinator or the Disabilities Coordinator, with a Masters Degree in Social Work/ Licensed Social Worker/ Colorado Department Education Special Services License for School Social Work (MSW/LSW) observe the child again and in consultation with parents, refer the child for formal testing. Sewall and DPS staff members conduct a more comprehensive assessment. The Health Coordinator and the Disabilities Coordinator interview parents to provide a health assessment and a parent questionnaire for every referred HS child. When appropriate legal evaluation and placement requirements as outlined by the law are met, an Individualized Education Plan is developed in a staffing chaired by the School Local Education Agency Representative (LEA). The Disabilities Coordinator and Family Services Coordinator coordinate the services of community providers.

When the results of testing lead to an IEP, the services are delivered in the classroom. The child participates in classroom activities guided by the DPSHS curriculum adapted to meet the child's individual needs and with support from early interventionists from Sewall Child Development Center. The DC coordinates the scheduling of and attends regular meetings with Sewall staff and teachers with children with disabilities in their classroom. The meetings build teacher capacity to serve children with disabilities, including children with severe needs, in an inclusive environment in the classroom. The Education Coordinator also provides ongoing support to the classroom teachers and attends a monthly Disabilities/Focus Team meeting with Sewall staff, the Disabilities Coordinator and the Family Services Coordinator to discuss children and plan for efficient service delivery. Staff training in providing services for children with disabilities, including children with severe needs is provided at DPSHS Professional Development sessions.

Goal IV: Effective Workforce

To develop an effective early childhood workforce by building staff qualifications

Goal IV Objective 1	Benefits/Results Expected	Measurements/Data Collected
To enhance staff qualifications by ensuring that all full-time DPSHS staff working directly with children have professional development plans aligned with degree requirements for 2013 as amended by the Improving Head Start for School Readiness Act of 2007 (Head Start Act)	Increased child outcomes Staff retention Progress toward meeting staff qualification requirements for teachers and teacher assistants	Head Start teachers with Professional Development Plans that are aligned with the Head Start Act
2010-2011 Baseline: <ul style="list-style-type: none"> • 17 of 17 teachers have plans in place 		

- 17 of 17 paraprofessionals have plans in place

The goal is to continue to increase the number of paraprofessionals who meet the qualifications of the School Readiness Act of 2007.

Goal IV, Objective 2	Benefits/Results Expected	Measurements/Data Collected
To support staff who provide direct services to children in implementing their professional development plans through education and updating skills to incorporate new research in the field	Increased child outcomes Staff retention	Progress toward meeting staff qualification requirements for teachers and teacher assistants All paraprofessionals take a class or meet the Head Start educational requirements for teacher assistants during the year
2009-2010 Baseline: <ul style="list-style-type: none"> • All teachers met the degree requirements for a Bachelor's degree in ECE or a Related Field with coursework equivalent to a major in ECE. • Fifteen paraprofessionals took at least one class or met the Head Start educational requirements for teacher assistants during the year. 		

Goal IV, Objective 3	Benefits/Results Expected	Measurements/Data Collected
To support all staff to further their professional development through college or other training that provides opportunities to update skills and/or to incorporate into practice new research in the field	Staff retention Skill development related to staff roles	Conferences attended Classes taken by paraprofessionals
2009-2010 Baseline: <ul style="list-style-type: none"> • Local conferences were attended by 25 staff members or employees • National conferences were attended by 7 staff members or employees • Classes were successfully completed by 7 staff and 15 paraprofessionals 		

Local Conferences: (25) total

- Colorado Assn. for Bilingual Education (CABE) – 2
- Colorado Head Start Assn., (CHSA) Class Observation Reliability – 2
- CHSA, Head Start Director and Family Partnership Professional Summit – 3
- Developmental Consulting, Two Workshops for ECE Professionals - 7
- Horizons in Learning-Transforming Stress – 3
- National Association for Bilingual Education (NABE) – 3
- National Association for Multicultural Education (NAME) – 1
- Relationship Roots, Challenging Behavior Prevention & Solutions Conference - 1
- Sewall Presents Jonathan Mooney for Educators – 3

National Conferences: (7) Total

National Black Child Development Institute (NBCDI) – 2

National Head Start Association (NHSA) 37th Annual Head Start Conference - 5

With respect to college classes, DPSHS measures the number of staff members that completed at least one college class. In 2009-2010, five teachers completed classes, one nurse completed a class and one administrator completed a class. Last year was unique, in that DPSHS received grants to pay for college classes for education staff. That funding ended in September 2010.

The goal for the upcoming period is to have all paraprofessionals take a class or meet the Head Start educational requirements for teacher assistants during the year. Funding is not available for other staff members to take classes. In 2009-2010, 15 of 17 paraprofessionals completed at least one class. In addition, one paraprofessional staff member who meets the degree requirements continues to work on her Associates Degree in Early Childhood Education. All teachers meet degree requirements for a Bachelor's degree in Early Childhood Education or a related field, with coursework equivalent to a major in ECE.

DPSHS takes pride in its strong early childhood education workforce. All DPSHS teachers have a Baccalaureate or advanced degree in Early Education, or have a degree and coursework equivalent to major relating to Early Childhood Education, with experience teaching preschool-age children. Our approach in meeting and furthering this goal is twofold: 1) ensuring that teachers continue their professional development; and 2) supporting paraprofessionals in pursuing college degree programs in early childhood education.

Goal IV: Effective Workforce Approach	
To develop an effective early childhood workforce by building staff qualifications	
Innovative Methods	Interagency Coordination Plan
Culturally responsive approach to helping paraprofessionals earn degrees	The Clayton Early Learning Institute guided the cohort model for paraprofessional education at Community College of Denver.

Of the 17 paraprofessionals (or teacher assistants) employed by DPSHS, 14 have enrolled in an associate program. One paraprofessional has enrolled in a Masters Program in ECE; two paraprofessionals plan to enroll in Associate Degree Programs later in 2011. DPSHS has used a cohort model with Community College of Denver to support the paraprofessionals, the majority of whom are non-traditional college students. The design of the cohort model was developed with the guidance of staff from the Clayton Early Learning Institute.

DPSHS teachers and paraprofessionals attend training provided by DPSHS, the DPS Early Education Department and DGKHS, totaling more than 15 hours per year. DPSHS's Education

Coordinator and Mentor Teacher visit classrooms to support teachers in providing quality Head Start services. The Mentor was a Head Start teacher for many years in the DPSHS program before becoming the mentor teacher. The DPSHS FSC and Family Liaison Specialists participate in the Family Services Professional Association activities, where they have worked to identify the needs of colleagues and the needs of families, and provide peer support to address identified needs. Another opportunity for professional learning lies in attending DPSHS parent education meetings held in the individual elementary schools.

In addition to the efforts within DPSHS described above, further training opportunities are provided in collaboration with the other community organizations in the area, such as the Colorado Head Start Association, the Colorado Association for Education of Young Children, and the Colorado Statewide Parent Coalition.

Goal V: Fiscal Integration

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

Goal V, Objective 1	Benefits/Results Expected	Measurements/Data Collected
To support programmatic efforts to provide quality Head Start services by providing budgeting updates on a regular basis	Program goals attained Full Utilization of Head Start Funds	Budget Variance Report Focus Team minutes
2009-2010 Baseline:		
<ul style="list-style-type: none"> 100% of federal funds expended by program 		

The goal is to continue expending all funds on Head Start services.

Goal V, Objective 2	Benefits/Results Expected	Measurements/Data Collected
To provide the Finance Committee of the DPSHS Policy Committee fiscal training to develop, implement and manage the Policy Committee Budget with focus on implementation early in the school year	Greater involvement and accountability from the Finance Committee of the Policy Committee	Finance Committee meeting minutes Policy Committee budget documents Policy Committee minutes
2009-2010 Baseline:		
<ul style="list-style-type: none"> The Policy Committee's Finance Committee budget was presented for approval in October 2010. 		

DPSHS goal is to continue providing training for the Policy Committee on finances early in the year so that the budget is presented for approval by November of each program year.

DPSHS modeled its approach to fiscal integration after the DGKHS objectives in their grant application. Fiscal understanding and responsibility are integrated throughout DPSHS program

efforts. Many family-centered services activities include a fiscal understanding component, as low-income parents often need and appreciate training and information about money management. Another important area is developing, tracking and overseeing budgets, particularly for those parents who have budget oversight responsibilities. In addition, program staff is charged with fiscal responsibilities and, in some instances, must track multiple funding sources and expenditures.

Goal V: Fiscal Integration Approach	
To integrate fiscal understanding and responsibility throughout all aspects of programmatic efforts	
Innovative Methods	Interagency Coordination Plan
By using a fund accounting system that is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations	Colorado Department of Education Denver Great Kids Head Start DPS Office of Community Engagement

The DPS Budget Department and General Accounting provide training and support staff in the Early Education Department to ensure the highest quality of funds management. The interdepartmental collaboration ensures the financial viability of DPS and the DPSHS program.

Training integrated into regularly scheduled DPSHS Policy Committee Finance Committee meetings provides multiple opportunities for members of the Policy Committee to build their understanding of financial management. Through the self-assessment process the parents have an opportunity to discuss fiscal management procedures and rules with the Accountant and Project Coordinator.

d. Results and Benefits Expected from 2011-2014 DPSHS goals and objectives

Children will be better prepared through:

- Improved child outcomes in language;
- Improved child outcomes in literacy;
- Improved child outcomes in math; and
- Improved child outcomes in social and emotional development.

Families will be better prepared to support their children as they:

- Participate in GED and ESL services;
- Understand more about healthy eating habits;
- Develop strategies for raising resilient children;

- Understand more about children's health, when to use the health care system to promote positive health outcomes; and
- Gain skills in governance through participation in Policy Committee.

Staff will be better prepared to support children as they:

- Generate a greater array of services for children based on individual and group need; and
- Expand their resources and effective practices through additional training.

GABI - Audit Report

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
Program Type: Head Start Application Type: Basic State: CO

Exhibit B
Page 1 of 30

GABI - Detail Report

Grant / Department No: 08CH0119 / 004 Agency Name: Denver Public Schools Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO

Funding Category	Key Features Total	Line Item Budget Total
Cost for Program Operations:	\$1,458,222	\$1,458,222
Cost for Training and Technical Assistance:	\$7,793	\$7,793
Non-federal Share (Cash and in-kind):	\$366,504	\$366,504
Total:	\$1,832,519	\$1,832,519
FEDERAL FUNDING		
STATE FUNDING		
LOCAL FUNDING		
OTHER FUNDING		
		Total:

Exhibit B
 Page 2 of 30

GABI - Detail Report

Grant / D ate No: 08CH0119 / 004 Agency Name: Denver ic Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

Center-based (CB):	272	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:	272	Total Funded Enrollment:	272

Program Option	2. Funded child enrollment	3a. Number of classes / groups / family child care settings	3b. Double session?	4. Number of hours of classes / FCC groups / FCC settings per child, per day	5. Number of days of classes / FCC groups / FCC settings per child, per week	6. Number of days of classes / FCC 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	272	16	No	6.5	5	160	2	1	0	0	0	0

Exhibit B
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Grant / Delc : No: 08CH0119 / 004 Agency Name: Denver Public Schools
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

Budget Category	PO	TTA	NFS
Personnel	\$971,608	\$7,793	\$244,851
Fringe Benefits	\$289,572	\$0	\$72,393
Travel	\$0	\$0	\$0
Equipment	\$4,800	\$0	\$1,200
Supplies	\$46,559	\$0	\$11,639
Contractual	\$58,704	\$0	\$14,676
Construction	\$0	\$0	\$0
Other	\$18,766	\$0	\$4,692
Total Direct Costs	\$1,390,009	\$7,793	\$349,451
Indirect Costs	\$68,213	\$0	\$17,053
SUMMARY OF BUDGET CATEGORIES TOTAL	\$1,458,222	\$7,793	\$366,504

Exhibit Page 4^B of 30

GABI - Detail Report

Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO

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	\$46,793	\$172.03	\$0	\$0.00	\$11,698	\$43.01	\$0	\$0.00
2 Teachers / Infant Toddler Teachers	\$438,281	\$1,611.33	\$0	\$0.00	\$109,570	\$402.83	\$0	\$0.00
5 Teacher Aides and Other Education Personnel	\$168,806	\$620.61	\$7,793	\$28.65	\$44,150	\$162.32	\$0	\$0.00
6 Health / Mental Health Services Personnel	\$71,707	\$263.63	\$0	\$0.00	\$17,927	\$65.91	\$0	\$0.00
9 Teacher Daily Substitutes	\$16,232	\$59.68	\$0	\$0.00	\$4,058	\$14.92	\$0	\$0.00
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total	\$741,819	\$2,727.28	\$7,793	\$28.65	\$187,403	\$688.98	\$0	\$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	\$37,842	\$139.12	\$0	\$0.00	\$9,461	\$34.78	\$0	\$0.00
11 Family Liaison Specialists	\$120,550	\$443.20	\$0	\$0.00	\$30,138	\$110.80	\$0	\$0.00
PERSONNEL: Family and Community Partnerships Personnel Sub-Total	\$158,392	\$582.32	\$0	\$0.00	\$39,599	\$145.58	\$0	\$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
12 Executive Director / Other Supervisor of HS Director	\$62,455	\$229.61	\$0	\$0.00	\$15,614	\$57.40	\$78,069	\$287.02
16 Clerical Personnel	\$4,157	\$15.28	\$0	\$0.00	\$1,039	\$3.82	\$5,196	\$19.10
17 Fiscal Personnel	\$4,785	\$17.59	\$0	\$0.00	\$1,196	\$4.40	\$5,981	\$21.99
PERSONNEL: Program Design and Management Personnel Sub-Total	\$71,397	\$262.49	\$0	\$0.00	\$17,849	\$65.62	\$89,246	\$328.11
PERSONNEL TOTAL	\$971,608	\$3,572.09	\$7,793	\$28.65	\$244,851	\$900.19	\$89,246	\$328.11

FRINGE BENEFITS

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
1 Social Security (FICA), State Disability, Unemployment (PUTA), Worker's Compensation, State Unemployment	\$60,331	\$221.81	\$0	\$0.00	\$15,083	\$55.45	\$5,498	\$20.21

GABI - Detail Report

C / Delegate No: 08CH0119 / 004 Agency Name: Denver Jlic Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
Insurance (SUI)								
2 Health / Dental / Life Insurance	\$108,729	\$399.74	\$0	\$0.00	\$27,182	\$99.93	\$9,908	\$36.43
3 Retirement	\$60,256	\$221.53	\$0	\$0.00	\$15,064	\$55.38	\$5,491	\$20.19
4 Medicare	\$60,256	\$221.53	\$0	\$0.00	\$15,064	\$55.38	\$5,491	\$20.19
FRINGE BENEFITS TOTAL	\$289,572	\$1,064.60	\$0	\$0.00	\$72,393	\$266.15	\$26,387	\$97.01

EQUIPMENT

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
2 Classroom / Outdoor / Home-based / FCC	\$4,800	\$17.65	\$0	\$0.00	\$1,200	\$4.41	\$0	\$0.00
EQUIPMENT TOTAL	\$4,800	\$17.65	\$0	\$0.00	\$1,200	\$4.41	\$0	\$0.00

SUPPLIES

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
1 Office Supplies	\$5,000	\$18.38	\$0	\$0.00	\$1,250	\$4.60	\$6,250	\$22.98
2 Child and Family Services Supplies	\$41,559	\$152.79	\$0	\$0.00	\$10,389	\$38.19	\$0	\$0.00
SUPPLIES TOTAL	\$46,559	\$171.17	\$0	\$0.00	\$11,639	\$42.79	\$6,250	\$22.98

CONTRACTUAL

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
2 Health / Disabilities Services	\$26,400	\$97.06	\$0	\$0.00	\$6,600	\$24.26	\$0	\$0.00
3 Food Service	\$24,570	\$90.33	\$0	\$0.00	\$6,143	\$22.58	\$0	\$0.00
6 Family Child Care	\$540	\$1.99	\$0	\$0.00	\$135	\$0.50	\$0	\$0.00
8 The Job Store and Multicultural Outreach Services	\$7,194	\$26.45	\$0	\$0.00	\$1,798	\$6.61	\$0	\$0.00
CONTRACTUAL TOTAL	\$58,704	\$215.82	\$0	\$0.00	\$14,676	\$53.96	\$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	\$0	\$0.00	\$0	\$0.00

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GABI - Detail Report

C / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
8 Local Travel	\$9,000	\$33.09	\$0	\$0.00	\$2,250	\$8.27	\$0	\$0.00
13 Parent Services	\$4,000	\$14.71	\$0	\$0.00	\$1,000	\$3.68	\$0	\$0.00
16 Training or Staff Development	\$800	\$2.94	\$0	\$0.00	\$200	\$0.74	\$0	\$0.00
17 Bus passes for parents and Space Rental	\$4,966	\$18.26	\$0	\$0.00	\$1,242	\$4.57	\$0	\$0.00
OTHER TOTAL	\$18,766	\$68.99	\$0	\$0.00	\$4,692	\$17.25	\$0	\$0.00

DIRECT COSTS

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
DIRECT COSTS TOTAL	\$1,390,009	\$5,110.33	\$7,793	\$28.65	\$349,451	\$1,284.75	\$121,883	\$448.10

INDIRECT COSTS

Line Item Description	PO Total	PO \$/Child	TTA Total	TTA \$/Child	NFS Total	NFS \$/Child	Admin Total	Admin \$/Child
Indirect Costs	\$68,213	\$250.78	\$0	\$0.00	\$17,053	\$62.69	\$85,266	\$313.48
INDIRECT COSTS TOTAL	\$68,213	\$250.78	\$0	\$0.00	\$17,053	\$62.69	\$85,266	\$313.48

Exhibit Page 73 of 30

PERSONNEL: Child Health and Developmental Services Personnel

Line Item	Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	To
1	Program Managers and Content Area Experts	\$0.00	\$14,622.75	\$14,622.75	\$14,622.75	\$0.00	\$14,622.75	\$0.00	\$0.00	\$0.00	\$58,4
2	Teachers / Infant Toddler Teachers	\$0.00	\$547,851.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$547,8
5	Teacher Aides and Other Education Personnel	\$0.00	\$220,749.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$220,7
6	Health / Mental Health Services Personnel	\$0.00	\$0.00	\$89,634.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$89,6
9	Teacher Daily Substitutes	\$0.00	\$5,072.50	\$5,072.50	\$5,072.50	\$0.00	\$5,072.50	\$0.00	\$0.00	\$0.00	\$20,2
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total		\$0.00	\$788,295.25	\$109,329.25	\$19,695.25	\$0.00	\$19,695.25	\$0.00	\$0.00	\$0.00	\$937,0

PERSONNEL: Family and Community Partnerships Personnel

Line Item	Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	To
10	Program Managers and Content Area Experts	\$0.00	\$0.00	\$0.00	\$0.00	\$47,303.00	\$0.00	\$0.00	\$0.00	\$0.00	\$47,3
11	Family Liaison Specialists	\$0.00	\$0.00	\$0.00	\$0.00	\$150,688.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150,6
PERSONNEL: Family and Community Partnerships Personnel Sub-Total		\$0.00	\$0.00	\$0.00	\$0.00	\$197,991.00	\$0.00	\$0.00	\$0.00	\$0.00	\$197,9

PERSONNEL: Program Design and Management Personnel

Line Item	Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	To
12	Executive Director / Other Supervisor of HS Director	\$78,069.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$78
16	Clerical Personnel	\$5,196.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5
17	Fiscal Personnel	\$5,981.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5
PERSONNEL: Program Design and Management Personnel Sub-Total		\$89,246.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$89
PERSONNEL TOTAL		\$89,246.00	\$788,295.25	\$109,329.25	\$19,695.25	\$197,991.00	\$19,695.25	\$0.00	\$0.00	\$0.00	\$1,224

FRINGE BENEFITS

Line Item	Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	To
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)											
1	Health / Dental / Life Insurance	\$5,497.68	\$48,559.07	\$6,734.47	\$1,214.17	\$12,194.44	\$1,214.17	\$0.00	\$0.00	\$0.00	\$75,41
2	Health / Dental / Life Insurance	\$9,907.91	\$87,513.09	\$12,136.85	\$2,188.17	\$21,976.81	\$2,188.17	\$0.00	\$0.00	\$0.00	\$135,91

GABI - Detail Report

Grant / Delegate No: 08CH0119 / 004
 Program Type: Head Start

Agency Name: Denver Public Schools
 Application Type: Basic

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

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
3 Retirement	\$5,490.83	\$48,498.55	\$6,726.08	\$1,212.65	\$12,179.24	\$1,212.65	\$0.00	\$0.00	\$0.00	\$75.3
4 Medicare	\$5,490.83	\$48,498.55	\$6,726.08	\$1,212.65	\$12,179.24	\$1,212.65	\$0.00	\$0.00	\$0.00	\$75.3
FRINGE BENEFITS TOTAL	\$26,387.25	\$233,069.26	\$32,323.47	\$5,827.64	\$58,529.74	\$5,827.64	\$0.00	\$0.00	\$0.00	\$361.9

EQUIPMENT

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
2 Classroom / Outdoor / Home-based / FCC	\$0.00	\$6,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000
EQUIPMENT TOTAL	\$0.00	\$6,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000

SUPPLIES

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
1 Office Supplies	\$6,250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,250
2 Child and Family Services Supplies	\$0.00	\$51,948.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$51,948
SUPPLIES TOTAL	\$6,250.00	\$51,948.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$58,198

CONTRACTUAL

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
2 Health / Disabilities Services	\$0.00	\$0.00	\$16,500.00	\$0.00	\$0.00	\$16,500.00	\$0.00	\$0.00	\$0.00	\$33,000
3 Food Service	\$0.00	\$0.00	\$0.00	\$30,713.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,713
6 Family Child Care	\$0.00	\$337.50	\$0.00	\$0.00	\$337.50	\$0.00	\$0.00	\$0.00	\$0.00	\$675
8 The Job Store and Multicultural Outreach Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,992.00	\$8,992
CONTRACTUAL TOTAL	\$0.00	\$337.50	\$16,500.00	\$30,713.00	\$337.50	\$16,500.00	\$0.00	\$0.00	\$8,992.00	\$73,542

OTHER

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
2 Rent	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8 Local Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$11,250.00	\$0.00	\$0.00	\$11,250
13 Parent Services	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000
16 Training or Staff Development	\$0.00	\$1,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000
17 Bus passes for parents and Space Rental	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,208.00	\$6,208

Program No: 08CH0119 / 004
 Head Start

Agency Name: Denver Public Schools
 Application Type: Basic

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

Line Item Description	Admin	Education	Health	Nutrition	FC Partner	Disability	Transportation	Occupancy	Other	Total
OTHER TOTAL	\$0.00	\$1,000.00	\$0.00	\$0.00	\$5,000.00	\$0.00	\$11,250.00	\$0.00	\$6,208.00	\$23,458
DIRECT COSTS										
DIRECT COSTS TOTAL	\$121,883.25	\$1,080,650.01	\$158,152.72	\$56,235.89	\$261,858.24	\$42,022.89	\$11,250.00	\$0.00	\$15,200.00	\$1,747,
INDIRECT COSTS										
1 Indirect Costs	\$85,266	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,266
INDIRECT COSTS TOTAL	\$85,266	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$85,266
TOTAL										
	\$207,149.25	\$1,080,650.01	\$158,152.72	\$56,235.89	\$261,858.24	\$42,022.89	\$11,250.00	\$0.00	\$15,200.00	\$1,832,266

Exhibit 8
 Page 10 of 30

GABI - Detail Report

Grant / Del. : No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

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: \$207,149.25
 Total Budget: \$1,832,519.00
 Admin. as a % of Total Budget: 11.30%

2. Non-federal Share:
 For most grantees, a minimum of 20% of the total budget must be non-federal share:
 Total Non-federal Share: \$366,504.00
 Total Budget: \$1,832,519.00
 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: 0.00
 Center-Based AND Combination Non-double Sessions: 17.00
 All Center-Based AND Combination Sessions: 17.00

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: \$6,737.20
 Total Hours of Service Per Child: 1,042.00
 Overall Cost Per Child Per Hour: \$6.47

5. Federal Personnel and Fringe Costs:
 Federal Personnel Cost: \$979,401.00
 Federal Fringe Cost: \$289,572.00
 Total Federal Budget: \$1,466,015.00
 Federal Personnel Cost as a % of Total Federal Budget: 66.81%
 Federal Fringe Cost as a % of Total Federal Budget: 19.75%
 *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: \$361,965.00
 Total Personnel Cost: \$1,224,252.00
 Total Fringe Cost as % of Total Personnel Cost: 29.57%

7. Fringe Benefits:

GADI - Detail Report

Grant / Catalog No: 08CH0119 / 004 Agency Name: Denver Public Schools
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/12

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: \$11,250.00
 Child Travel Cost Per Child Per Day: \$0.26

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): \$56,235.89
 Food and Nutrition Cost Per Child Per Day: \$1.29

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: 34.00
 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: \$56,235.89
 USDA Funding as a percentage of above: 0.00%

Exhibit Page 12 of 30

GABI - Detail Report

Grant / Dele. No: 08CH0119 / 004 Agency Name: Denver Public Schools
 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)
12 Executive Director / Other Supervisor of HS Director	\$78,069.00	2.00	4.
16 Clerical Personnel	\$5,196.00	1.00	0.
17 Fiscal Personnel	\$5,981.00	1.00	0.

FRINGE BENEFITS

Description	Admin Costs	Number of Staff	Admin Costs (% To Budget)
1 Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation,	\$5,497.68	0.00	0.
2 State Unemployment Insurance (SUI)	\$9,907.91	0.00	0.
3 Health / Dental / Life Insurance	\$5,490.83	0.00	0.
4 Retirement	\$5,490.83	0.00	0.
4 Medicare	\$5,490.83	0.00	0.

SUPPLIES

Description	Admin Costs	Number of Staff	Admin Costs (% To Budget)
1 Office Supplies	\$6,250.00	0.00	0.

INDIRECT COSTS

Description	Admin Costs	Number of Staff	Admin Costs (% To Budget)
1 Indirect Costs	\$85,266.00	0.00	4.

Exhibit Page 13 of 30

GABI - SF424A Report

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

OMB Approval No. 0348

BUDGET INFORMATION - Non Construction Programs

SECTION A - BUDGET SUMMARY

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 (d)	Federal (e)	Non-Federal (f)	
1 Program Operation	93.600	\$0	\$0	\$1,458,222	\$366,504	\$1,824,726
2 TTA	93.600	\$0	\$0	\$7,793	\$0	\$7,793
3		\$0	\$0	\$0	\$0	\$0
4		\$0	\$0	\$0	\$0	\$0
5 Total (Sum of lines 1-4)		\$0	\$0	\$1,466,015	\$366,504	\$1,832,529

SECTION B - FEDERAL RESOURCES

6. Object Budget Categories	GRANT PROGRAM, FUNCTION, OR ACTIVITY				Total
	(1) Program Operation	(2) TTA	(3)	(4)	
a. Personnel	\$971,608	\$7,793	\$0	\$0	\$979,401
b. Fringe Benefits	\$289,572	\$0	\$0	\$0	\$289,572
c. Travel	\$0	\$0	\$0	\$0	\$0
d. Equipment	\$4,800	\$0	\$0	\$0	\$4,800
e. Supplies	\$46,559	\$0	\$0	\$0	\$46,559
f. Contractual	\$58,704	\$0	\$0	\$0	\$58,704
g. Construction	\$0	\$0	\$0	\$0	\$0
h. Other	\$18,766	\$0	\$0	\$0	\$18,766
i. Total Direct Charges (sum of 6a - 6h)	\$1,390,009	\$7,793	\$0	\$0	\$1,397,802
j. Indirect Costs	\$68,213	\$0	\$0	\$0	\$68,213
k. Totals (sum of 6a - 6j)	\$1,458,222	\$7,793	\$0	\$0	\$1,466,015
7. Program Income	\$0	\$0	\$0	\$0	\$0

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Exhibit Page 14^B of 30

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic OMB Approval No. 0348-

BUDGET INFORMATION - Non Construction Programs

SECTION C - NON-FEDERAL RESOURCES					
Grant Program (a)	Applicant (b)	State (c)	Other (d)	Total (e)	
8 NFS	\$366,504	\$0	\$0	\$0	\$366
9	\$0	\$0	\$0	\$0	
10	\$0	\$0	\$0	\$0	
11	\$0	\$0	\$0	\$0	
12 Total (Sum of lines 8-11)	\$366,504	\$0	\$0	\$0	\$366

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 No: 08CH0119 / 004 Agency Name: Denver Public Schools Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

Center-based (CB):	272	Combination Program (CO):	0	Family Child Care (FCC):	0
Home-based (HB):	0	Locally Designed Program (LD):	0	Total Enrollment:	272
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 per (HB only)	12. Number of home-based socialization experience per (HB only)
Center-based	272	16	No	6.5	5	160	2	1	0	0	0	0

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GABI - Grant Application Report

Grant / Delegation No: 08CH0119 / 004 Agency Name: Denver Public Schools
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012

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	\$46,793	\$0	\$11,698	1
2 Teachers / Infant Toddler Teachers	\$438,281	\$0	\$109,570	1
5 Teacher Aides and Other Education Personnel	\$168,806	\$7,793	\$44,150	1
6 Health / Mental Health Services Personnel	\$71,707	\$0	\$17,927	1
9 Teacher Daily Substitutes	\$16,232	\$0	\$4,058	1
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total	\$741,819	\$7,793	\$187,403	5

Total

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	\$37,842	\$0	\$9,461	
11 Family Liaison Specialists	\$120,550	\$0	\$30,138	
PERSONNEL: Family and Community Partnerships Personnel Sub-Total	\$158,392	\$0	\$39,599	

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
12 Executive Director / Other Supervisor of HS Director	\$62,455	\$0	\$15,614	
16 Clerical Personnel	\$4,157	\$0	\$1,039	
17 Fiscal Personnel	\$4,785	\$0	\$1,196	
PERSONNEL: Program Design and Management Personnel Sub-Total	\$71,397	\$0	\$17,849	
PERSONNEL Total	\$971,608	\$7,793	\$244,851	

FRINGE BENEFITS

GABI - Grant Application Report

Grant / De...ate No: 08CH0119 / 004 Agency Name: Denver Public Schools Budget Period: 07/01/2011 to 06/30/2011
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011



Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
Social Security (FICA), State Disability, Unemployment (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	\$60,331	\$0	\$15,083	
Health / Dental / Life Insurance	\$108,729	\$0	\$27,182	
Retirement	\$60,256	\$0	\$15,064	
Medicare	\$60,256	\$0	\$15,064	
FRINGE BENEFITS Total	\$289,572	\$0	\$72,393	

EQUIPMENT

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
2 Classroom / Outdoor / Home-based / FCC	\$4,800	\$0	\$1,200	
EQUIPMENT Total	\$4,800	\$0	\$1,200	

SUPPLIES

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
1 Office Supplies	\$5,000	\$0	\$1,250	
2 Child and Family Services Supplies	\$41,559	\$0	\$10,389	
SUPPLIES Total	\$46,559	\$0	\$11,639	

CONTRACTUAL

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
2 Health / Disabilities Services	\$26,400	\$0	\$6,600	
3 Food Service	\$24,570	\$0	\$6,143	
6 Family Child Care	\$540	\$0	\$135	
8 The Job Store and Multicultural Outreach Services	\$7,194	\$0	\$1,798	
CONTRACTUAL Total	\$58,704	\$0	\$14,676	

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GABI - Grant Application Report

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

OTHER	Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Em
2	Rent	\$0	\$0	\$0	
8	Local Travel	\$9,000	\$0	\$2,250	
13	Parent Services	\$4,000	\$0	\$1,000	
16	Training or Staff Development	\$800	\$0	\$200	
17	Bus passes for parents and Space Rental	\$4,966	\$0	\$1,242	
	OTHER Total	\$18,766	\$0	\$4,692	

DIRECT COSTS

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Em
DIRECT COSTS Total	\$1,390,009	\$7,793	\$349,451	

INDIRECT COSTS

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Em
1 Indirect Costs	\$68,213	\$0	\$17,053	
INDIRECT COSTS Total	\$68,213	\$0	\$17,053	

Exhibit Page 19B of 30

GABI - Grant Application Report

Grant / Date No: 08CH0119 / 004 Agency Name: Denver Public Schools Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
Program Type: Head Start Application Type: Basic State: CO

FEDERAL FUNDING	
STATE FUNDING	
LOCAL FUNDING	
OTHER FUNDING	
Total:	

Exhibit Page 2B of 30

GABI - Grant Application Report

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

Document Type	Document Name
Training and Technical Assistance Plan	DPSHS Training and Technical Assistance Plan 2010.doc
Additional Document	2011-2012 EE ORG CHART-Revised HS GRANT APP.docx
Additional Document	DPSHS 11-12 address, times, days of operation.doc
Indirect Cost Negotiated Agreement	FY 10-11 Indirect Cost Rate Agreement 0880.pdf
Additional Application Document	Revised Grant Application.doc
Results of Self-Assessment and Improvement Plan	DPSHS Self Assessment 2010-2011.doc
Employee Compensation Cap Compliance Assurance Application and Budget justification	The employee compensation cap compliance assurance.doc
SF424B: Assurances - Non-Construction Programs	2011-2012 Head Start Budget Narrative #3 - 04-11-11.doc
Additional Document	SF 424B.pdf
Policy Council Statements	Governing board members.doc policy committee signature for revised application.pdf

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GABI - Grant Application Report

Grant / Date No: 08CH0119 / 004 Agency Name: Denver Public Schools Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011

Center-based (CB):		Combination Program (CO):		Family Child Care (FCC):		Total Enrollment:		Pregnant Women:				
Home-based (HB):		Locally Designed Program (LD):										
272	0	0	0	0	0	272	0	0	0			
1. 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)	12. Number of home-based social experience per (HB)
Center-based	272	16	No	6.5	5	160	2	1	0	0	0	0

GABI - Grant Application Report

Grant / Date No: 08CH0119 / 004 Agency Name: Denver Public Schools Budget Period: 07/01/2011 to 06/30/2011
 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 Emplo
1 Program Managers and Content Area Experts	\$46,793	\$0	\$11,698	
2 Teachers / Infant Toddler Teachers	\$438,281	\$0	\$109,570	
5 Teacher Aides and Other Education Personnel	\$168,806	\$7,793	\$44,150	
6 Health / Mental Health Services Personnel	\$71,707	\$0	\$17,927	
9 Teacher Daily Substitutes	\$16,232	\$0	\$4,058	
PERSONNEL: Child Health and Developmental Services Personnel Sub-Total	\$741,819	\$7,793	\$187,403	

Total

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 Emp
10 Program Managers and Content Area Experts	\$37,842	\$0	\$9,461	
11 Family Liaison Specialists	\$120,550	\$0	\$30,138	
PERSONNEL: Family and Community Partnerships Personnel Sub-Total	\$158,392	\$0	\$39,599	

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 Emp
12 Executive Director / Other Supervisor of HS Director	\$62,455	\$0	\$15,614	
16 Clerical Personnel	\$4,157	\$0	\$1,039	
17 Fiscal Personnel	\$4,785	\$0	\$1,196	
PERSONNEL: Program Design and Management Personnel Sub-Total	\$71,397	\$0	\$17,849	
PERSONNEL Total	\$971,608	\$7,793	\$244,851	

FRINGE BENEFITS

GABI - Grant Application report

Grant / De. State No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
Social Security (FICA), State Disability, Unemployment (FUTA),	\$60,331	\$0	\$15,083	
1 Worker's Compensation, State Unemployment Insurance (SUI)	\$108,729	\$0	\$27,182	
2 Health / Dental / Life Insurance	\$60,256	\$0	\$15,064	
3 Retirement	\$60,256	\$0	\$15,064	
4 Medicare	\$289,572	\$0	\$72,393	
FRINGE BENEFITS Total				

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
EQUIPMENT				
2 Classroom / Outdoor / Home-based / FCC	\$4,800	\$0	\$1,200	
EQUIPMENT Total	\$4,800	\$0	\$1,200	

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
SUPPLIES				
1 Office Supplies	\$5,000	\$0	\$1,250	
2 Child and Family Services Supplies	\$41,559	\$0	\$10,389	
SUPPLIES Total	\$46,559	\$0	\$11,639	

Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Empl
CONTRACTUAL				
2 Health / Disabilities Services	\$26,400	\$0	\$6,600	
3 Food Service	\$24,570	\$0	\$6,143	
6 Family Child Care	\$540	\$0	\$135	
8 The Job Store and Multicultural Outreach Services	\$7,194	\$0	\$1,798	
CONTRACTUAL Total	\$58,704	\$0	\$14,676	

GABI - Grant Application Report

Grant / Line Item No: 08CH0119 / 004 Head Start
 Agency Name: Dem Public Schools
 State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/21
 Application Type: Basic

OTHER	Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees
2	Rent	\$0	\$0	\$0	
8	Local Travel	\$9,000	\$0	\$2,250	
13	Parent Services	\$4,000	\$0	\$1,000	
16	Training or Staff Development	\$800	\$0	\$200	
17	Bus passes for parents and Space Rental	\$4,966	\$0	\$1,242	
	OTHER Total	\$18,766	\$0	\$4,692	

DIRECT COSTS	Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees
	DIRECT COSTS Total	\$1,390,009	\$7,793	\$349,451	

INDIRECT COSTS	Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees
1	Indirect Costs	\$68,213	\$0	\$17,053	
	INDIRECT COSTS Total	\$68,213	\$0	\$17,053	

OTHER	Line Item Description	Cost for Program Operation	Cost for Training and Technical Assistance	Non-Federal Share (Cash and in-kind)	Number of Employees

GABI - Grant Application Report

Grant / Delegation No: 08CH0119 / 004 Agency Name: Denver Public Schools Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
Program Type: Head Start Application Type: Basic State: CO

FEDERAL FUNDING	
STATE FUNDING	
LOCAL FUNDING	
OTHER FUNDING	
Total:	

GABI - Grant Application Report

Grant / Agency Name: 08CH0119 / 004 Agency Name: Den Public Schools
 Program Type: Head Start Application Type: Basic State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/12

Document Type	Document Name
Training and Technical Assistance Plan	DPSHS Training and Technical Assistance Plan 2010.doc
Additional Document	2011-2012 EE ORG CHART-Revised HS GRANT APP.docx
Additional Document	DPSHS 11-12 address, times, days of operation.doc
Indirect Cost Negotiated Agreement	FY 10-11 Indirect Cost Rate Agreement 0880.pdf
Additional Application Document	Revised Grant Application.doc
Results of Self-Assessment and Improvement Plan	DPSHS Self Assessment 2010-2011.doc
Employee Compensation Cap Compliance Assurance	The employee compensation cap compliance assurance.doc
Application and Budget Justification	2011-2012 Head Start Budget Narrative #3 - 04-11-11.doc
SF424B: Assurances - Non-Construction Programs	SF 424B.pdf
Additional Document	Governing board members.doc
Policy Council Statements	policy committee signature for revised application.pdf

GABI - Functional Allocations for Line-Item Budget

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start 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%	0.00%	0.00%	0.00%	0.00%	0%
8 Nutrition Services Personnel	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
9 Teacher Daily Substitutes	0.00%	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	0.00%	0.00%	100%
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 Family Liaison Specialists	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	100%
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%	100%
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	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
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 (FUTA), Worker's Compensation, State Unemployment Insurance (SUI)	7.29%	64.39%	8.93%	1.61%	16.17%	1.61%	0.00%	0.00%	0.00%	100%
2 Health / Dental / Life Insurance	7.29%	64.39%	8.93%	1.61%	16.17%	1.61%	0.00%	0.00%	0.00%	100%
3 Retirement	7.29%	64.39%	8.93%	1.61%	16.17%	1.61%	0.00%	0.00%	0.00%	100%
4 Medicare	7.29%	64.39%	8.93%	1.61%	16.17%	1.61%	0.00%	0.00%	0.00%	100%

GABI - Functional Allocations for Line-Item Budget

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools
 Program Type: Head Start 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 %
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%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
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	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
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%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	100%
3 Food Service	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
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%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%
7 Delegate Agency Costs	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
8 The Job Store and Multicultural Outreach Services	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100%
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	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
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%

GABI - Functional Allocations for Line-Item Budget

Grant / Delegate No: 08CH0119 / 004 Agency Name: Denver Public Schools State: CO Fiscal Year: 2011 Budget Period: 07/01/2011 to 06/30/2012
 Program Type: Head Start Application Type: Basic

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%	100.00%	0.00%	0.00%	100%
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%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%
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 Bus passes for parents and Space Rental	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100%
Indirect Costs										
1 Indirect Costs	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100%

DENVER PUBLIC SCHOOLS 2011-2012 School Year Calendar

Adopted by School District No. 1 in the City and County of Denver and the State of Colorado

1st Day of School

JULY 2011						
S	M	T	W	T	F	S
					1	2
3	5	6	7	8	9	
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
						31

AUGUST 2011						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8					
14						13
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER 2011						
S	M	T	W	T	F	S
					1	2
4	6	7	8	9	10	
11	12	13	14	15	17	
18	20	21	22	23	24	
25	26	27	28	29	30	

OCTOBER 2011						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	29	
						30
						31

NOVEMBER 2011						
S	M	T	W	T	F	S
	1	2	3	4	5	
6	7	8	9			12
13	14	15	16	17	18	19
20	21	22	23	25	26	
27	28	29	30			

DECEMBER 2011						
S	M	T	W	T	F	S
					1	2
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
26	27	28	29	30	31	

JANUARY 2012						
S	M	T	W	T	F	S
1						
8	9	10	11	12	14	
15	17	18	19	20	21	
22	23	24	25	26	27	28
29	30	31				

FEBRUARY 2012						
S	M	T	W	T	F	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19						22
26	27	28	29			

MARCH 2012						
S	M	T	W	T	F	S
					1	2
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	27	28	29	30	31	

APRIL 2012						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY 2012						
S	M	T	W	T	F	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27						30
						31

JUNE 2012						
S	M	T	W	T	F	S
						1
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	

NON-STUDENT CONTACT DAYS

Planning/Professional Days (No classes for students.)

August 11, 12, 15, 16, 17; September 19; January 3; February 21; May 29
Total of 4 planning days - teacher self-directed planning. Total of 5.0 professional days - 3 principal directed and 2 SLT directed. SLT to determine which non-student contact days are planning and which are professional.

Parent/Teacher Conference Days (No classes for students.)

October 28 (Schools may modify the daily schedule for parent/teacher conference to meet the needs of the school community. Schools will also determine date and time for parent/teacher conference during 2nd semester.)

Assessment Days (No classes for students. See * and ** below for exceptions.)

September 16; November 10; January 13**; May 4*

** January 13--No Classes for Middle School and High School Students

* May 4--No Classes for Elementary and K-8 Students

END OF TERM-TO BE FOLLOWED BY REPORT CARDS

ES, ECE-8 and MS Trimester: November 10; February 24; May 25

6-12, High School 6 Weeks: Sept. 30; Nov. 10; Dec. 16; February 17; April 6; May 25

6-12, High School 9 Weeks: October 7; December 16; March 9; May 25

MS/HS WALK-IN REGISTRATION

August 9, 10,

VACATION/NO CLASSES

HOLIDAY/NO CLASSES

Independence Day - July 4

Labor Day - September 5

Veterans' Day - November 11

Thanksgiving Day - November 24

Christmas Day - December 25

New Year's Day - January 1

(Observed January 2)

Martin Luther King Jr. Day - January 16

Presidents' Day - February 20

Cesar Chavez Day - March 31

(Observed March 26)

Memorial Day - May 28

SEMESTER DATES

First Semester Begins: 8/18; Ends 12/16

Second Semester Begins 1/4; Ends 5/29

STUDENT REPORT DAYS

77 Days 1st Semester

94 Days 2nd Semester

171 Total Days

TEACHER REPORT DAYS

86 Days 1st Semester

98 Days 2nd Semester

184 Total Days

The Calendar for the 2011-2012 school year is adopted by the Board of Education subject to the provision that if for any reason the School District must close schools for more than the time provided by the statutes, the adopted 2010-2011 calendar may be amended by the Board of Education to provide enough additional school days on Saturdays, during vacation, or at the end of the present calendar to meet legal requirements as required by the statutes.



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



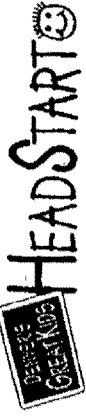
DENVER'S GREAT KIDS HEAD START
PROGRAM YEAR 15 REPORT SCHEDULE

Education Reports to be submitted to the DCKHS 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 DCKHS 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 DCKHS 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)	February 6, 2012	GABI upload of Program Year 17 budget
Single Audit Report	Within four months of end of the prior budget period	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

**COLORADO SCHOOL DISTRICTS SELF INSURANCE POOL
CERTIFICATE OF COVERAGE**

06/21/2010

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICY BELOW.

MEMBER: DENVER PUBLIC SCHOOLS #1
 ATTN: STEPHEN FINLEY
 ADDRESS: 750 GALAPAGO STREET
 CITY, STATE ZIP: DENVER, CO 80204
 POLICY NUMBER: 1601-10-00001
 POLICY PERIOD: 07/01/2010 to 07/01/2011

Colorado School Districts Self Insurance Pool, 6857 South Spruce St.
 Centennial, Colorado 80112
 (303) 722-2600
 (303) 722-7888 Fax

THIS IS TO CERTIFY THAT THE POLICY OF COVERAGE LISTED BELOW HAS BEEN ISSUED TO THE MEMBER 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 COVERAGE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS, DEFINITIONS AND CONDITIONS OF SAID POLICY. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

TYPE OF COVERAGE	LIMITS/DEDUCTIBLES	
SCHOOL ENTITY LIABILITY Occurrence Form	EACH OCCURRENCE OR WRONGFUL ACT	\$ 2,000,000
	ANNUAL AGGREGATE LIMIT	\$ 5,000,000
	MEDICAL EXPENSE (Per person/Per accident)	\$ 1,000/\$10,000
AUTOMOBILE Any Auto, Hired and Non-Owned Medical Payments	LIMIT PER ACCIDENT	\$ 1,000,000
	LIMIT PER ACCIDENT/PER PERSON	\$ 5,000
PROPERTY Special Form Auto Physical Damage Coverage	BUILDING/ BUSINESS PERSONAL PROPERTY LIMIT	\$ 1,000,000,000
	DEDUCTIBLE	\$ 100,000
	AUTO PHYSICAL DAMAGE DEDUCTIBLE	\$ 1,500
	DAMAGE TO NON-OWNED PROPERTY	\$ 500,000

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS

Certificate Holder, its officers, agents and employees have been included as an Additional Insured on the Member's School Entity Liability Coverage for "bodily injury", "personal injury" or "property damage" arising out the Member's negligence with respect to any activities hosted by the Member, including Emily Griffith Opportunity School, on the Certificate Holder's locations.

RISK MGR
JUN 23

CERTIFICATE HOLDER:

City & County of Denver
 Attn: Risk Administrator
 201 West Colfax, Department 1105
 Denver, CO 80202

CANCELLATION: SHOULD THE ABOVE DESCRIBED POLICY BE CANCELLED BEFORE THE EXPIRATION DATE, WE WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

Cheryle Mangels



May 18, 2011

Ms. Kay Franklin
Chief Fiscal Officer
MOEC/Denver's Great Kids Head Start

RE: Denver Public Schools/ Accident Insurance for the Head Start Program

Dear Ms. Franklin:

IMA of Colorado, Inc. is the insurance broker for the Denver Public Schools Accident Insurance (AD&D) coverage for its Head Start Program. We have renewed this program effective 7/1/2011. A copy of the policy declaration's page is included for your file.

Please let me know if you have any questions or if you need any additional information.

Sincerely,

A handwritten signature in black ink that reads "Dorothy A. Stevens".

Dorothy A. Stevens, ARM
Director, Public Entity Practice

Cc: Stephen Finley, Director Risk Management

RISK MANAGEMENT, INSURANCE &
EMPLOYEE BENEFITS SOLUTIONS

P: 303.534.4567
F: 303.534.0600
www.imacorp.com
AFFILIATIONS: ASSUREX | INTERSURE

The IMA financial Group, Inc.
1550 17th Street, Suite 600
Denver CO 80202-1657
IMA of Colorado, Inc.
dba IMA of Colorado Insurance Services
California Lic # 0B09724

Exhibit E
Page 2 of 3

SCHEDULE

POLICY NO: 34-SR-844208

POLICYHOLDER'S NAME AND ADDRESS:

DENVER PUBLIC SCHOOLS
750 GALAPAGO
DENVER, CO 80204

Previous Policy No: 34-SR-844208

Policy Period:

From (Policy Date): 7/1/2011 To: 7/1/2012
12:01 A.M. Standard Time at the address of the Policyholder

Producer's Name and Address:	Agent Code	Form Numbers of the Policy, Riders and attached papers at issue
IMA OF COLORADO INC 1550 17TH STREET SUITE 600 DENVER, CO 80202	342723	SRP-1400 (HLA), Hartford Privacy Notice Rev'd April 2010.DOC .PA-8754

INSURED PERSON means any person who is a registered full-time student of the Policyholder.

COVERED ACTIVITIES means

This policy covers each Insured Person during the policy period while he or she is:

(a) participating in Head Start Program activities which are:

- (1) sponsored by; and
- (2) under the direct supervision of; and
- (3) while on the premises designated by;

the Policyholder; or

(b) traveling with a group in connection with the activities under the direct supervision of the Policyholder; or

(c) traveling directly to or from the activities or his or her lodging place in a vehicle that is:

- (1) designated by the Program Director; and
- (2) driven by an appointed licensed driver.

BENEFITS AND AMOUNTS

Accidental Death Benefit	Principal Sum:	\$5,000.00
Accidental Dismemberment Benefit	Principal Sum:	\$10,000.00
Paralysis and Coma Benefit	Principal Sum:	\$35,000.00
Accident Medical Expense Benefit	Maximum Benefit:	\$25,000.00
	Deductible Amount:	\$0.00
	Maximum Dental Limit:	\$1,000.00

Form SRP-1400 (HLA)

Exhibit E
Page 3 of 3

Exhibit F

Please see Exhibit A page 2 of 28 for site locations

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 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.