REQUEST FOR PROPOSALS

2020 2A/Healthy Lifestyles for Youth BOOST
(Building Opportunities for Out-of-School Time Programs)
Grant Period: January 1 – December 31, 2020
Date Issued: October 2, 2019
Complete RFP documents available for download online at
https://gn.ecivis.com/GO/gn_redir/T/uydedrw98249

Deadline for Submission:
3:00 p.m. MST on
Thursday, November 7, 2019*

*Complete applications must be submitted electronically via the eCivis system (THIS IS A NEW SYSTEM) at this link: https://gn.ecivis.com/GO/gn_redir/T/uydedrw98249 Applications that are incomplete and/or not received by the deadline will not be considered. It is the responsibility of the applicant to verify that the proposal was received by the deadline.

Questions and Information Session:
An Information Session will be held on Wednesday, October 23, 2019, from 10:30 AM—11:30 AM at Rodolfo "Corky" Gonzales Branch Library, 1498 Irving St. Denver, CO 80204, in the Lena Archuleta Community Room Floor 1. All questions must be submitted in writing to 2ARFPSubmissions@denvergov.org by 3pm on Tuesday, October 15, 2019. All questions received will be answered at the Information Session, then posted on-line with the answers to additional questions from info session at www.denvergov.org/childrensaffaris by Friday, October 25, 2019.

It is highly recommended that you thoroughly review the RFP guidelines to determine if you may be eligible to apply for this RFP before attending the information session.

Staff Contacts: Maxine Quintana, 720.913.0905, Maxine.Quintana@denvergov.org and Shannon Dyer, 720.913.0878, Shannon.Dyer@denvergov.org
**Tentative Schedule** (all dates subject to change)

- **October 2, 2019**: RFP Released
- **October 15, 2019**: Questions due
- **October 23, 2019**: Information Session
- **October 25, 2019**: Answers to questions posted on-line
- **November 7, 2019**: Proposals due by 3:00 p.m. MDT
- **Week of December 9th**: Anticipated announcement of funding

**Background and Purpose**

In 2017, the Office of Children's Affairs (OCA) combined Measure 2A and Healthy Lifestyles funding to increase investment to support afterschool and summer programs. OCA distributes funds through a competitive grant process.

This RFP is for the grant period of January 1 – December 31, 2020. This a great opportunity for content specific providers (organizations that provide programs one or two days per week for a limited number of weeks during the school year) and for summer programs.

The Office of Children's Affairs is charged with working together with city agencies, Denver Public Schools, and community providers to ensure Denver children and youth have their basic needs met, are ready for kindergarten, and are prepared for academic and professional success. To achieve these goals, OCA is focused on strategies that increase access, increase participation and improve the quality of programs and services available to Denver children and youth. In addition, OCA has been charged with setting a citywide vision for youth and using data to guide City investments in programs and services that help close the opportunity gap for Denver’s children and youth.

One of OCA’s top priorities is to increase access and participation in quality afterschool and summer programs by investing and supporting innovative programs that improve engagement, boost achievement, and develop strong social and emotional skills for youth. In addition, OCA leads the Denver Afterschool Alliance (DAA) and uses its guidance in its funding opportunities. As Denver’s afterschool intermediary, DAA unites stakeholders around a shared mission, creating long-term, high quality afterschool program citywide. At its core, the DAA works to build the capacity of afterschool providers by providing them with tools, resources, and supports to improve quality and measure outcomes, using a data-driven process.

The Denver Afterschool Alliance defines out-of-school-time programs as programs which provide direct services to school-age youth beyond the traditional school day, including before and after school, on weekends and school breaks during the school year and summer. OST programs provide scheduled services to youth in set, safe, structured and supportive environments that promote positive youth development. These voluntary activities are facilitated in one or more of the following program areas:

- Academic Support (e.g. academic enrichment, technology, tutoring/homework help, etc.)
- Enrichment Opportunities (e.g. arts/culture, health/fitness/recreation, etc.)
- Social-Emotional Support (e.g. relationship programs, bullying prevention, etc.)
- Civic Engagement (e.g. service learning, leadership/character development, etc.)
• Post-Secondary Readiness (e.g. ACT prep, pre-collegiate, career exploration, etc.)

It should be noted that organizations may provide a variety of programs, only some of which fit into these designations.

Notification of Open Records Act:
All material submitted regarding this grant application becomes the property of the City and County of Denver and is subject to the Colorado Public (Open) Records Act (“CORA”). If the applicant believes that any material in its proposal constitutes trade secrets, privileged information, or confidential commercial or financial data, then the applicant should mark those items as confidential or proprietary. The City is not bound by the applicant’s determination as to whether materials are subject to disclosure under CORA; and reserves the right to independently determine whether the materials are required to be made available for inspection or otherwise produced under CORA. If the City receives a request for such information marked as confidential, it will notify the applicant. If a suit is filed to compel disclosure of such information, the City will notify the applicant, and the applicant shall be responsible for taking appropriate action to defend against disclosure of its confidential information. The City and County of Denver has the right to use any or all information/material presented in the grant application, subject to limitations for proprietary or confidential information. Disqualifications or denial of the application does not eliminate this right. The contents of the application may become contractual obligations if the project is funded, subject to mutual modifications in the contracting process.

Diversity and Inclusiveness – Executive Order #101:

Definitions

Diversity: Diversity refers to the extent to which a contractor/consultant has people from diverse background or communities working in its organization at all levels, is committed to providing equal access to business opportunities and achieving diversity in procurement decisions for supplies, equipment, and services, or promotes training and technical assistance to diverse businesses and communities, such as mentoring and outreach programs and business engagement opportunities.

Inclusiveness: Inclusiveness, for purposes of Executive Order No. 101, includes the extent to which a contractor/consultant invites, values perspectives and contributions of people from diverse backgrounds, and integrates diversity into its hiring and retention policies, training opportunities, and business development methods to provide an equal opportunity for each person to participate, contribute and succeed within the organization’s workplace. Inclusiveness also includes the extent to which businesses have an equal opportunity to compete for new business opportunities and establish new business relationships in the private and public sector.

Executive Order #101 Requirements**PLEASE READ:
Executive Order 101 establishes strategies for the City and County of Denver to use diversity and inclusiveness to promote economic development in the City and to encourage more businesses to compete for contracts and procurements awarded by the City.
Please use the following link to complete the diversity and inclusiveness requirements for this solicitation.


All proposers that do not complete Executive Order 101 Diversity and Inclusiveness in City Solicitations Information Request Form, located at the link above, prior to this RFP submission will be rejected.

Proposers must complete the online form even if they believe it is not applicable. If it is not applicable, it will not affect the application review. Upon completion, a confirmation form will be provided and must be included in the proposal packet. Proposals will not be considered without it. The following answers must be included in the online form:

- **Email Address of the contact person facilitating this solicitation for the City and County of Denver**: 2ARFPsubmissions@denvergov.org
- **City Agency that is facilitating this solicitation**: Office of Children’s Affairs
- **Project Name**: 2020 2A Healthy Lifestyles for Youth BOOST

Once the form is completed and submitted online, select “Printer Friendly Receipt” for the confirmation form. Save this form and include this in your proposal. As noted above, this is a required form. If it is not received, your proposal will be automatically rejected.

**Eligible Applicants and Proposal Requirements**

Applications will be accepted from any not-for-profit community-based organization or any City and County of Denver or State agency that directly serves youth. Organizations must demonstrate prior experience in providing successful youth programs during non-school hours to be eligible to apply. For 2020, we will allow developing organizations and small LLCs or sole proprietors to apply for a limited amount of funds if they can meet all the same grant requirements, including providing services at no or very minimal cost to families. Services must be provided in a school-based or community-based location in one of Denver’s opportunity neighborhoods. Please note: these funds cannot be used for “scholarships”.

While programs can be located anywhere in the City and County of Denver, bonus points will be awarded to sites physically located in neighborhoods with lower opportunities as identified in the 2019 Child Well-Being Index, Appendix A. Additional bonus points will be awarded to programs in far northeast Denver and to programs who primarily serve Middle School students. For a detailed explanation of the indicators and methodology used to create the 2019 Child Well-Being Index see the 2019 Status of Denver’s Children: A Community Resource document accessed through the Denver Office of Children’s Affairs Website: www.denvergov.org/childrensaffairs. The physical street address of the program where services are delivered to the identified target population must be included in the proposal and will be used to verify eligibility for bonus points.
Available Funding
The 2A/Healthy Lifestyles BOOST (Building Opportunities for Out-of-School-Time Programs) grant cycle is from January 1, 2020 – December 31, 2020. Grant requests should not exceed $25,000, regardless of the number of program sites. Only one application will be accepted per organization. Funding is only available through a reimbursement contract. A maximum of $20,000 will be awarded, in amounts of no more than $10,000 to small LLCs or sole proprietors that can provide program services at a school or community location in a low opportunity neighborhood based on 2019 Child Well-Being Index at no or very minimal cost to families.

Please note: Current Comprehensive Grantees for the 2019-2021 term are NOT eligible to apply for this funding opportunity.

Mandatory Contractual Terms
By submitting a proposal in response to this RFP, the vendor, if selected for award shall be deemed to have read and accepted the terms of this RFP, as well as the mandatory contractual terms included in the sample contract in Appendix B. Comments/questions about the sample contract can be submitted with the proposal using the form on page 15 of the sample contract. The final award recipients will be required to enter into a contract with the City and County of Denver in form substantially similar to the sample contract prior to services taking place. In all cases, the Office of Children’s Affairs has the right to negotiate all contract terms.

Purpose of the Grant/Use of Funds
The purpose of 2A/Healthy Lifestyles for Youth funds is to increase access and participation in quality afterschool and summer programs by investing in and supporting innovative programs that improve engagement, boost achievement, and develop social and emotional skills for youth. Funds must be used to support direct program services for school-age children and youth (K-12) during non-school hours.

Funds must be used to supplement (not supplant, replace, or redirect) any Federal, State, and local funding currently provided for the program. The proposer agrees to comply with all Federal, State, and local laws and regulations applicable to the funding source authorizing any program or activity funded through this RFP and with all laws, policies, procedures, ordinances, and regulations of the City and County of Denver.

Funds can be used for a variety of purposes, including but not limited to: providing additional staffing support, field trip expenses, reasonable transportation costs, and expenses for supplies and materials with appropriate justification. Funds can also be used for professional development. No more than 10% of the amount requested is allowed for indirect/administrative costs (e.g. background checks, insurance, evaluation support, professional development support, etc.). No more than 5% of the amount requested is allowed for purchasing food/beverages for program snacks/meals. Funds can only be used for the purposes outlined in the grant.

Partnerships are highly encouraged. Please note that it is the grantee’s responsibility to ensure that any and all vendors/subcontractors that provide direct service to participants meet the
minimum insurance, minimum safety and other requirements outlined in this RFP and in the sample contract.

**Funds cannot be used to**: make large capital purchases, such as the purchase of busses or vans. Funds cannot be used to support childcare slots, student scholarships or youth stipends for participation. Funds cannot be used to support religious practices, such as religious instruction, worship or prayer. Faith-based organizations may offer such practices, but at a separate time and location as the program applying for funding.

**Grant Requirements**

The Office of Children’s Affairs reserves the right to terminate, modify, or suspend any or all parts of the RFP process and can reject any or all proposals at its sole discretion, and to waive informalities and minor irregularities in proposals received and to accept any portion or all items proposed if deemed in the best interest of the City and County of Denver. Expenses for developing a proposal are entirely the responsibility of the proposer, and the City shall not be liable in any manner for any costs incurred in connection with preparation, submittal, or subsequent negotiation. As the Office determines appropriate, it may issue additional requirements to this RFP, posted at www.denvergov.org/childrensaffairs and emailed to those that submit the required letter of interest.

All applicants must meet the following requirements. **Each of these requirements must be fully addressed in the narrative (see pages 12-13):**

**Use of Funds**

- Funds must be used to support direct program services for school-age children and youth (K-12) during non-school hours/periods when school is not in session, including before school, after-school, weekends or during school breaks, including summer.
- Funding is intended to serve as a supplement, to increase or expand existing afterschool opportunities. Grant seekers must illustrate in their application how funds are being leveraged. Organizations must identify existing funds in the Youth Program Budget (see page 14) and leverage these funds to expand and/or enhance program offerings.

**Program Specific Requirements**

- Programs that are not licensed by the Colorado Department of Human Services (http://www.coloradoofficeofearlychildhood.com/) must meet Minimum Safety Requirements as outlined in Appendix F.
- Programs must provide proof that its instructors have participated in the State’s Mandatory Reporter Training. http://www.coloradowts.com/mandated-reporter-training
- All programs must meet and maintain the Minimum Insurance Requirements listed in Appendix C and secure, at their own expense, a current Certificate of Insurance (ACORD) showing coverage for all required insurance in hard copy prior to the initiation and execution of any contractual agreement.
- Organizations must establish and maintain a current profile in DAA’s Management Information System, currently the Community Partnership System (CPS). Profiles must reflect current organization information, as well as site information and be updated year-
round with timely, accurate information. For more information, contact:
eric_golden@dpsk12.org.

- Organizations operating in a Denver Public School must provide evidence of an active DPS Partnership Agreement. Organizations are also encouraged to have a DPS Data Protection Addendum and download reports through DAA’s Management Information System and use applicable data points as part of its grant reporting. For more information, contact:
eric_golden@dpsk.12.org.

- Programs held within a Denver Public Schools building must provide a letter of support from the school principal. While applications will be accepted from more than one organization serving the same school, the principal support letter must demonstrate knowledge of all programs and indicate how programs will collaborate to meet the needs of the school. If an organization serves multiple sites, a customized letter is needed from each school.

- Programs are expected to adhere to the Denver Afterschool Alliance’s Quality Pillars (Appendix D) and must provide specific examples of their organization’s commitment to quality and continuous program improvement. Programs are required to attend Quality 101 training provided by DQUAC and any other training as instructed by the Office of Children’s Affairs.

- Programs must identify at least two measurable outcome goals (example: changes in behavior, attitude, skills, knowledge) and one program attendance goal (example: 90% of students will attend 75% or more of the program). At least one outcome goal must be focused on social emotional learning. Programs should be designed to encourage regular attendance in programming.

- For each site, programs must electronically track individual attendance for unduplicated students by DPS student ID including how many days youth attend over the course of the program. Organizations must record student’s DPS student ID, first name, last name, and date of birth in their tracking system. If a DPS student ID is not available for a youth, a unique identifier may be assigned instead. Each program site must also track the overall number hours, days, and weeks the program is offered. If you are not already utilizing an electronic tracking system, two examples for tracking attendance are provided in Appendix E.

- Organizations that are applying for funds to support summer programming, are required to attend Denver Quality Afterschool Connection’s (DQUAC) Keys to a Successful Summer training to be held in January/February 2019. Summer programs may be required to deliver a post-retrospective summer survey to all students.

- Summer program providers are encouraged to participate in the Youth One Book One Denver Program.

- Programs serving middle school students may be asked to deliver a Healthy Lifestyles curriculum focused on early marijuana prevention education. All the curriculum materials and tools will be provided by the Denver Afterschool Alliance.

- Applicants must describe how they are supporting youths social, emotional and academic development. Organizations may be required to attend a SEAL foundations training offered to the DAA network.

**Program Opportunities**

- Programs are highly encouraged to identify opportunities to support the work of the My Brother’s Keeper Initiative to ensure that boys and young men of color reach their full
potential. For more information about Denver’s efforts, visit [www.denvergov.org/mybrotherskeeper](http://www.denvergov.org/mybrotherskeeper).

- Organizations are highly encouraged to take advantage of the free professional development opportunities provided by the Denver Quality Afterschool Connection and Denver Afterschool Alliance. For more information contact: [dpsdquac@gmail.com](mailto:dpsdquac@gmail.com).
- Programs may be asked to administer a content specific provider assessment tool.
- Organizations are highly encouraged to sign up for the Denver Afterschool Alliance Newsletter at [www.denvergov.org/denverafterschoolalliance](http://www.denvergov.org/denverafterschoolalliance).
- Programs are highly encouraged to make healthy snacks/meals available to participants by partnering with an afterschool snacks and supper meals sponsor. For more information, visit [www.hungerfreecolorado.org](http://www.hungerfreecolorado.org).

**Program Monitoring**

Grantees must submit a report after the end of each academic semester and/or for the summer that documents progress towards goals as stated in the scope of work. A reporting template will be sent to award recipients. All grant recipients will receive at least one site visit or interview per year. The site visit will include program observation and can include contract compliance, including file reviews. Additionally, OCA will work with DAA and DPS to confirm organization’s compliance with having an active DPS Partnership Agreement, an active DPS Data Protection Addendum (when appropriate), active organizational and site level profiles within DAA’s Management Information System and other similar contracted mandates.

**Post Grant Award Requirements**

- All grantees are required to submit a Scope of Work that summarizes the proposal and a Certificate of Insurance that meets the City of Denver’s Minimum Insurance Requirements (see Appendix C) within two weeks of receiving the grant award notice.
- Grantees must have a fully executed contract (see Appendix B for a Sample Contract) with the City prior to expending any funds. Funds will be distributed on a reimbursement basis preferably monthly and must be accompanied by adequate documentation (payroll records, receipts, etc.). All modifications to the services and/or budget that exceed 5% in any category must be preapproved in writing by sending an email to [Shannon.Dyer@denvergov.org](mailto:Shannon.Dyer@denvergov.org). Grantees can choose to bill for expenses monthly or at the end of the semester if the work doesn’t cover the full calendar year.
- All grantees must submit a report (using the template provided) for each semester in which its program is offered. Due dates: June 15 (covering Jan 1-May 30), September 15 (covering June 1-August 30), January 15 (covering September 1-December 31). If a due date falls on a weekend day/holiday, then the report will be due the next business day. All reports must be submitted via email to [Shannon.Dyer@denvergov.org](mailto:Shannon.Dyer@denvergov.org).
- Grantee staff may be required to meet with an Office of Children’s Affairs representative to debrief, share lessons learned about grant process, programming impact, etc.
- Grantees will be required to host one site visit for Office of Children’s Affairs staff each year.
- Grantees are expected to display signage and/or online banners noting that the program receives funding from the Office of Children’s Affairs. The City will provide electronic files that can be printed and/or displayed on websites and other materials. You must receive approval from OCA to post any/all materials before they are sent out/posted.
Review Process

- Each proposal will undergo a technical review to ensure the application meets the minimum requirements. Incomplete applications or those that do not follow instructions will not be accepted. There is no guarantee that submission of a proposal will result in review, or funding at the requested level.
- Reviewers will be asked to self-identify all conflicts of interest before the process begins. A conflict of interest exists when a reviewer is employed by, volunteers for, serves on the Board of, consults with or has founded an applicant organization. Reviewers with conflicts will not review those applications.
- A diverse review team will be selected by the Office of Children’s Affairs. Each member of the review team will independently review and score each application using a rubric based on the RFP.
- The review team will meet to discuss each application, determine final scores, and make funding recommendations. All application decisions are final. The Office of Children’s Affairs reserves the right to make smaller discretionary awards to support specific portions of a proposal that is not being considered for full funding.
- Proposals will be rated on the following:
  - Organizational stability
  - Strength of program description
  - Measurable impact on participants, including overall benefits and the program’s ability to positively support youth
  - Ability to leverage resources to expand and/or enhance programming
  - Bonus Points will be given to applicants that:
    - Partner with a food program to serve snacks/meals
    - Provide services in one of Denver’s lowest opportunity neighborhoods. Additional bonus points will be awarded to programs located in far northeast Denver.
    - Identifies opportunities to support the My Brother’s Keeper Initiative
    - Provides program opportunities for middle school students

Submission Process and Deadline

All proposals must be received electronically via the eCivis system at this link: https://gn.ecivis.com/GO/gn_redir/T/uydedrw98249 by 3:00 p.m. on Thursday, November 7, 2019. It is the responsibility of the applicant to verify that the proposal was received by the deadline. Documents should be uploaded as a PDF and Word document. Do not upload zipped files, or jpeg files as they may not be received. As you are submitting the proposal, if you have any questions or to verify receipt, please contact: Shannon Dyer, 720.913.0878, Shannon.Dyer@denvergov.org.

Other Important Information

The Office of Children’s Affairs is committed to making the grant process as easy and efficient as possible. Due to ongoing access to local and national research, it is not necessary to provide evidence that there is a need for OST programming. We also do not require detailed demographic or statistical information of the neighborhood(s) where services will be provided.
However, it is important that you use existing research to support the implementation of the specific programming described in your project proposal. That is, tell us about the evidence that supports your program model or the research behind the curriculum that informed your program design.

**If you have previously applied for a grant with our office it is okay to use the same organizational narrative you have used in the past. The Program Narrative must be specific to this grant and this calendar year.**

**Application Format**

- **Narrative formatting requirements:**
  - Font: 12-point Calibri or Arial
  - Page size: Standard 8 ½ x 11
  - Spacing: Single-spaced, with paragraphs, and 1” margins on all sides
  - Page numbering: Bottom right hand corner (Include Program Name on each Page), following the format of “Page __ of __”
  - Page limit: 8 (not including attachments)
  - Each document should be saved as its own PDF. Each document should be numbered and titled with the applicant name and document title (example: 1_ProgramX_SummarySheet.pdf; 2_ProgramX_OrganizationalNarrative.pdf, etc.).

- Signed Summary Sheet, using the form on page 12
- Narrative, answering questions on page 13 and 14
- Budget and Budget Narrative (Example on page 15)
- Required Financial Information/Other Attachments

**Required Financial Attachments**

1. **Budget:**
   - Organizational Operating Budget (includes revenues and expenses) for current fiscal year. (If submitted in final quarter, also include for upcoming fiscal year.)

2. **Financials:**
   - Current (year-to-date) Financial Statements
   - Most recently completed I.R.S. form 990
   - Year-end Financial Statements, Audit or Review (most recent fiscal year-end) including the management letter if applicable. If no audit or review are in place:
     - Provide the credentials and qualifications of the person responsible for the organization’s financial statements. Describe how the organization ensures that its financial practices conform to Generally Accepted Accounting Principles

3. **Revenue Sources:**
   - Sources of Income Table using the form in Appendix G

**Other Required Attachments**

1. Completed Diversity and Inclusiveness Receipt of Submission (Fill out form online save receipt.)
2. Comments on Sample Contract (Appendix B, if applicable)
3. Board of Directors List with occupations/affiliations
4. Organizational Chart with Key Staff Highlighted
5. Proof of IRS Federal Tax-Exempt Status. Letter must be dated in the last five years.
6. Certificate of Good Standing with the Colorado Secretary of the State
7. Anti-Discrimination Statement adopted by the Board of Directors
8. Completed I.R.S. W9 Form
9. Drug-Free Workplace Policy
10. Evidence that staff have participated in the State’s Mandatory Child Abuse/Neglect Reporter Training
11. Evidence of Active DPS Partnership/Data Protection Addendum, if applicable
12. Letter of Support from School Principal if program is in a school building

Supporting Materials
Appendix A – 2019 Child Well-Being Index
Appendix B – Sample Contract
Appendix C – Minimum Insurance Requirements/Certificate of Insurance Example
Appendix D – Denver Afterschool Alliance Quality Pillars
Appendix E – Attendance Tracking Examples
Appendix F – Minimum Safety Requirements
Appendix G – Sources of Income Table
## Organization Information

<table>
<thead>
<tr>
<th>Legal Name of Applicant:</th>
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<tbody>
<tr>
<td>Street Address:</td>
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<td>Website:</td>
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<td>Applicant Phone Number (direct line):</td>
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<td>Name of CEO or Executive Director:</td>
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<tr>
<td>Application Contact:</td>
<td>Email:</td>
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<tr>
<td>Tax ID (EIN):</td>
<td>Tax Exemption Status:</td>
</tr>
<tr>
<td># of Full Time Employees:</td>
<td># of Part Time Employees:</td>
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<tr>
<td>Mission Statement:</td>
<td>Year Founded:</td>
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## Program Information

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<th>Program Name:</th>
<th>Is this Site Licensed?</th>
<th>Child Care/Neighborhood Youth Organization License Number</th>
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<tr>
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<tr>
<td>Program Contact:</td>
<td>Email:</td>
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<tr>
<td>Physical street address where services will be provided:</td>
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<tr>
<td>Is this a school building? If so, list the school name:</td>
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<td>List the eligible neighborhood the site is in:</td>
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<tr>
<td>Brief Description of Program:</td>
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<tr>
<th>Total amount requested:</th>
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<tbody>
<tr>
<td>Grade level(s) to be served Please Circle:</td>
<td>Elementary      Middle   High</td>
</tr>
<tr>
<td>Program Start and End Dates:</td>
<td>Number of weeks:</td>
</tr>
<tr>
<td>Total number of program hours:</td>
<td></td>
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<tr>
<td>Projected # of unduplicated youth to be served:</td>
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## Assurances

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<th>Signature of CEO or Executive Director:</th>
<th>Date:</th>
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Signature indicates assurance that the information included in the application is an accurate reflection of the work that can be achieved by the organization and assurance that all grant requirements will be followed.
Narrative

**Organizational Information**: Limited to four pages. Please be succinct, but thorough in your answers.

1) Provide a brief overview of your organization. Please include:
   a. History – Describe your organization’s overarching vision and mission and what issues and/or opportunities your organization seeks to address.
   b. Current Programs – Provide a brief description of your current programs, include the desired impact of programming and what best practice strategies the organization utilizes to achieve desired outcomes.
   c. Staff – Describe the organization’s approach to recruiting, hiring, and retaining staff.
   d. Evaluation:
      i. Describe how the organization measures impact. What are the methods used for collecting data, including both outputs and outcomes?
      ii. Summarize key evaluation results or findings that demonstrate the organization’s impact.
      iii. Describe how the organization uses evaluation results and other data to continuously improve programming at the site level and across the entire organization.
   e. Quality:
      i. Describe your organizations commitment to DAA’s Quality Pillars (Appendix D) and efforts to continuously improve quality. Include the following:
         1. Use of informal and formal data to inform the quality of your program.
         2. Specific quality tools and measures and supports you have in place at a site and organization-wide level.
         3. Steps you take to continually monitor program quality and effectiveness.
         4. Supports you have in place for staff, including training and coaching.
   f. Sustainability:
      i. Describe the organization’s past and current ability to sustain programming over time through diversification of/or leveraging resources. Include any potential funding challenge you can anticipate in the coming two years and how the organization is preparing to meet those challenges.
      ii. Describe your organization’s history with the Denver Afterschool Alliance and/or future commitment to working together as part of a city-wide collective strategy on continuous quality improvement, and data-drive decision making.
   g. Past Performance:
      i. Describe the organization’s ability to successfully meet the terms and scopes of contracts with the City in the past two years. Include progress in meeting program goals, as well as financial and contract management. If the organization has not previously contracted with the City, describe performance in delivering similar services.
Program Information – Limited to four pages. Please be succinct, but thorough in your answers.

1) Please describe the specific program you are seeking funding for.
   a. Provide a description of your program with information about why you have chosen your specific program model and evidence as to why it is an effective model for supporting the social, emotional, and academic development of youth. Please note any specific curricula being used. Please also note if you will be using the Healthy Lifestyles curriculum for rising 5th-9th grade students.
   b. Describe the specific services and activities that will be offered and discuss how they will benefit the social, emotional, and academic development of youth. Be specific describe what day to day will look like. Please include staff to student ratios. If you serve different age groups, explain how services vary.
   c. Describe your program schedule (number of weeks, number of days, hours/day, and start and end dates).
   d. Describe your enrollment and recruitment strategies, as well as ongoing strategies you will use to encourage regular attendance (define what you consider regular attendance). Include eligibility requirements and fees for participation (if any).
   e. Describe the population you plan to serve, including the number of expected unduplicated participants and grade levels of participants.

2) Describe what you are specifically requesting funding for and how funds will be leveraged to expand and/or enhance services. Please make sure this description matches your specific budget request.

3) Provide one program attendance goal and provide a minimum of two outcome goals, including a description of measurements, and timelines using the format of the table below. One goal should be related to social emotional learning. Goals should be realistically achievable during the duration of the program and written as SMART goals (Specific, Measurable, Achievable, Realistic/Relevant, and Timely. (e.g., At least 70 percent of youth served will report gains in course related knowledge and skills as measured by a pre- and post-test.)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Measurement</th>
<th>Timeline</th>
</tr>
</thead>
</table>

4) Describe any partnerships specific to this program (including afterschool snacks/super). List the organization and provide information on how the partnership will benefit youth. If this program is located within a school, describe how you will coordinate efforts with other programs in the school.

5) Describe past work with the My Brother’s Keeper Initiative, if applicable. If none, describe any future intentional efforts that will support the My Brother’s Keeper Initiative.

6) For programs not licensed by the Colorado Department of Human Services, please briefly describe how you are meeting or will meet the Minimum Safety Standards included in Appendix F.
### Budget/Budget Narrative

Please provide the overall organizational budget and funding sources for the organization, as well as the specific budget amounts requested from this grant.

<table>
<thead>
<tr>
<th>Source</th>
<th>Funds Requested</th>
<th>Committed</th>
<th>Pending</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2A/Healthy Lifestyles for Youth Funds Requested</strong></td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Government Grants (including 21 CCLC, etc. please list)</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Foundations (please list)</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Fees/Earned Income</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Donations/Corporate/Individual Support</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td>Other (please list)</td>
<td>$0.00</td>
<td></td>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$0.00</strong></td>
<td><strong>$0.00</strong></td>
<td><strong>$0.00</strong></td>
<td><strong>$0.00</strong></td>
</tr>
</tbody>
</table>
**Budget/Narrative for Funds Requested:**  **Grant Period: Jan 1 - Dec 31, 2020**

(this table should total the blue cell above, providing detailed information regarding how the requested funds would be expended)

<table>
<thead>
<tr>
<th><strong>Program Staff Salaries/Fringe Benefits (detail each position)</strong></th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Consultants/Specialty Services (detail each example)</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Program Supplies/Materials (provide a moderate level of explanation)</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Field Trip Transportation</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Field Trip Expenses (i.e. entry fees)</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Food (LIMITED TO 5% OF TOTAL REQUEST)</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Expenses (LIMITED TO 10% OF TOTAL REQUEST)</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>$</td>
</tr>
<tr>
<td>Narrative --</td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>$</td>
</tr>
</tbody>
</table>

Office of Children’s Affairs, 2020 2A/Healthy Lifestyles for Youth BOOST RFP  Page 16
Checklist
Responses to the Office of Children’s Affairs 2A BOOST RFP shall consist of the following components, which should be submitted in the order listed below. This checklist is provided to help ensure a complete proposal. It is not necessary to submit this checklist with your proposal.

☐ Signed Summary Sheet

☐ Narrative (limited to eight pages)

☐ Budget/Budget Narrative

☐ Required Financial Attachments
  o Overall organization budget
  o Current (year-to-date) financial statements
  o Most recently completed I.R.S. form 990
  o Year End Financial Statements, Audit or Review -- explanation of items in financial attachments, if applicable
  o Sources of Income Table (Appendix G)

☐ Other Required Attachments
  o Completed Diversity and Inclusiveness Information Receipt of Submission (Saved Copy of Submission Receipt)
  o Comments on Sample Contract (Appendix B, if applicable)
  o Board of Directors List
  o Organizational Chart
  o Proof of I.R.S. Federal Tax-Exempt Status
  o Certificate of Good Standing with the Colorado Secretary of State
  o Anti-Discrimination Statement adopted by the board of Directors
  o Completed I.R.S. W9 Form
  o Drug-Free Workplace Policy
  o Evidence that staff have participated in the State’s Mandatory Child Abuse/Neglect Reporter Training
  o Evidence of Active DPS Partnership Agreement/Data Protection Addendum, if applicable
  o Letter of Support from Principal if program is in a school building
It is the culmination of factors that present significant challenges to children and families. The child with fewer obstacles to overcome in everyday experiences is likely to have more opportunities for both academic and life success.

Eleven Indicators that measure differences in education, health, and community opportunities were statistically aggregated to provide a snapshot of opportunity for Denver children by neighborhood. These indicators include:

- Births to Women without a High School Diploma;
- Teen Births;
- Overweight or Obese Children;
- Kindergarten Readiness;
- Third Graders NOT Reading at Grade Level;
- Ninth Graders Chronically Absent;
- Adults without a High School Diploma;
- Children in Single-Parent Families;
- Child Poverty;
- Violent Crime; and
- Unemployment.
A G R E E M E N T

THIS AGREEMENT is made between the CITY AND COUNTY OF DENVER, a municipal corporation of the State of Colorado (the “City”) and ____________, a Colorado ________, with its principal place of business located at _______________________(the “Contractor”), jointly “the parties”.

The parties agree as follows:

1. **COORDINATION AND LIAISON**: The Contractor shall fully coordinate all services under the Agreement with the Executive Director of the Office of Children’s Affairs (“Director”) or, the Director’s Designee.

2. **SERVICES TO BE PERFORMED**:
   a. As the Director directs, the Contractor shall diligently undertake, perform, and complete all of the services and produce all the deliverables set forth on Exhibit __, the Scope of Work, 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.

3. **TERM**: The Agreement will commence on ______ and will terminate on _____ (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.

4. **COMPENSATION AND PAYMENT**:
   a. **Fee**: The City shall pay and the Contractor shall accept as the sole compensation for services rendered and costs incurred under the Agreement the amount of ___________________ ($_______) for fees. Amounts billed may not exceed the rates set forth in Exhibit __.
   b. **Reimbursable Expenses**: There are no reimbursable expenses allowed under the Agreement. All of the Contractor’s expenses are contained in the rates in Exhibit __.
c. **Invoicing:** 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. The City’s Prompt Payment Ordinance, §§ 20-107 to 20-118, D.R.M.C., applies to invoicing and payment under this Agreement.

d. **Maximum Contract Amount:**
   
   (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 Contractor beyond that specifically described in Exhibit __. Any services performed beyond those in Exhibit __ are performed at Contractor’s risk and without authorization under the Agreement.

   (2) The City’s payment obligation, whether direct or contingent, extends only to funds appropriated annually by the Denver City Council, paid into the Treasury of the City, and encumbered for the purpose of the Agreement. The City does not by this 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.

5. **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.

6. **TERMINATION:**

   a. The City has the right to terminate the Agreement with cause upon written notice effective immediately, and without cause upon twenty (20) days prior written notice to the Contractor. However, nothing gives the Contractor the right to perform services under the Agreement beyond the time when its services become unsatisfactory to the Director.

   b. Notwithstanding the preceding paragraph, the City may terminate the Agreement if the Contractor or any of its officers or employees 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 bribery, kickbacks, collusive bidding, bid-rigging, antitrust, fraud, undue influence, theft, racketeering, extortion or any offense of a similar nature in connection with Contractor’s business. Termination for the reasons stated in this paragraph is effective upon receipt of notice.

c. Upon termination of the Agreement, with or without cause, the Contractor shall have no 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.

d. If the 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. The Contractor shall deliver all documents in any form that were prepared under the Agreement and all other items, materials and documents that have been paid for by the City to the City. These documents and materials are the property of the City. The Contractor shall mark all copies of work product that are incomplete at the time of termination “DRAFT-INCOMPLETE”.

7. **EXAMINATION OF RECORDS:** Any authorized agent of the City, including the City Auditor or his or her representative, has the right to access and the right to examine any pertinent books, documents, papers and records of the Contractor, involving transactions related to the Agreement until the latter of three (3) years after the final payment under the Agreement or expiration of the applicable statute of limitations.

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

9. **INSURANCE:**

   a. **General Conditions:** Contractor agrees to secure, at or before the time of execution of this Agreement, the following insurance covering all operations, goods or services provided pursuant to this Agreement. Contractor shall keep the required insurance coverage in
force at all times during the term of the Agreement, or any extension thereof, during any warranty period, 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 requiring notification to the City in the event any of the above-described policies be canceled or non-renewed before the expiration date thereof. Such written notice shall be sent to the parties identified in the Notices section of this Agreement. Such notice shall reference the City contract number listed on the signature page of this Agreement. Said notice shall be sent thirty (30) days prior to such cancellation or non-renewal unless due to non-payment of premiums for which notice shall be sent ten (10) days prior. If such written notice is unavailable from the insurer, Contractor shall provide written notice of cancellation, non-renewal and any reduction in coverage to the parties identified in the Notices section by certified mail, return receipt requested within three (3) business days of such notice by its insurer(s) and referencing the City’s contract number. 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.

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

c. **Additional Insureds:** For Commercial General Liability, Auto Liability Professional Liability (if required), and Excess Liability/Umbrella (if required) Contractor and
d. **Waiver of Subrogation**: For all coverages required under this Agreement, with exception of Professional Liability (if required), Contractor’s insurer shall waive subrogation rights against the City.

e. **Subcontractors and Subconsultants**: All 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 subcontractors as additional insured under its policies (with the exception of Workers’ Compensation) or shall ensure that all such subcontractors and subconsultants maintain the required coverages. Contractor agrees to provide proof of insurance for all such subcontractors and subconsultants upon request by the City.

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

g. **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.

h. **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.

i. **Additional Provisions**:

Organization Name
Contract Number
For Commercial General Liability, the policy must provide the following:

(a) That this Agreement is an Insured Contract under the policy;
(b) Defense costs are outside the limits of liability;
(c) A severability of interests, separation of insureds provision (no insured vs. insured exclusion); and
(d) A provision that coverage is primary and non-contributory with other coverage or self-insurance maintained by the City.
(e) Any exclusion for sexual abuse, molestation or misconduct has been removed or deleted.

For claims-made coverage:

(a) 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.
(b) 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.

10. DEFENSE AND INDEMNIFICATION

a. Contractor agrees to defend, indemnify, reimburse and hold harmless City, its appointed and elected officials, agents and employees for, from and against all liabilities, claims, judgments, suits or demands for damages to persons or property arising out of, resulting from, or relating to the work performed under this Agreement (“Claims”), unless such Claims have been specifically determined by the trier of fact to be the sole negligence or willful misconduct of the City. This indemnity shall be interpreted in the broadest possible manner to indemnify City for any acts or omissions of Contractor or its subcontractors either passive or active, irrespective of fault, including City’s concurrent negligence whether active or passive, except for the sole negligence or willful misconduct of City.
b. Contractor’s duty to defend and indemnify City shall arise at the time written notice of the Claim is first provided to City regardless of whether Claimant has filed suit on the Claim. Contractor’s duty to defend and indemnify City shall arise even if City is the only party sued by claimant and/or claimant alleges that City’s negligence or willful misconduct was the sole cause of claimant’s damages.

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

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

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

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

12. **ASSIGNMENT; SUBCONTRACTING:** 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 will 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 any sub-consultant, subcontractor or assign.

13. **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.

14. **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.

15. **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 Denver Revised Municipal Code.

16. **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 of it 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.

17. **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. The Contractor shall not hire, or contract for services with, any employee or officer of the City that would be 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. A conflict of interest 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 if it
determines a conflict exists, after it has given the Contractor written notice describing the conflict.

18. **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:

   Executive Director of the Office of Children’s Affairs
   201 West Colfax Avenue, Dept. 1101
   Denver, CO  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.

19. **NO EMPLOYMENT OF ILLEGAL ALIENS TO PERFORM WORK UNDER THE AGREEMENT:**

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

   b. The Contractor certifies that:

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

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

   c. The Contractor also agrees and represents that:
Appendix B
Sample Contract

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

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

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

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

(5) If it obtains actual knowledge that a subconsultant or subcontractor performing work under the Agreement knowingly employs or contracts with an illegal alien, it will notify such subconsultant or subcontractor and the City within three (3) days. The Contractor shall also terminate such subconsultant or subcontractor if within three (3) days after such notice the subconsultant or subcontractor does not stop employing or contracting with the illegal alien, unless during such three-day period the subconsultant or subcontractor provides information to establish that the subconsultant or subcontractor has not knowingly employed or contracted with an illegal alien.

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

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

20. **DISPUTES**: All disputes between the City and Contractor arising out of or regarding the Agreement will be resolved by administrative hearing pursuant to the procedure established by D.R.M.C. § 56-106(b)-(f). For the purposes of that administrative procedure, the City official rendering a final determination shall be the Director as defined in this Agreement.

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

22. **NO DISCRIMINATION IN EMPLOYMENT**: In connection with the performance of work under this Agreement, the Contractor may not refuse to hire, discharge, promote or demote, or discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, gender, age, military status, sexual orientation, gender identity or gender expression, marital status, or physical or mental disability. The Contractor shall insert the foregoing provision in all subcontracts.

23. **COMPLIANCE WITH ALL 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.

24. **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
25. **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 any provisions of the Agreement were prepared by a particular party.

26. **ORDER OF PRECEDENCE:** In the event of any conflicts between the language of the Agreement and the exhibits, the language of the Agreement controls.

27. **INTELLECTUAL PROPERTY RIGHTS:** The City and Contractor intend that all property rights to any and all materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, URLs, domain names, music, sketches, web pages, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other work or recorded information created by the Contractor and paid for by the City pursuant to this Agreement, in preliminary or final form and on any media whatsoever (collectively, “Materials”), shall belong to the City. The Contractor shall disclose all such items to the City and shall assign such rights over to the City upon completion of the Project. To the extent permitted by the U.S. Copyright Act, 17 USC § 101, *et seq.*, the Materials are a “work made for hire” and all ownership of copyright in the Materials shall vest in the City at the time the Materials are created. To the extent that the Materials are not a “work made for hire,” the Contractor (by this Agreement) sells, assigns and transfers all right, title and interest in and to the Materials to the City, including the right to secure copyright, patent, trademark, and other intellectual property rights throughout the world and to have and to hold such rights in perpetuity.

28. **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.

29. **ADVERTISING AND PUBLIC DISCLOSURE:** The Contractor shall not include any reference to the Agreement or to services performed pursuant to the Agreement in any
Appendix B
Sample Contract

of the Contractor’s advertising or public relations materials without first obtaining the written approval of the Director. Any oral presentation or written materials related to services performed under the Agreement will be limited to services that have been accepted by the City. The Contractor shall notify the Director in advance of the date and time of any presentation. Nothing in this provision precludes the transmittal of any information to City officials.

30. **CONFIDENTIAL INFORMATION:**
   
a. **City Information:** Contractor acknowledges and accepts that, in performance of all work under the terms of this Agreement, Contractor may have access to Proprietary Data or confidential information that may be owned or controlled by the City, and that the disclosure of such Proprietary Data or information may be damaging to the City or third parties. Contract agrees that all Proprietary Data, confidential information or any other data or information provided or otherwise disclosed by the City to Contract shall be held in confidence and used only in the performance of its obligations under this Agreement. Contractor shall exercise the same standard of care to protect such Proprietary Data and information as a reasonably prudent contractor would to protect its own proprietary or confidential data. “Proprietary Data” shall mean any materials or information which may be designated or marked “Proprietary” or “Confidential”, or which would not be documents subject to disclosure pursuant to the Colorado Open Records Act or City ordinance, and provided or made available to Contractor by the City. Such Proprietary Data may be in hardcopy, printed, digital or electronic format.

31. **CITY EXECUTION OF AGREEMENT:** The 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.

32. **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, contemporaneous or subsequent addition, deletion, or other modification has any force or effect, unless embodied in the Agreement in writing. 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.

33. **USE, POSSESSION OR SALE OF ALCOHOL OR DRUGS:** Contractor shall cooperate and comply with the provisions of Executive Order 94 and its Attachment A concerning the use, possession or sale of alcohol or drugs. Violation of these provisions or refusal to cooperate
Appendix B
Sample Contract

with implementation of the policy can result in contract personnel being barred from City facilities and from participating in City operations.

34. **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 under the Agreement, 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.

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[SIGNATURE PAGES FOLLOW]
Appendix B
Sample Contract

Comments to Sample Contract

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Appendix C
Minimum Insurance Requirements for all Funded Programs

Insurance Requirements
All grantees will be required to submit proof of insurance required by the City (see sample Certificate of Insurance attached) prior to contract execution. Required insurance coverage includes:

1. Commercial General Liability, with no exclusion for claims of sexual abuse or molestation. Minimum limits: $1,000,000 per occurrence and $2,000,000 aggregate.

2. Business Automobile Liability. Minimum limits: $1,000,000 combined single limit. Note: if personal vehicles used for business use, this requirement can be replaced with a personal automobile insurance requirement.

3. Workers’ Compensation/Employer’s Liability. Minimum limits: Workers’ Compensation – statutory; Employer’s Liability - $100,000 per occurrence bodily injury claims; $100,000 per occurrence bodily injury caused by disease claims; $500,000 aggregate for all bodily injuries caused by disease claims. Note: This coverage can be waived for grantees legally allowed to waive Workers’ Compensation coverage per Colorado law.

The City and County of Denver, its elected and appointed officials, employees and volunteers must be named additional insured on the Commercial General Liability and Business Auto Liability policies.
City and County of Denver Contractor Certificate of Insurance

Contractors, please provide this sample certificate to your insurance agent or broker. Certificates must mirror this sample.

Note the Additional Insured special instructions below.

The ‘description’ box must only contain project/contract detail such as the contract name and number and “As required by written contract, the City and County of Denver, its Elected and Appointed Officials, Employees and Volunteers are included as Additional Insured” with regards to the appropriate policies ONLY.

Qualifying language such as “SUBJECT TO THE TERMS AND CONDITIONS OF THE POLICY” and “IF REQUIRED PER WRITTEN CONTRACT” CAN NOT BE ADDED.

Do not attach additional insured endorsements or policies.

If any additional language is added to this section, the certificate will be rejected. If the requirements cannot be complied with, we reserve the option to move on to another contractor.
QUALITY is the gateway to equity and outcomes.

The Denver Afterschool Alliance (DAA) prioritizes access and opportunity for authentic engagement in high quality programming. Meeting organizations where they are, DAA gives afterschool providers a way to actively participate in processes that build quality, utilizing nationally-recognized standards and a comprehensive system of supports.

Professional development, technical assistance and coaching services are offered through DAA’s network and the Denver Quality Afterschool Connection (DQUAC). Learning spaces include opportunities for providers to learn from national experts and local practitioners and are designed for out-of-school time educators to share their own professional expertise.
Research indicates that high quality out-of-school time programs lead to positive outcomes for youth. Outcomes include increased access to new experiences and opportunities, improved health and wellness, development of social and emotional skills and improved academic achievement.

Durlak & Weissberg, 2007; Smith et al., 2012
The DAA quality framework includes seven pillars that represent the foundations of out-of-school time programs. Based on input from both national and local experts and partners, this quality framework serves to guide out-of-school time programs in assessing their strengths and identifying barriers to success. Organizations are strongly encouraged to adopt these pillars and use resources made available by DAA to strengthen or develop practices that bolster the quality of their programs.

The following seven pillars provide a framework for designing out-of-school time experiences that impact youth in positive ways. Pillars can be observed at both the organization and site levels.
ACCESSIBILITY & BELONGING

**Organization:** The organization honors and values the diversity of Denver by actively seeking to serve all youth, of all abilities, in all communities. Systems are established to address inequities and barriers to access within the organization and the communities where programming is provided.

**Site:** Opportunity gaps are identified by site teams through the cultivation of authentic and collaborative relationships with youth, families, schools and communities. Teams work to create an inclusive environment that meets the needs of all youth in a culturally responsive manner. Sites work to develop a sense of belonging, usefulness, competence and influence.

CONTINUOUS IMPROVEMENT

**Organization:** The organization’s vision and mission guide the work of the program and staff. Staff regularly engage in data-driven decision making and the intentional design implementation and evaluation of all program elements.

**Site:** Site teams regularly assess the quality of their programs and utilize data to make strategic changes. Staff practice and youth voice are included in continuous improvement processes, and programming is regularly refined to support staff skill development to meet youth interest and need.
Organization: Recognizing that program staff members are critical to program success and that afterschool is a professional field, the organization invests regularly in and consistently provides professional development to build the necessary skills for staff to succeed and to serve all youth. Organizations endeavor to build strong pipelines for career opportunities within their organization.

Site: Throughout the program, youth are provided with voice and choice in opportunities to engage in a variety of meaningful activities that promote rigor, build skills and provide opportunities to serve as leaders and mentors within their communities.

PARTNERSHIP

Organization: The organization participates in and connects with the larger afterschool community in order to expand learning opportunities and services for youth and to advance the afterschool field. Efforts are made to align program goals with those of city and school district leadership.

Site: The program nurtures and maintains positive relationships between all stakeholders including youth, program staff, families, school staff, other youth-serving organizations and the larger community in order to expand learning opportunities, services and civic engagement.
SAFETY

Organization: Organizational policy and systems are established in a manner that ensures the program meets or exceeds minimum standards to keep youth physically, emotionally and intellectually safe in the program environment.

Site: Practices and procedures are established in a manner that ensures the program meets or exceeds minimum standards to keep youth physically, emotionally and intellectually safe in the program environment.

SEAL

SOCIAL, EMOTIONAL & ACADEMIC LEARNING

Organization: The organization prioritizes culturally inclusive, SEAL-rich environments for all youth as well as all adults, preparing them with skills needed to model social and emotional intelligence. Support is provided for the cultivation of social-emotional skills for all staff across three competency areas: Self Awareness and Self Management, Social Awareness and Relationship Skills, and Decision Making. SEAL practices are intentionally infused into organizational culture and policies.

Site: Each site works to build a SEAL-rich climate and culture, provides explicit instruction and intentionally integrates SEAL practices into existing programming for the benefit of both youth and adults. The site offers opportunities to learn, develop and practice SEAL skills in their afterschool learning environment.
**SOUND FINANCIAL PRACTICES**

*Organization*: Funds are spent with integrity and alignment to both short and long-term goals. For example, the organization ensures role consistency for staff and community partners and practices data-driven decision-making, while focusing on how to sustain quality services for youth and families.

*Site*: Program funding is allocated at the site in a manner that ensures adequate materials and supplies for all youth. Programming is offered consistently during hours that meet community needs.


Interested in partnering with us? Contact DenverAfterschoolAlliance@denvergov.org to get started.

LEARN MORE ABOUT DAA AT DENVERGOV.ORG/AFTERSCHOOLALLIANCE

FOR INFORMATION ON DQUAC AND PROFESSIONAL DEVELOPMENT, VISIT DQUAC.COM
Appendix E
Attendance Tracking Examples

Why track attendance at the individual student level?
Tracking individual student attendance is important in supporting program level planning and decision making, gauging the demand for services, and monitoring the quality and effectiveness of your program. It is also critical in determining the “dosage” or threshold at which individual programs and program types have an impact on student outcomes. Overall, tracking individual student attendance will provide you with a critical data element for use in your own evaluation efforts.

How should an organization track attendance?
For each program offered at a site, you will need to track a student’s daily attendance and record a year-to-date total at the end of the program.

Two templates are attached to assist you in attendance tracking. These are not required templates, but if you do not currently have an attendance tracking system in place, you might consider these.

- Activity Tracking Sheet – This tool can be used by your instructors as an attendance sheet each day. If students rotate through multiple activities in one day, you could also use this as a daily attendance sheet.
- Student Tracking Spreadsheet – This tool (in the attached Excel spreadsheet) provides you a comprehensive view of every student who participated in any activity offered at the site. NOTE: This tracker only includes the 1st semester of school.
  - You will want to keep a separate Student Tracking Sheet for each program and site.
  - You can compile attendance information from Activity Tracking Sheets in to the Student Tracking Spreadsheet.
  - To ensure accuracy, one person should have the responsibility to enter data into the spreadsheet.
  - There is a column for day of the year, extending to the right. As you scroll to the right through the document to future dates, the student information will remain visible. As you scroll downward through a list of students, the dates will remain visible.
    - Weekends (orange) and school breaks and holidays* (red) are included to account for all program types.
  - Please enter each student only once and allow their attendance data to accumulate across the spreadsheet on a single line.

*All breaks and holidays are based on the standard DPS calendar and may vary by school. Days affecting only elementary or secondary schools are not indicated.

What if we already track individual student’s daily attendance?
Great! You are ahead of the game. Feel free to use your own attendance tracking systems.
## ACTIVITY ATTENDANCE TRACKING SHEET

ACTIVITY NAME ______________________________________             LEADER ___________________________   Phone __________________

Day(s) of week offered:    MON     TUES     WEDS     THURS     FRI  Program Dates - Start: ___________ End: ___________

Please print student first and last names clearly, or type directly into an electronic copy of this document. Provide student ID number if you have access to them. Before you enter date information or attendance, you may copy this list if the same students are expected to attend more than 10 days. If more than 20 students participate, please use a second sheet. Enter a number 1 under each date, to indicate which students attended that day.

<table>
<thead>
<tr>
<th>STUDENT ID</th>
<th>FIRST</th>
<th>LAST</th>
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**ENTER A PROGRAM DATE IN EACH COLUMN**
Example – MON, SEPT 8 (track up to 10 program days on this sheet)

Please return completed attendance sheet(s) to: _______________________________________  If you have questions please call: ____________________
<table>
<thead>
<tr>
<th>DPS Student ID</th>
<th>First Name</th>
<th>Last Name</th>
<th>Date of Birth</th>
<th>Year to Date Attendance</th>
<th>25-Aug</th>
<th>26-Aug</th>
<th>27-Aug</th>
<th>29-Aug</th>
<th>30-Aug</th>
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This is a snapshot of the **Student Tracking Spreadsheet** that grant recipients can use throughout the program. It is available as an Excel spreadsheet by contact Maxine Quintana at maxine.quintana@denvergov.org.
Appendix F
Minimum Safety for Requirements for Sites
NOT licensed by the Colorado Department of Human Services

Staff

1. Background Checks:
   a. The grantee agrees to conduct a thorough and deliberate selection process to ensure a standard of excellence for all personnel, volunteers and contractors.
   b. All personnel, volunteers and contractors providing services to students through direct contact, at least once a month, shall be required to have a criminal background check completed through one of four options as described in 26-6-103.7(4), C.R.S. prior to delivering services. The results shall comply with the provisions of 24-72-305.3, C.R.S. and upon request, be available to the City and County of Denver.
   c. Within the first 60 days of service, personnel who provide services to students through direct contact, at least once per month shall be required to submit to a federal bureau of investigation fingerprint-based criminal history records check utilizing the Colorado bureau of investigation if the employee, volunteer, or applicant has resided in the state of Colorado less than two years.
   d. The grantee shall request the state department to ascertain whether the person being investigated has been convicted of felony child abuse as specified in section 18-6-401, C.R.S., or a felony offense involving unlawful sexual behavior as designed in section 16-22-102 (9), C.R.S. The results of the background check shall comply with the provisions of 24-72-305.3, C.R.S. and upon request be available to the City and County of Denver.
   e. During the term of the contract, all new personnel, subcontractors, and agents, whether paid or not, that are hired or added to perform the work or services directly with students shall be subject to these same requirements before performing services.

2. CPR/First Aid:
   a. At least one staff member certified in CPR/First Aid training must be on-site at all times.
   b. When off site (field trips, etc.) at least one staff person must be currently CPR/First Aid Certified.

3. Policies/Procedures
   a. There is a plan in place to provide adequate staff coverage in case of emergencies.
   b. Program maintains appropriate staff/student ratios based on ages of participants and types and complexity of activities (i.e., academic intervention 1:10, larger scale health and fitness activities 1:25, etc.).
   c. The program should maintain appropriate and easily accessible youth records for a minimum of seven years, including: name, address, age, of student,
emergency contact information, written authorization for participation, program attendance data, food allergies and other pertinent information. Ideally, these records should be kept electronically. All records containing participant information must be kept confidential and only released with the appropriate authorizations or if there is clear and immediate danger.

d. All staff shall be free from illness and conduct that would endanger the health, safety, or well-being of children.

e. Policies and protocols are in place to guide staff interactions and interventions with children and youth (e.g., behavior management, appropriate verbal and physical interactions with youth) and all staff are trained in them.

f. Policies and protocols are in place to ensure that all staff and volunteers are trained as mandatory reporters. Any suspicions of child abuse and/or neglect must be reported to the appropriate authority, following Colorado state law.

Transportation/Field Trips

1. If the program provides transportation, there are established policies to transport youth safely; the policies comply with all legal requirements for vehicles and drivers. Vehicles used are in proper working order. Programs maintain appropriate levels of insurance coverage and comply with applicable laws of the Colorado Department of Revenue, Motor Vehicles Division.

2. Written permission from parents or guardians is required, including emergency contact information, and written authorization from parent or guardian for emergency medical care. This information should be in the possession of the supervising staff on the field trip.

3. At least one staff member on the field trip should be CPR/First Aid trained and certified and should have a first aid kit in their possession.

4. A list of all youth and staff on the field trip shall be kept at the organization site.

5. There must be an established means of communication between staff and the program office when children are being transported or away from the permanent site on a field trip.

Environment/Safe Place

1. Youth are appropriately supervised at all times according to youths’ ages, abilities, and needs and the level of risk involved in the activity to ensure both physical and emotional safety.

2. Systems are in place to protect children and youth when they move from one place to another.

3. The staff must know who is present at all times within the program site.

4. Each site shall maintain and post appropriate fire and health inspection certificates.

5. The site should have an age-appropriate policy on how participants are released from the program.

6. Written emergency procedures are required that explain at a minimum, how youth will be evacuated to a safe area in case of fire or other disaster and the reporting of reportable communicable illnesses to the local health department pursuant to
regulations of the Colorado Department of Public Health and Environment. Appropriate drills (fire, tornado, lockdown, and emergency evacuation) should be held during the programming period.

7. At least one first aid kit should be fully stocked and readily available on-site at all times.
8. The program should have policies in place regarding use of sunscreen and bug repellent. Policies need to be clearly communicated to parents and guardians, if applicable.
9. The program should have policies in place for medication dispensation, if applicable.
10. Hygienic practices regarding hand washing and toileting shall be in compliance with the requirements of the Colorado Department of Public Health and Environment.
11. The program space and equipment is clean, well-maintained, free of hazards, safe, and age-appropriate.

Food
1. Areas used for food preparation, dish and utensil washing, and storage shall be in compliance with the requirements of the City and County of Denver’s Department of Environmental Health.
2. Youth member dietary allergy information shall be referenced and adhered to when preparing food for any and all participants.
3. Drinking water shall be readily accessible at all times.
### Appendix G
Sources of Income Table

<table>
<thead>
<tr>
<th>Organization Name:</th>
<th>Funding Source</th>
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<tbody>
<tr>
<td>%</td>
<td>Government grants (federal, state, county local)</td>
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<td>%</td>
<td>Foundations</td>
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<td>%</td>
<td>Business</td>
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<td>%</td>
<td>Events (including event sponsorships)</td>
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<tr>
<td>%</td>
<td>Individual contributions</td>
</tr>
<tr>
<td>%</td>
<td>Fees/earned income</td>
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<tr>
<td>100%</td>
<td>TOTAL</td>
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