

Meeting Agenda

Confluence Early Childhood Development Service District

A meeting of the board of directors of the Confluence Early Childhood Development Service District will be held in the Glenwood Alpine Bank Conference Room at 815 Cooper Ave, Glenwood Springs, CO 81601 on the following date: March 12, 2026, at 9:30 AM.

Virtual Participation via Microsoft Teams:

<https://teams.microsoft.com/meet/286021171376?p=uUDeCLBNjAQRXfZwtR>

OR

Meeting ID: 286 021 171 376

Passcode: Ve2SY9Kx

- 1. Call to order**
- 2. Roll call**
- 3. Approval of minutes of the January 26, 2026 and February 12, 2026 meetings**
- 4. Public comment on matters that are not on the agenda (limited to 3 minutes each)**
- 5. New business**
 - a. Bill Pay
 - b. Financial Update - Jon Erickson, Marchetti & Weaver
 - c. Resolutions
 - i. Resolution 2026-07 - Approving the professional service agreement with KAK Consulting for the position of Transitional Executive & Project Management Contractor.
 - ii. Resolution 2026-08 – Approving the professional service agreement with Design Finch for Marketing and Design Services.
 - d. Board direction for contract work:
 - i. Board governance
 - ii. District Chief Executive Hiring
 - iii. Early Childhood Education Community Outreach and Education
- 6. Future business**
- 7. Adjournment**

Meeting Minutes

Confluence Early Childhood Development Service District Special Meeting

Date: January 26, 2026

Time: 9:00 AM

Location: Microsoft Teams

Attending Board Members: Carly Kraemer, Amy Shipley, Paul Stanley, Stefan Reveal, Adley Larimer.

Consultants: Richard Peterson-Cremer, Karp Neu Hanlon P.C.

1. Call to Order

- a. Director Kraemer called the meeting to order.

2. Roll Call

- a. Director Kraemer conducted a roll call, all members were present.

3. Public Comment on Matters that are not on the Agenda

- a. Leslie and Stacy provided updates on Child Care Assistance Program funding.

4. New Business

a. Presentation: Children's Funding Project

- i. Maria Mendoza and Emma Reilly from the Children's Funding Project presented to the Board on key considerations, practices and resources for the Board to consider utilizing.

b. Approve outline for any public presentations by members of the Board.

- i. The board worked on and approved a guide for interactions between the Board and members of public.
- ii. Motion to approve was made by Director Kraemer
- iii. Second was made by Director Reveal
- iv. Approved unanimously

c. Approve initial communication(s) from the District to the Community.

- i. The board reviewed, edited and approved the draft press release of the District.
- ii. Motion to approve was made by Director Kraemer
- iii. Second was made by Director Reveal
- iv. Approved unanimously

d. Approve grant request to Aspen Community Foundation.

- i. Director Reveal presented a grant request to the board, to be submitted to the Aspen Community Foundation requesting a grant in the amount of \$250,000.
 - ii. Motion to approve was made by Director Shipley
 - iii. Second by Director Kraemer
 - iv. Approved unanimously
- e. Approve Scope of Work for Organization Consultant.
 - i. The board reviewed a draft scope of work and written public comments on the scope of work.
 - ii. Motion to approve was made by Director Kraemer
 - iii. Second by Director Larimer
 - iv. Approved unanimously

5. Adjournment

- a. Motion to adjourn was made by Director Kraemer
- b. Second was made by Director Larimer
- c. Approved unanimously

Meeting Minutes

Confluence Early Childhood Development Service District Special Meeting

Date: February 12, 2026

Time: 9:30AM

Location: Colorado Mountain College, 1402 Blake Avenue, Glenwood Springs, CO 81601, Room 209

Attending Board Members: Carly Kraemer, Amy Shipley, Stefan Reveal, Adley Larimer.

Absent Board Members: Paul Stanley

Consultants: Richard-Peterson Cremer, Karp Neu Hanlon PC, Jon Erickson, Marchetti & Weaver

1. Call to order

- a. Director Kraemer called the meeting to order

2. Roll call

- a. Director Kraemer performed roll call. All board members were present, except Director Stanley who had a pre-planned absence

3. Approval of minutes of the previous meeting

- a. Approval of December 23, 2025 meeting minutes
 - i. Motion to approve made by Director Kraemer
 - ii. Second made by Director Larimer
 - iii. Approved unanimously
- b. Approval of January 8, 2026 meeting minutes
 - i. Motion to approve made by Director Shipley
 - ii. Second made by Director Larimer
 - iii. Approved unanimously

4. Public comment on matters that are not on the agenda (limited to 3 minutes each)

- a. Valerie Carlin inquired about the method which should be used to submit questions to the Board regarding the grant request to Aspen Community Foundation.

5. Presentations

- a. Presentation of the Service Plan – Cody Belzley, Lynea Hansen and Nate Bruggeman

- i. The Board received a presentation regarding the Service Plan, including background on special districts, Title 32 governance, the Service Plan's intended flexibility, funding priorities, and the criteria used by county commissioners in approving the district.

6. New business

a. Bill Pay

- i. Regarding invoice for legal services and invoice for election costs from Eagle County for the November 2025 election. The Board also amended the bill to add costs associated with insurance for the District.
- ii. Motion to approve made by Director Shipley
- iii. Second by Director Reveal
- iv. Approved unanimously

b. Resolutions

- i. Resolution 2026-04 – Receipt and Adoption of the FY25 Budget
 - 1. Motion to approve made by Director Kraemer
 - 2. Second by Director Reveal
 - 3. Approved unanimously
- ii. Resolution 2026-05 – Authorizing Opening a Bank Account
 - 1. The Board chose to open a bank account for the District at First Bank.
 - 2. Motion to approve made by Director Kraemer
 - 3. Second by Director Larimer
 - 4. Approved unanimously
- iii. Resolution 2026-06 – Approving Bylaws of the District
 - 1. Motion to approve made by Director Kraemer
 - 2. Second by Director Shipley
 - 3. Approved unanimously

c. Approval of Meeting Norms for the Board

- i. Motion to approve made by Director Kraemer
- ii. Second by Director Larimer
- iii. Approved unanimously

- d. Discussion of RFP Process
 - i. Richard Peterson-Cremer provided an update on the RFP Process and applications which have been submitted for the position of Transitional Executive Consultant
- e. Board Training on Legal Matters and Liability – Richard Peterson-Cremer, Karp Neu Hanlon P.C.
 - i. The Board received a legal training presentation covering applicable Colorado statutory frameworks including: open records, open meetings, executive sessions, ethics/conflicts, and sources of liability and insurance

7. Future business

- a. The Board discussed potential participation in a voter-approved children's fund community of practice and potential outreach to peer jurisdictions and organizations
- b. The Board discussed a request to receive a future training/presentation from members/leaders of the CC Coalition and coordination through Maggie Tiscornia with input from Valerie Carlin and Stacy Petty
- c. The Board discussed community communications, directing inquiries to the general email and website, and avoiding reply all communications among a quorum

8. Adjournment

- a. A motion to adjourn was made by Director Kraemer
- b. Second by Director Larimer
- c. Approved unanimously

**Confluence Early Childhood Development Special District
Accounts Payable
March 12, 2026**

INVOICES TO BE APPROVED

Vendor	Invoice Date	Invoice Number	Description	Amount
Karp Neu Hanlon PC	03.05.26	57729	General Legal	\$10,579.09
TOTAL INVOICES TO BE APPROVED				<u>\$10,579.09</u>

RESOLUTION 2026-07

**BOARD OF DIRECTORS
CONFLUENCE EARLY CHILDHOOD DEVELOPMENT SERVICE DISTRICT**

A RESOLUTION OF THE CONFLUENCE EARLY CHILDHOOD DEVELOPMENT SERVICE DISTRICT TO APPROVE THE PROFESSIONAL SERVICE AGREEMENT BETWEEN THE DISTRICT AND KAK CONSULTING LLC

WHEREAS, pursuant to §32-1-1001, Colorado Revised Statutes (“C.R.S.”) the Confluence Early Childhood Development Service District (the “District”) has the power to enter into contracts and agreements affecting the affairs of the District; and

WHEREAS, pursuant to §32-1-1001, C.R.S., the District has the power to appoint, hire, and retain agents and employees; and

WHEREAS, the Board of Directors of the District (the “Board”) believes it is necessary to hire a Transitional Executive Consultant (“Contractor”) to provide services for the district; and

WHEREAS, the Board posted a Request for Proposals for the Contractor role; and

WHEREAS, the Board interviewed multiple candidates for the Contractor role; and

WHEREAS, the Board selected Kathryn Kuhlenberg d/b/a KAK Consulting, LLC; and

WHEREAS, the Board believes it is in the best interest of the District to contract for the services of KAK Consulting, LLC.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Confluence Early Childhood Development Service District that:

Section 1. **Approval.** The Board approves the Professional Service Agreement between KAK Consulting, LLC, and the District, attached hereto as **Exhibit A**.

THIS RESOLUTION was read, passed, and adopted by the Board of Directors of the Confluence Early Childhood Development Service District at the Regular Meeting held this 12th day of March 2026.

CONFLUENCE EARLY CHILDHOOD
DEVELOPMENT DISTRICT

By _____
(_____), Chairperson

ATTEST:

(_____), Secretary

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES is made this 12th day of March 2026 between the CONFLUENCE EARLY CHILDHOOD DEVELOPMENT DISTRICT, a Colorado Early Childhood Development Service District under the laws of the State of Colorado ("District"), and KAK CONSULTING LLC ("Contractor").

WHEREAS, the District desires that Contractor perform certain professional services as an independent contractor, in accordance with the provisions of this Agreement, and more fully described in the scope of work attached as **Exhibit A**; and

WHEREAS, Contractor desires to perform such duties pursuant to the terms and conditions provided for in this Agreement; and

WHEREAS, the parties hereto desire to set forth certain understandings regarding the services in writing.

WITNESSETH:

In consideration of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. Services. The District agrees to retain Contractor to provide the services set forth herein, and as further specified in **Exhibit A**, attached hereto and incorporated herein by reference ("Services"), and Contractor agrees to so serve. Contractor represents that it has the requisite authority, capacity, experience, and expertise to perform the Services in compliance with the provisions of this Agreement and all applicable laws and agrees to perform the Services in accordance with the Standard of Care as stated below in Section 8 and the terms and conditions set forth herein. The District reserves the right to omit any of the Services identified in Exhibit A upon written notice to Contractor. In the event of any conflict between this Agreement and **Exhibit A**, the provisions of this Agreement shall prevail.

2. Responsibilities. The Contractor shall be responsible for performing its Services consistent with the professional skill and care ordinarily provided by professionals practicing in the same or similar locality under this same or similar circumstances at the time the Services are performed (the "Standard of Care").

3. Consideration. The District agrees to compensate Contractor for its services at a rate of \$10,000 per month and not to exceed \$50,000 total, as more fully described on **Exhibit A** attached hereto and incorporated herein. Contractor will submit bills for approval and payment on a monthly basis until completion of the services. Each invoice shall contain a brief description of the services rendered by the Contractor and any Subcontractor on the Project since the previous invoice, and an itemization of direct expenses actually incurred.

4. Additional Services. Customer may request additional services beyond those provided in **Exhibit A** from time to time ("Additional Services"). The parties acknowledge and

agree that Contractor is not required to commence, and Customer is not authorized to direct, any Additional Services unless and until the parties mutually agree in writing and execute a change order. Any Additional Services performed without an executed change order are performed solely at Contractor's cost and shall not be considered authorized or billable. Any Additional Services agreed to in a change order shall be deemed authorized and billable under the terms of this Agreement at the applicable Per Diem rate of \$100.00 per hour. Each change order shall, at a minimum, set forth a description of the Additional Services, the term or schedule for performance, and an agreed limits or cap. In the event of a conflict between this Agreement and a change order, the change order shall control solely with respect to the Additional Services described in that change order, and this Agreement shall otherwise remain in full force and effect.

5. Term. This Agreement shall be effective as of its full execution by both parties and shall continue until August 12, 2026 or unless earlier terminated due to completion of the services identified in Section 1 or pursuant to this Agreement. Contractor represents, covenants, and agrees that it will not undertake any obligations or make any commitments that will limit or prevent timely completion of this Agreement.

6. Agreement Subject to Appropriations. It is expressly understood and agreed that the District's performance of this Agreement is subject to appropriations being made by the Board Directors of the District. In the event the Board of Directors fails to make or maintain sufficient appropriations to pay any costs incurred under this Agreement, the Agreement shall be terminated immediately.

7. Independent Contractor. Contractor is providing services independently and is not an employee of the District. Contractor shall not be entitled to any benefits provided to District employees. Contractor understands the difference in status between an independent contractor and an employee and acknowledges and stipulates that Contractor is neither eligible nor entitled to statutory or legal benefits or provisions of labor codes or other such similar statutes. The parties further agree that the District shall not withhold from Contractor unemployment insurance, social security or any other withholdings. Contractor agrees to be responsible for all such payments required by law.

7.1. Contractor acknowledges and agrees that they are not entitled to unemployment insurance benefits unless unemployment compensation are provided by Contractor or some other entity. Contractor also acknowledges and agrees to report all payments received from the District on their federal and state income tax returns and is obligated to pay any and all resulting federal and state income tax obligations. Contractor will indemnify the District for any such payments required but not paid.

7.2. Contractor acknowledges and agrees that they are not covered by the District's workers' compensation coverage and are not entitled to workers' compensation benefits. The District will be held harmless, and Contractor will indemnify the District for any liability arising out of or caused by Contractor's business and/or persons engaged in operations covered by this Agreement.

7.3. In making and performing this contract, Contractor acts and at all times shall act as an independent contractor and shall maintain operations that are separate and distinct

from the District. Nothing contained in this Agreement shall be construed or applied as to create or imply the relationship of partners, joint adventurers, or of employer or employee between the parties hereto.

8. Conflicts of Interest. Parties acknowledge that the Contractor's principal is a Board Member of the Roaring Fork School District ("RFSD") and an employee at NJS Hobby Farm LLC d/b/a NJS Kinder Cottage ("NJS"). While the parties agree that Contractor's affiliations with RFSD and NJS do not appear to present a conflict of interest under the Colorado Ethics Code, C.R.S. Sec. 24-18-181 *et seq.* as it relates to the Services, Contractor nonetheless agrees not to engage in any Services that relate directly to either RFSD or NJS, shall promptly disclose any knowledge of any potential engagement with RFSD or NJS, and shall otherwise comply with the Colorado Ethics Code.

9. Employees and Subcontractors. The providing of professional services required under Section 1 of this Agreement shall be the responsibility of the Contractor. Contractor may employ or subcontract with additional persons to assist in the performance of this Agreement. Supervision and payment of any such persons shall be the sole and exclusive responsibility of Contractor.

10. Standard of Care. The standard of care applicable to Contractor's services will be the same degree of care, skill, and diligence employed by professionals performing the same or similar services. In case of any conflict between the interests of the District and any other entity, the Contractor shall fully and immediately disclose the issue to the District and shall take no action contrary to the District's interests.

11. Accessibility.

11.1. Contractor shall comply with and the Work Product provided under this Contract shall be in compliance with all applicable provisions of §§24-85-101, *et seq.*, C.R.S., and the Accessibility Standards for Individuals with a Disability, as established by the State of Colorado Office of Information Technology pursuant to Section §24-85-103 (2.5), C.R.S. Contractor shall also comply with all State of Colorado technology standards related to technology accessibility and with Level AA of the most current version of the Web Content Accessibility Guidelines (WCAG), incorporated in the State of Colorado technology standards.

11.2. The State of Colorado may require Contractor's compliance to the State's Accessibility Standards to be determined by a third party selected by the State to attest to Contractor's Work Product and software is in compliance with §§24-85-101, *et seq.*, C.R.S., and the Accessibility Standards for Individuals with a Disability as established by OIT pursuant to Section §24-85-103 (2.5), C.R.S.

11.3. Contractor should comply unless digital accessibility compliance is an undue burden. If that is the case, a written letter stating the same should be returned with the executed agreement.

12. Indemnification.

12.1. Contractor hereby covenants and agrees to indemnify, save, and hold harmless the District, its officers, employees, from any and all liability, loss, costs, charges, obligations, expenses, attorneys' fees, litigation, judgments, damages, and claims arising from or out of any negligent act or omission or other tortious conduct of Contractor, its officers, employees, or agents in the performance or nonperformance of its obligations under this Agreement.

12.2. Accessibility Indemnification. Contractor shall indemnify, save, and hold harmless the Indemnified Parties, against any and all costs, expenses, claims, damages, liabilities, court awards and other amounts (including attorneys' fees and related costs) incurred by any of the Indemnified Parties in relation to Contractor's failure to comply with §§24-85-101, et seq., C.R.S., or the Accessibility. Standards for Individuals with a Disability as established by State of Colorado Office of Information Technology (OIT) pursuant to Section §24-85-103 (2.5), C.R.S.

13. Responsibilities. Contractor shall be responsible for all damages to persons or property caused by the Contractor, its agents, employees or sub-contractors, to the extent caused by its negligent acts, errors and omissions hereunder.

14. Insurance. Contractor agrees to provide proof of general liability insurance to the District, which includes the District as an additional insured thereunder, with appropriate endorsements and with single limit liability coverage of at least One Million Dollars (\$1,000,000.00) and proof of professional liability insurance coverage of at least One Million Dollars (\$1,000,000.00) for each claim and aggregate limit. Contractor shall maintain this insurance for the term of this Agreement.

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

14.2. It is understood and agreed, for the benefit of the District, that the following additional considerations shall apply to all coverage specified herein:

14.2.1. All coverage provided herein shall be primary and any insurance maintained by the District shall be considered excess.

14.2.2. The District shall have the right to verify or confirm, at any time, all coverage, information or representations contained herein, and the insured and its undersigned agent shall promptly and fully cooperate in any such audit the District may elect to undertake.

14.2.3. Advice of renewal is required.

14.3. It is understood and agreed that should any policy issued hereunder be cancelled or non-renewed before the expiration date thereof, or sustain a material change in coverage adverse to the District, the issuing company or its authorized agent shall give notice to the District in accordance with policy provisions.

15. Governmental Immunity. Nothing herein shall be interpreted as a waiver of governmental immunity, to which the District would otherwise be entitled under §24-10-101, et seq., C.R.S., as amended.

16. Termination.

16.1. Generally.

16.1.1. The District may terminate this Agreement without cause if it determines that such termination is in the District's best interest. The District shall effect such termination by giving written notice of termination to Contractor, specifying the effective date of termination, at least thirty (30) calendar days prior to the effective date of termination. In the event of such termination by the District, the District shall be liable to pay Contractor for Services performed as of the effective date of termination, but shall not be liable to Contractor for anticipated profits. Contractor shall not perform any additional Services following receipt of the notice of termination unless otherwise instructed in writing by the District.

16.1.2. Contractor may terminate this Agreement without cause if it determines that such termination is in Contractor's best interest. Contractor shall effect such termination by giving written notice of termination to the District, specifying the effective date of termination, at least sixty (60) calendar days prior to the effective date of termination.

16.2. For Cause. If, through any cause, Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner consistent with the Standard of Care, violates any material provision of this Agreement, or violates any applicable law, and does not commence correction of such nonperformance or violation within seven (7) calendar days of receipt of written notice and diligently complete the correction thereafter, the District shall have the right to terminate this Agreement for cause immediately upon written notice of termination to Contractor. In the event of such termination by the District, the District shall be liable to pay Contractor for Services performed as of the effective date of termination but shall not be liable to Contractor for anticipated profits. Contractor shall not perform any additional Services following receipt of the notice of termination. Notwithstanding the above, Contractor shall not be relieved of liability to the District for any damages sustained by the District by virtue of any breach of this Agreement, and the District may withhold payment to Contractor for the purposes of setoff until such time as the exact amount of damages due to the District from Contractor is determined.

17. Agreement Administration and Notice. For purposes of administering this Agreement Carly Kraemer, Board Chair will represent the District in carrying out the purposes and intent of this Agreement. Any notices required to be given pursuant to this Agreement shall be delivered as follows:

To the District: Board Chair
 Confluence Early Childhood Development District
 Seat4@confluencedistrict.org

With a Copy To: Richard Peterson-Cremer
Karp Neu Hanlon PC
PO Box 2030
201 14th Street, Suite 200
Glenwood Springs, CO 81602

To the Contractor: KAK Consulting LLC
57 Riversedge Ct.
Basalt, CO 81621

18. Entire Agreement. This Agreement constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time in writing and signed by both parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

19. No Assignment. Neither party shall assign, sublet or transfer any interest in this Agreement without the written consent of the other.

20. Governing Law. The laws of the State of Colorado shall govern the validity, performance and enforcement of this Agreement. Venue for any action instituted pursuant to this Agreement shall lie in Garfield County, Colorado.

21. Authority. Each person signing this Agreement represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

22. No Third-Party Beneficiaries. The parties intend no third-party beneficiaries under this Agreement. Any person other than the District or Contractor receiving services or benefits under this Agreement is an incidental beneficiary only.

23. Attorneys' Fees. Should this Agreement become the subject of litigation between the District and Contractor, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including but not limited to attorneys' fees and expert witness fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

CONFLUENCE EARLY CHILDHOOD DEVELOPMENT DISTRICT

By: _____
Name: Carolynne Kraemer
Title: Chair, Board of Directors

CONTRACTOR
KAK CONSULTING LLC

By: _____
Name: Kathryn Kuhlenberg
Title: Principal

Scope of Work – Request for Proposals

Transitional Executive & Project Management Contractor

Confluence Early Childhood Development Service District

1. Purpose & Context

The Confluence Early Childhood Development Service District (“District”) is in the organizational start-up phase and anticipates the need for an experienced contractor to provide executive-level leadership, operational coordination, and project management during the period between District formation and the hiring of a permanent Executive Director (“ED”).

The contractor’s role is to maintain momentum, stabilize operations, and build core infrastructure during the District’s initial formation, prior to the availability of public revenue (anticipated no earlier than March 2026). The District is currently working to obtain grant funding for part of this work in the interim period. This work will be carefully recorded and systematized to ensure seamless transition when permanent ED is hired.

The contractor will operate under the direction of the District Board of Directors (the “Board”) and will not exercise independent policy-making authority unless otherwise delegated. All final decisions regarding District policy, budgets, contracts, and public commitments remain with the Board, consistent with Colorado special district law (C.R.S. Title 32).

The engagement is intended to bridge a 6–12 month period, with the initial term expected to begin in early 2026 and extend until a permanent ED is hired.

2. Term & Level of Effort

Initial Term: Anticipated 6 months

Optional Extension: Up to 12 months, at the District’s discretion

Expected Level of Effort: Approximately 0.75–1.0 FTE equivalent

3. Contractor Profile & Required Expertise

The contractor shall bring:

- Exceptional organizational, project management, and execution skills; a self-starter who manages and delivers independently.

- Entrepreneurial experience and background in establishing new entities, preferably in the public sector.
- Demonstrated commitment to community-informed processes and community engagement.
- Understanding of and connections with Early Childhood Education (“ECE”) policy efforts at local, state, and national levels; nurture relationships with ECE leaders and advocates.
- Understanding of ECE landscape in the three-county region.

4. Core Responsibilities & Workstreams

A. Board & Governance Support

- Serve as primary operational liaison to the District Board of Directors.
- Prepare agendas, briefing materials, and work plans for Board meetings.
- Coordinate with legal counsel and key advisors regarding implementation of the Service Plan.
- Support the Board in establishing bylaws, communications norms, meetings norms and other governance systems and compliance processes consistent with Colorado special district law and the District’s Service Plan.

B. Organizational & Infrastructure Development

- Lead start-up activities including:
 - Office and operations planning.
 - Establishment of accounting, insurance, and administrative systems
 - Support development of branding and basic communications infrastructure, including website development, branding, other communications systems such as monthly newsletters, regular PR to local newspapers.
- Develop initial staffing and vendor strategies in preparation for public funding.
- After ED hire, work with board and ED on refining visioning process and strategic plan.

C. Financial & Budget Preparation

- Update and refresh the placeholder budget included in the Service Plan.
- Coordinate with finance and legal advisors on funding models, interim financing options, and readiness for first-year operations.
- Support planning for major expense categories outlined in the Service Plan financial framework.

D. Program & Service Implementation Planning

Working from the adopted Service Plan, the contractor shall coordinate preparatory work for the District’s initial programmatic focus areas, including:

- Tuition subsidy program design.
- Capacity & Quality Grant program development.
- Outreach, navigation, and family assistance infrastructure.
- Evaluation and data readiness planning.

E. Community Engagement & External Relations

- Develop and initiate the District's community outreach and listening strategy for 2026.
- Conduct interest holder briefings and learning sessions with:
 - Colorado Special District Association.
 - Local, state, and national ECE providers and interested parties.
- Build early partnerships with service providers, community organizations, and local governments.
 - Strategy will include multiple levels (including local interest holders such as school district superintendents, ECE directors & staff, ECE advocates on local, state, and national level, current and past ECE program parents, local elected officials, advocates, or leaders in successful ECE Policy Efforts, nationwide).

F. Executive Director Transition Support

- Develop Executive Director recruitment timeline and transition framework.
- Develop RFP to cast out to hiring firms.
- Conduct selection process to engage hiring firm.
- Manage communication between board and hiring firm, support board as necessary through hiring process.
- Document operational systems, decisions, and institutional knowledge.
- Provide structured handoff to incoming Executive Director.

5. Deliverables

At minimum, the contractor shall deliver:

1. Comprehensive start-up project plan and timeline.
2. Updated first-year operating budget and financial readiness framework.
3. Governance and operational policies & procedures.
4. Bilingual community outreach & engagement plan.
5. Program implementation of readiness plans.
6. Executive Director transition binder and onboarding roadmap.
7. Work with the Board to develop a long-range plan.

Kathryn A. Kuhlenberg

57 Riversedge Ct
Basalt, CO 81621
(970) 379-4725

Confluence Early Childhood Development Service District

February 13th, 2026

OVERVIEW

Below you will find a comprehensive and aggressive plan to meet the Board of Director's current requests. This plan is aimed at serving this Board's stated needs, but ultimately my personal hope is to continue to serve the early childhood community at large with the goal of having services online in as little as six months and committing dollars to centers and families for the 2026-27 school year.

GOALS

1. Guide the Board through a visioning process to align their expectations of the organization and future Executive Director so that they may thoughtfully, effectively, and clearly lead this organization, spend these tax payer funds, and manage a director.
2. Develop deep and meaningful relationships between the Confluence and early childcare providers and organizations in the service district through intentional communications and engagement cycles during which participants feel valued, appreciated, and considered.
3. Provide the Board with a baseline education and understanding of the service plan, various mechanisms to achieve what is outlined in the plan, and timelines to take those services online. This will include information on communities and organizations that are implementing different mechanisms and also the benefits and downsides of each in the unique rural mountain communities within the service area.
4. Support the Board of Directors in hiring an effective and highly competent Executive Director to lead the Confluence forward; ideally completing a hiring process within the next 90 days. Develop an organized and thorough transition plan that will provide the Executive Director with all necessary background information and systems data to step into the role and immediately begin the work.

SPECIFICATIONS

Board & Governance Support

The strength of this board will determine the impact of this organization. I applaud the work that has been done over the past couple of months to build norms and expectations—this is critical and was necessary. As you move forward, I would support the board in upholding those norms, professionalizing the meeting structure, building consistent streams of communication from the organization to the board, and building out systems that allow for constituent engagement directly with board members, both formally and informally. I would also work to systematize access to information for the Board members so that they feel confident in the direction they are giving and the decisions they are making. This will help both the board and community to better understand the board's role in governance and keep the process transparent and accessible.

In addition, I would take over the responsibility of planning and running board meetings. I would work with the Board Chair, the Board's legal counsel, and the Board's accountant to develop agendas and to also ensure that required topics are heard and voted upon in a timely manner. I would act as the point person for CORA requests, organizational responses, and all other inquiries, under the direction of the Board chair. I have deep and intimate knowledge of this work as I have acted as both a Board chair and vice chair and also trained and consulted other Boards. In my opinion, this work is critical and will dictate the success of the Executive Director and ultimately this initiative as it gets off the ground. Building a strong governance team is foundational.

Organizational & Infrastructure Support

As stewards of public dollars, I would encourage the Board to be deliberate and thoughtful around office and operations planning and to ensure that as much of every dollar as possible is directed to children. In that vein, I would reach out to local partners in this interim role and lean on those partnerships to find appropriate physical space when needed. I would not propose binding the organization to any leases or other long term commitments until the Board completes its visioning process and provides more specific direction to me or an executive director.

The immediate work that can and should be tackled is the critical work of communications. Working with a graphic designer and communications firm will be a first priority. I have already consulted with one who has worked for Roaring Fork School District, Blue Lake Preschool, and Focused Kids and she has submitted this outline of [proposed work](#) which includes timelines. Our communities are hungry for information about this initiative and in order to establish trust, we

need to start providing that information in an easily accessible and digestible way immediately. This is critical to build and maintain trust in the district.

As related to soft infrastructure, final products would include a developed website with a focus on ease of navigation and accessibility in multiple languages. It must include an early childcare navigator tool that identifies all licensed options within the service district. I would also propose that it include placeholders for proposed programming options, although those would not need to be live until they were approved by the Board. I would then work with the Board to ensure that the work product meets their expectations and adjust as necessary.

In regards to potential vendor strategies, I see this role as developing relationships with potential vendors, providing those options to the board, and preparing those for the incoming Executive Director to act on. Essentially, I would suggest that the interim contractor conduct the outreach and do the research related to vendors, software, etc., but ultimately that decision should be left to the Board as this is a major strategic choice that will bind the organization to a specific course of action and potentially tie up large amounts of funds for a lengthy period of time.

Financial & Budget Preparation

I would work in conjunction with the accountant and Board Chair to update the 2026 budget and also to create a finance calendar with the Board treasurer to ensure that the board and the public are being kept apprised of the district's finances. As funding models begin to materialize and we have a better understanding of when and how much funding is coming in each quarter, I would work directly with the bank of the Board's choice to determine financing options if those are needed to support the interim work and prepare for the onboarding of the executive director.

As a part of Program & Service Implementation Planning, I would identify the potential costs related to proposed aspects of the service plan and prepare that information to be delivered to the Board and to the incoming Executive Director. I would also clearly indicate if the district has funds available to cover the costs of those items now and into the future and recommend a course of action so that any support can begin to go out to families and centers rapidly.

Program & Service Implementation Planning

This work is imperative and also should be preliminary until an Executive Director is hired and takes the reins, which is why I would immediately support the Board to begin that hiring process. While engaging in the hiring process, I would work to create a detailed plan to implement each programmatic focus area, and I would present that plan to the Director upon hiring.

For tuition subsidy program design, I would lean heavily on organizations like the Denver Preschool Program and Kids First to understand the benefits and drawbacks of tuition subsidy

programs, the administrative costs, the rates of usage, and the potential impact. I would distill that information down for the Board to consider and at their direction work to determine needs to support a family application roll out and approval process, a provider application and approval process, and ultimately a funding timeline. This information and plan would be prepared in an organized and actionable format that can be transitioned to the executive director.

For capacity and quality grant program design, I would work with partner organizations that do this well—like our neighbor Eagle County—and also involve the critical voices of center directors to ensure that the program is truly impactful. Then, working with the Board’s stated priorities propose a low effort, high impact grant application process that prioritizes supporting high quality care in existing facilities with a specific focus on staff training, recruitment, and retention.

Outreach, navigation and family assistance will be another integral part of the district’s work, but we don’t have to build it from the ground up. It would be critical to involve those already doing this work—like RE-1 and RE-2 Family Resource Center Family Liaisons. Building out comprehensive guides to help families access blended funding is complex and often overwhelming and we can partner in cost effective ways to make it accessible and not duplicative. My ultimate proposal would be two-part: 1) directly or indirectly engage bilingual advocates that act as one to one care navigators; and 2) invest in an accessible website and software system that allows families to navigate care and funding options from home and streamlines application processes.

Finally, in the interim role, I would focus my evaluative and data assessment work on assisting the Board in developing an effective tool to use for evaluating the Executive Director and I would build a system and cycle of that review process to ensure that the Board is upholding its duty of accountability to the tax payers. This is also important for the hiring process because an executive director will want to understand and know how s/he will potentially be evaluated in this role and work in a professional capacity with this Board. I do not foresee having to evaluate the effectiveness of programming models in this interim role because they will not have been in place long enough for that to be a beneficial exercise.

Community Engagement & External Relations

The community is ready to engage with the Confluence and I would capitalize on that immediately and from multiple fronts. First, I would prioritize in-person sessions with key large care providers, early childcare organizations, and local government officials from Parachute to Aspen. Hearing from those people is critical to forging strong and trusting relationships with the district. These one on ones would be complete within the first 60 days and I would share my proposed contact list with the Board for feedback and approval.

Simultaneously, I would work to connect with state and national early childcare leaders and non-profit organizations to develop a line of communication and to solicit feedback and input for the Board to consider as it moves towards developing and approving an implementation strategy. Being able to synthesize this information into accessible, digestible, and actionable bits will be a very important piece of this task so that the Board is able to stay abreast of this work and feel totally confident in the decisions it is making as they relate to programming.

Finally, I would utilize a communications professional to standardize lines of communication and ensure that the community is kept up to date on the actions of the district. As outlined [here](#), this would look like the creation of newsletters, forming relationships with local media, and determining which spaces the district should have a regular voice in and how that voice should be managed. The district and the Board should develop a regular cadence of communication that anticipates the needs and questions of the community and addresses them in a friendly, consistent, and respectful manner. Doing so will build the community's trust and establish a solid, positive reputation for the district locally and nationally.

Executive Director Transition Support

It is critical that the organization begin the search for an executive director to carry this work forward as soon as the Board has developed its vision for the role and a job description has been created. Immediately, I will begin the process of supporting the board's visioning by educating the Board on like organizations and the early child care landscape within this region and then by breaking down the service plan into actionable items. This will allow the board directors to begin to clearly see where and how these services can impact our regional early childcare landscape immediately and in the long term.

Administratively, I will simultaneously be doing outreach to hiring firms, leveraging my relationships with firms I have worked with and interviewed in the past. With the Board's early guidance on budgeting, I will gather initial information on costs and timelines to report back to the Board. I would aim to bring the board 3-5 firms to choose from and will highlight what I see as strengths and weaknesses within each proposal.

Upon engaging a search firm, the Board president would drive the process and I will support as requested and needed—primarily administratively—until the new Executive Director takes the role. At that point, I would hope that the Board would support a transitional hand off during which time all management activities, work product, systems, and protocols would be transitioned to the new Executive Director.

RESOLUTION 2026-08

**BOARD OF DIRECTORS
CONFLUENCE EARLY CHILDHOOD DEVELOPMENT SERVICE DISTRICT**

A RESOLUTION OF THE CONFLUENCE EARLY CHILDHOOD DEVELOPMENT SERVICE DISTRICT TO APPROVE THE PROFESSIONAL SERVICE AGREEMENT BETWEEN THE DISTRICT AND DESIGN FINCH, LLC

WHEREAS, pursuant to §32-1-1001, Colorado Revised Statutes (“C.R.S.”) the Confluence Early Childhood Development Service District (the “District”) has the power to enter into contracts and agreements affecting the affairs of the District; and

WHEREAS, pursuant to §32-1-1001, C.R.S., the District has the power to appoint, hire, and retain agents and employees; and

WHEREAS, the Board of Directors of the District (the “Board”) selected Kathryn Kuhlenberg d/b/a KAK Consulting, LLC, to serve as the Transitional Executive Consultant for the District (the “Consultant”); and

WHEREAS, the Consultant has recommended that the Board hire an expert to assist in the District’s communications with the public, including creating a website, brand, logo and communications plan; and

WHEREAS, the Consultant has recommended design finch, LLC, for these services; and

WHEREAS, the Board believes it is in the best interest of the District to contract for the services of design finch, LLC.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Confluence Early Childhood Development Service District that:

Section 1. Approval. The Board approves the Professional Service Agreement between design finch, LLC, and the District, attached hereto as **Exhibit A**.

THIS RESOLUTION was read, passed, and adopted by the Board of Directors of the Confluence Early Childhood Development Service District at the Regular Meeting held this 12th day of March 2026.

CONFLUENCE EARLY CHILDHOOD
DEVELOPMENT DISTRICT

By _____
(_____), Chairperson

ATTEST:

(_____), Secretary

AGREEMENT FOR PROFESSIONAL SERVICES

This AGREEMENT FOR PROFESSIONAL SERVICES is made this ____ day of _____ 2026 between the CONFLUENCE EARLY CHILDHOOD DEVELOPMENT DISTRICT, a Colorado Early Childhood Development Service District under the laws of the State of Colorado ("District"), and design finch, LLC ("Contractor").

WHEREAS, the District desires that Contractor perform certain professional services as an independent contractor, in accordance with the provisions of this Agreement, and more fully described in the scope of work attached as **Exhibit A**; and

WHEREAS, Contractor desires to perform such duties pursuant to the terms and conditions provided for in this Agreement; and

WHEREAS, the parties hereto desire to set forth certain understandings regarding the services in writing.

WITNESSETH:

In consideration of the mutual covenants and agreements herein contained, the parties hereto agree as follows:

1. Services. The District agrees to retain Contractor to provide the services set forth herein, and as further specified in **Exhibit A**, attached hereto and incorporated herein by reference ("Services"), and Contractor agrees to so serve. Contractor represents that it has the requisite authority, capacity, experience, and expertise to perform the Services in compliance with the provisions of this Agreement and all applicable laws and agrees to perform the Services in accordance with the Standard of Care as stated below in Section 8 and the terms and conditions set forth herein. The District reserves the right to omit any of the Services identified in Exhibit A upon written notice to Contractor. In the event of any conflict between this Agreement and Exhibit A, the provisions of this Agreement shall prevail.

2. Responsibilities. The Contractor shall be responsible for performing its Services consistent with the professional skill and care ordinarily provided by professionals practicing in the same or similar locality under this same or similar circumstances at the time the Services are performed (the "Standard of Care").

3. Compensation. The District agrees to pay Contractor a sum not to exceed \$_____, as adjusted to reflect the deletion by the District of any of the Services set forth in Exhibit A. The District shall make payment within thirty (30) days of receipt and approval of invoices submitted by Contractor, which invoices shall be submitted to the District not more frequently than monthly and which shall identify the specific Services performed for which payment is requested.

4. Term. This Agreement shall be effective as of its full execution by both parties and shall continue until _____, 202__ or unless earlier terminated due to completion of the

services identified in Section 1 or pursuant to this Agreement. Contractor represents, covenants, and agrees that it will not undertake any obligations or make any commitments that will limit or prevent timely completion of this Agreement.

5. Agreement Subject to Appropriations. It is expressly understood and agreed that the District's performance of this Agreement is subject to appropriations being made by the Board Directors of the District. In the event the Board of Directors fails to make or maintain sufficient appropriations to pay any costs incurred under this Agreement, the Agreement shall be terminated immediately.

6. Independent Contractor. Contractor is providing services independently and is not an employee of the District. Contractor shall not be entitled to any benefits provided to District employees. Contractor understands the difference in status between an independent contractor and an employee and acknowledges and stipulates that Contractor is neither eligible nor entitled to statutory or legal benefits or provisions of labor codes or other such similar statutes. The parties further agree that the District shall not withhold from Contractor unemployment insurance, social security or any other withholdings. Contractor agrees to be responsible for all such payments required by law.

6.1. Contractor acknowledges and agrees that they are not entitled to unemployment insurance benefits unless unemployment compensation are provided by Contractor or some other entity. Contractor also acknowledges and agrees to report all payments received from the District on their federal and state income tax returns and is obligated to pay any and all resulting federal and state income tax obligations. Contractor will indemnify the District for any such payments required but not paid.

6.2. Contractor acknowledges and agrees that they are not covered by the District's workers' compensation coverage and are not entitled to workers' compensation benefits. The District will be held harmless, and Contractor will indemnify the District for any liability arising out of or caused by Contractor's business and/or persons engaged in operations covered by this Agreement.

6.3. In making and performing this contract, Contractor acts and at all times shall act as an independent contractor and shall maintain operations that are separate and distinct from the District. Nothing contained in this Agreement shall be construed or applied as to create or imply the relationship of partners, joint adventurers, or of employer or employee between the parties hereto.

7. Employees and Subcontractors. The providing of professional services required under Section 1 of this Agreement shall be the responsibility of the Contractor. Contractor may employ or subcontract with additional persons to assist in the performance of this Agreement. Supervision and payment of any such persons shall be the sole and exclusive responsibility of Contractor.

8. Standard of Care. The standard of care applicable to Contractor's services will be the same degree of care, skill, and diligence employed by professionals performing the same or similar services. In case of any conflict between the interests of the District and any other entity,

the Contractor shall fully and immediately disclose the issue to the District and shall take no action contrary to the District's interests.

9. Accessibility.

9.1. Contractor shall comply with and the Work Product provided under this Contract shall be in compliance with all applicable provisions of §§24-85-101, et seq., C.R.S., and the Accessibility Standards for Individuals with a Disability, as established by the State of Colorado Office of Information Technology pursuant to Section §24-85-103 (2.5), C.R.S. Contractor shall also comply with all State of Colorado technology standards related to technology accessibility and with Level AA of the most current version of the Web Content Accessibility Guidelines (WCAG), incorporated in the State of Colorado technology standards.

9.2. The State of Colorado may require Contractor's compliance to the State's Accessibility Standards to be determined by a third party selected by the State to attest to Contractor's Work Product and software is in compliance with §§24-85-101, et seq., C.R.S., and the Accessibility Standards for Individuals with a Disability as established by OIT pursuant to Section §24-85-103 (2.5), C.R.S.

9.3. Contractor should comply unless digital accessibility compliance is an undue burden. If that is the case, a written letter stating the same should be returned with the executed agreement.

10. Indemnification.

10.1. Contractor hereby covenants and agrees to indemnify, save, and hold harmless the District, its officers, employees, from any and all liability, loss, costs, charges, obligations, expenses, attorneys' fees, litigation, judgments, damages, and claims arising from or out of any negligent act or omission or other tortious conduct of Contractor, its officers, employees, or agents in the performance or nonperformance of its obligations under this Agreement.

10.2. Accessibility Indemnification. Contractor shall indemnify, save, and hold harmless the Indemnified Parties, against any and all costs, expenses, claims, damages, liabilities, court awards and other amounts (including attorneys' fees and related costs) incurred by any of the Indemnified Parties in relation to Contractor's failure to comply with §§24-85-101, et seq., C.R.S., or the Accessibility Standards for Individuals with a Disability as established by State of Colorado Office of Information Technology (OIT) pursuant to Section §24-85-103 (2.5), C.R.S.

11. Responsibilities. Contractor shall be responsible for all damages to persons or property caused by the Contractor, its agents, employees or sub-contractors, to the extent caused by its negligent acts, errors and omissions hereunder.

12. Insurance. Contractor agrees to provide proof of general liability insurance to the District, which includes the District as an additional insured thereunder, with appropriate endorsements and with single limit liability coverage of at least One Million Dollars

(\$1,000,000.00) and proof of professional liability insurance coverage of at least One Million Dollars (\$1,000,000.00) for each claim and aggregate limit. Contractor shall maintain this insurance for the term of this Agreement.

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

12.2. It is understood and agreed, for the benefit of the District, that the following additional considerations shall apply to all coverage specified herein:

12.2.1. All coverage provided herein shall be primary and any insurance maintained by the District shall be considered excess.

12.2.2. The District shall have the right to verify or confirm, at any time, all coverage, information or representations contained herein, and the insured and its undersigned agent shall promptly and fully cooperate in any such audit the District may elect to undertake.

12.2.3. Advice of renewal is required.

12.3. It is understood and agreed that should any policy issued hereunder be cancelled or non-renewed before the expiration date thereof, or sustain a material change in coverage adverse to the District, the issuing company or its authorized agent shall give notice to the District in accordance with policy provisions.

13. Governmental Immunity. Nothing herein shall be interpreted as a waiver of governmental immunity, to which the District would otherwise be entitled under §24-10-101, et seq., C.R.S., as amended.

14. Termination.

14.1. Generally.

14.1.1. The Town may terminate this Agreement without cause if it determines that such termination is in the Town's best interest. The Town shall effect such termination by giving written notice of termination to Contractor, specifying the effective date of termination, at least thirty (30) calendar days prior to the effective date of termination. In the event of such termination by the Town, the Town shall be liable to pay Contractor for Services performed as of the effective date of termination, but shall not be liable to Contractor for anticipated profits. Contractor shall not perform any additional Services following receipt of the notice of termination unless otherwise instructed in writing by the Town.

14.1.2. Contractor may terminate this Agreement without cause if it determines that such termination is in Contractor's best interest. Contractor shall effect such termination by giving written notice of termination to the Town,

specifying the effective date of termination, at least sixty (60) calendar days prior to the effective date of termination.

14.2. For Cause. If, through any cause, Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner consistent with the Standard of Care, violates any material provision of this Agreement, or violates any applicable law, and does not commence correction of such nonperformance or violation within seven (7) calendar days of receipt of written notice and diligently complete the correction thereafter, the Town shall have the right to terminate this Agreement for cause immediately upon written notice of termination to Contractor. In the event of such termination by the Town, the Town shall be liable to pay Contractor for Services performed as of the effective date of termination but shall not be liable to Contractor for anticipated profits. Contractor shall not perform any additional Services following receipt of the notice of termination. Notwithstanding the above, Contractor shall not be relieved of liability to the Town for any damages sustained by the Town by virtue of any breach of this Agreement, and the Town may withhold payment to Contractor for the purposes of setoff until such time as the exact amount of damages due to the Town from Contractor is determined.

15. Agreement Administration and Notice. For purposes of administering this Agreement Carolynne “Carly” Kraemer, Board Chair, will represent the District in carrying out the purposes and intent of this Agreement. Any notices required to be given pursuant to this Agreement shall be delivered as follows:

To the District: Board Chair
Confluence Early Childhood Development District
c/o Richard Peterson-Cremer
Karp Neu Hanlon PC
PO Box 2030
201 14th Street, Suite 200
Glenwood Springs, CO 81602

To the Contractor: Shayla Dozier Groves
design finch, LLC
PO Box 4722
519 Park Cir
Basalt, CO 81621

16. Entire Agreement. This Agreement constitutes the entire agreement between the parties. The provisions of this Agreement may be amended at any time in writing and signed by both parties. The parties shall not be bound by any other agreements, either written or oral, except as set forth in this Agreement.

17. No Assignment. Neither party shall assign, sublet or transfer any interest in this Agreement without the written consent of the other.

18. Governing Law. The laws of the State of Colorado shall govern the validity, performance and enforcement of this Agreement. Venue for any action instituted pursuant to this Agreement shall lie in Garfield County, Colorado.

19. Authority. Each person signing this Agreement represents and warrants that said person is fully authorized to enter into and execute this Agreement and to bind the party it represents to the terms and conditions hereof.

20. No Third-Party Beneficiaries. The parties intend no third-party beneficiaries under this Agreement. Any person other than the District or Contractor receiving services or benefits under this Agreement is an incidental beneficiary only.

21. Attorneys' Fees. Should this Agreement become the subject of litigation between the District and Contractor, the prevailing party shall be entitled to recovery of all actual costs in connection therewith, including but not limited to attorneys' fees and expert witness fees. All rights concerning remedies and/or attorneys' fees shall survive any termination of this Agreement.

CONFLUENCE EARLY CHILDHOOD DEVELOPMENT DISTRICT

By: _____
Name: Carolynne Kraemer
Title: Chair, Board of Directors

CONTRACTOR

By: _____
Name: Shayla Dozier Groves
Title: Owner, design finch, LLC



design finch

MARKETING MADE SIMPLE.



Description **Rate** **Qty** **Line Total**

BRAND DEVELOPMENT **\$11,250.00** **1** **\$11,250.00**
8-Week Process

Create a clear, cohesive identity that reflects CECDSD's mission and builds credibility with early childhood providers, families, and community partners.

– Includes 1.5 hour strategy session, 3 logo concepts, and 2 rounds of revisions on selected concept

Deliverables:

- Mission and vision statement development through board engagement
- Comprehensive brand kit including logo, color palette, typography system, graphic elements, and visual assets)
- Brand guidelines covering logo usage, tone of voice, messaging, and application examples across various media

WEBSITE DEVELOPMENT **\$16,650.00** **1** **\$16,650.00**
12-Week Process

Establish a user-friendly, bilingual hub to easily

Prepared For
Carly Kraemer
Confluence Early Childhood
Development Service District

Estimate Number
160288

Estimate Date
03/10/2026

access information about tuition assistance, find childcare resources, and stay informed about CECDSD's services.

Deliverables:

- Domain registration and hosting setup
- WordPress website design and development using an existing theme, customized to reflect the organization's branding
- Responsive, mobile-optimized theme with scalability
- Bilingual functionality (English/Spanish)
- Approximately 10 pages of professionally written copy and content, including:
 - 1) Home page
 - 2) About/Mission
 - 3) Board information (post policies, bylaws, meeting materials)
 - 4) Tuition assistance program with online application
 - 5) Childcare navigator tool
 - 6) News/blog section
 - 7) Resources and links
 - 8) Contact page
 - 9) Jobs/RFP posting page
 - 10) Transparency notice page
- Integrated calendar for board meetings and public notices
- Contact forms and online application functionality
- Google Business listing setup
- Website training for Executive Director
- Launch support

Ongoing maintenance plan not included in this estimate, but can be structured as a monthly retainer post-launch.

COMMUNICATIONS STRATEGY	\$24,050.00	1	\$24,050.00
Implement a proactive, transparent approach that keeps stakeholders informed, builds confidence in the organization, and demonstrates CECDSD's			

commitment to the early childhood community.

Deliverables:

1) Strategy Development

(9-Week Process):

- Target audience identification and segmentation
- Key messaging framework for all stakeholder groups
- Bilingual and bicultural communications approach
- Channel selection and setup (social media, email, PR)
- Content calendar development (6-month roadmap)
- Paid and organic advertising strategy

2) Implementation (6 months through July 2026):

- Social media account setup and management (1-2 platforms)
- Email platform setup and template design
- Media contact list development
- Monthly email newsletter (design, writing, and distribution)
- Monthly press release (writing & distribution to media contacts)
- Community engagement and response management
- Performance monitoring and monthly analytics reporting
- Strategy adjustments based on engagement data

PROJECT-RELATED COSTS	\$0.00	0	\$0.00
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Project-related costs — including but not limited to domain registration, website hosting, SSL certificate, WordPress theme and plugins, licensed imagery, email marketing platform, and social media management tools — are not included in this estimate and will be billed separately.

Subtotal 51,950.00

Tax 0.00

Estimate Total (USD) \$51,950.00

Terms

TERMS & CONDITIONS

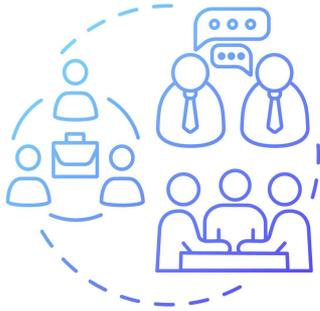
By accepting this estimate, you are also agreeing to these Terms & Conditions: https://bit.ly/cecdsd_terms26

KAK Consulting
LLC

Proposed Schedule of Work March

3 Big Lanes of Work

Month 1



Board Governance

Goal 1: Board knows intimately their legal duties and responsibilities and that of staff.

Goal 2: Build out systems of info/communication for use by the Board and Confluence.

Exec Search Process

Goal 1: Understand Board's direction for engaging executive hiring firm to lead this search.
Goal 2: Be prepared to hire a firm at the April Meeting.
Goal 3: Support Chair through the process of hiring/planning.

ECE Outreach & Ed

Goal 1: KK to understand individual director's knowledge of SP & ECE landscape & policy.
Goal 2: Transition work from CECE to Confluence and ensure community and supporters are aware of this shift.

Board Support

1.

Connect with each of you individually. My goal is to understand where each of you are and cater training to this specific board.

2.

Connect with Special District Assc & CASB to build out a board training including legal duties, powers, and responsibilities.

3.

Build out communication flows & systems amongst board, up to staff, and out to community.

4.

Create Google Workspace to hold all relevant documents. Include a Board folder that houses all systems work we accomplish.

5.

Identify if a half day or full day training is necessary and schedule that time with the Board.

Executive Director

1.

Create general timeline for the search working backward from a target July 1-15th start date for the executive director.

2.

Understand from the Board if they would like to engage in a comprehensive RFP process to hire an executive search firm. CASB preferred vendor.

3.

Make initial contact with desired number of firms and solicit proposals.

4.

Work with communications firm to ensure community engagement channels will be online in alignment with search timeline.

5.

Support Board Chair to understand nuances of process and gathering consensus on critical topics (i.e. rate of pay, benefits, compliance with state laws on hiring)

ECE Outreach & Ed

1.

During 1:1 connection learn more about your background & knowledge of ECE generally and in your geographical districts.

2.

Transition engagement from CECE to the Confluence. I will attend the closeout meeting this afternoon and follow up with key supporters. Draft a joint statement.

3.

Working with local ECE providers and state demographer gather updated information on unmet ECE need.

4.

Working with local ECE providers, state and local ECE leaders, and other identified stakeholders identify critical barriers to access and provision of ECE.

5.

Create and present or share a high level State of ECE Parachute to Aspen (statewide? nationwide?) report.

Design Finch LLC

Website Development

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Proin dignissim id est vitae posuere. Duis eu quam convallis feugiat turpis in, tempor elit.

Brand & Logo Development

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Proin dignissim id est vitae posuere. Duis eu quam convallis feugiat turpis in, tempor elit.

Communication/Press Release Support

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Proin dignissim id est vitae posuere. Duis eu quam convallis feugiat turpis in, tempor elit.

Additional Items

Update the annual budget.

Begin work on Phase II ECE information-Policy Solutions.

Ensure continued presence at a state level and locally.

KK will reach out to Dr. Lisa Roy (CDEC); Rocky Mountain Early Childhood Conference?

Continue making myself available to interested community & stakeholders.

Does the Board want to be connected with local electeds? Others?

