

## INTERGOVERNMENTAL AGREEMENT

**THIS INTERGOVERNMENTAL AGREEMENT** (hereinafter “this Agreement”) is entered into this 12<sup>th</sup> day of July, 2022, by and between the **BOARD OF COUNTY COMMISSIONERS OF DOUGLAS COUNTY**, Colorado (“Douglas”), and the **BOARD OF COUNTY COMMISSIONERS OF ARAPAHOE COUNTY**, Colorado (“Arapahoe”). Both Counties hereinafter referred to as the “Parties”.

### RECITALS

**WHEREAS**, the Parties are authorized under Article XIV, Section 18 of the Colorado Constitution, and by C.R.S. 29-1-203 et seq. to Agreement with one another to provide any function or service lawfully authorized to each of them; and

**WHEREAS**, Arapahoe and Douglas Counties, in their capacity as a County Human Services Agency, are responsible for the administration of various human services programs including the Federal TANF (Temporary Assistance to Needy Families) program also known as “Colorado Works” and a component of the TANF/Colorado Works program is the provision of training and services to participants to assist these individuals in obtaining employment; and

**WHEREAS**, Arapahoe and Douglas Counties, in their capacity as a County Human Services Agency, is responsible for the administration of various human services programs including the Federal SNAP (Supplemental Nutrition Assistance Program) and a component of SNAP is the provision of employment services (Employment First) to certain participants; and

**WHEREAS**, Arapahoe/Douglas Workforce Board has designated the Arapahoe/Douglas Workforce Center as the one-stop for the federally designated regions of Arapahoe County and Douglas County; and

**WHEREAS**, Arapahoe, through its Arapahoe/Douglas Works Division (“ADW”) of the Arapahoe County Community Resources Department, provides training, counseling, assessment and job referral services for individuals seeking employment, including TANF and SNAP recipients; and

**WHEREAS**, Douglas is undertaking certain activities for Temporary Assistance to Needy Families (TANF) or Colorado Works Community Services Request for Application (#005-20), and ADW responded to that RFA; and

**WHEREAS**, authority exists in the law and funds have been budgeted, appropriated and otherwise made available and a sufficient uncommitted balance thereof remains available for encumbering and subsequent payment under this Agreement,

**NOW, THEREFORE**, for and in consideration of the premises and other good and valuable consideration, the parties agree as follows:

1. ADW will provide TANF and Employment First case management services for Douglas TANF and Employment First program participants referred to ADW by Douglas County Human Services as more particularly described in the Scope of Work attached hereto as "Exhibit A" and incorporated herein.

2. The term of this IGA shall be from July 1, 2022 through June 30, 2023, unless sooner terminated or otherwise extended.

3. Douglas agrees to pay Arapahoe an amount not to exceed \$234,800.00 (Two Hundred Thirty Four Thousand Eight Hundred Dollars) as reimbursement for services provided herein as follows: 1) TANF Basic Cash Assistance Case Management = \$57,800.00, 2) TANF Youth Employment Case Management = \$77,000, and 3) Employment First Case Management = prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$42,000. Arapahoe shall invoice Douglas on a monthly basis for services provided. Douglas shall pay said invoice within 30 days of receipt. All expenditures are subject to appropriation of funds. Douglas County may terminate without penalty by providing thirty (30) days' written notice to Arapahoe.

4. Facility fees will be waived for Arapahoe County under this Agreement.

5. The Director of Douglas County Human Services is designated as the authorized representative of Douglas for the purpose of administering, coordinating and approving work performed pursuant to this Agreement.

6. Arapahoe agrees that no official, officer or employee of Arapahoe County shall have any personal or beneficial interest in the services described herein.

7. To the extent authorized by law, Arapahoe shall defend, indemnify, and hold harmless Douglas County, its elected officials, officers, directors and employees from any and all claims, demands, suits, actions or proceedings arising from or resulting from services provided by Arapahoe in relation to this IGA. To the extent authorized by law, Douglas shall defend, indemnify, and hold harmless Arapahoe County, its elected officials, officers, directors and employees from any and all claims, demands, suits, actions or proceedings arising from or resulting from the actions of Douglas in relation to this IGA.

8. Arapahoe and Douglas understand and agree that each party is relying on, and does not waive or intend to waive, any provision, right, immunity or protection provided by the Colorado Governmental Immunity Act, §§ C.R.S. 24-10-101 et seq.

9. In connection with the services provided pursuant to this Agreement, Arapahoe shall not discriminate against any Douglas TANF or Employment First participant because of race, creed, color, national origin, religion, sex, mental or physical disability, or age.

10. All records remain the property of the Douglas County Department of Human Services. Documents, data compilations, and other client-based information prepared and maintained by Arapahoe in connection with this Agreement shall be confidential. Documents shall not be made available by Arapahoe to any individual or entity without the consent of the

Douglas County Representative. Confidential files must be maintained in a secure environment that ensures confidentiality. Arapahoe will notify Douglas immediately of any breaches of security or confidentiality as they pertain to client data. Arapahoe agrees that, upon request of Douglas, at any time during the term of this Agreement, or four (4) years thereafter, it will make full disclosure to Douglas and make available for inspection and audit upon request Douglas, all of its records associated with work performed under this Agreement for the purpose of making an audit, examination or excerpts. Under this item, records refer to the support documentation for expenses invoiced to Douglas and paid to Arapahoe. Arapahoe will retain any and all records, beyond the terms outlined above in this recital, as identified in a "litigation hold" notice provided by Douglas until receipt of a release from said hold.

11. The Parties shall have the right to terminate this IGA, without cause, by giving not less than thirty days' written notice to the other party of such termination and specifying the effective date of such termination. Arapahoe shall be entitled to receive compensation in accordance with this Agreement for services completed pursuant to this Agreement prior to the date of receipt of the notice of termination or such other stop-work date as may be specified in said notice.

12. Notices to be provided under this IGA shall be given in writing and either delivered by hand or deposited in the U.S. mail with sufficient postage to the following addressees:

To Douglas: Daniel P. Makelky, Director  
[dmakelky@douglas.co.us](mailto:dmakelky@douglas.co.us)  
 Douglas County Human Services  
 4400 Castleton Court  
 Castle Rock, CO 80109  
 Telephone: (303) 814-5395  
 Facsimile: (877) 285-8988

With a Copy to: Douglas County Attorney's Office  
 100 Third Street  
 Castle Rock, CO 80104

To Arapahoe: Katherine Smith, Director of Community Resources  
[ksmith@arapahoegov.com](mailto:ksmith@arapahoegov.com)  
 Arapahoe/Douglas Works!  
 6964 S. Lima Street  
 Centennial, CO 80112

With a Copy to: Arapahoe County Attorney  
 5334 S. Prince Street  
 Littleton, CO 80120

14. Pursuant to CRS 29-1-110, the financial obligations of Douglas as set forth herein after the current fiscal year are contingent upon funds for the purpose being budgeted, appropriated and otherwise available.

15. **COMPLIANCE WITH ALL LAWS AND REGULATIONS:** All of the activities conducted under this Agreement by Arapahoe shall comply with all applicable laws, rules, regulations and codes of the United States and the State of Colorado.

16. **WORKERS WITHOUT AUTHORIZATION:** Arapahoe shall not knowingly employ or contract with a worker without authorization (a non-legal resident of the United States) to provide services under this Agreement, and shall follow their established policies and procedures to verify the worker's lawful employment eligibility.

17. **SEVERABILITY:** In the event any of the provisions of this Agreement are held to be unenforceable or invalid by any court of competent jurisdiction, the validity of the remaining provisions shall not be affected. Should either party fail to enforce a specific term of this Agreement, it shall not be a waiver of a subsequent right of enforcement, nor shall it be deemed a modification or alteration of the terms and conditions contained herein.

18. **NO THIRD PARTY BENEFICIARIES:** The enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement, shall be strictly reserved to the parties, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person under such Agreement.

19. **CONFLICT OF INTEREST:** Parties agree that no official, officer or employee of the County shall have any personal or beneficial interest whatsoever in the services or property described herein, and the Contractor further agrees not to hire, pay, or contract for services of any official, officer or employee of the County. 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 interest of any party with whom the Contractor has a contractual arrangement, in conflict with those of County. Specifically, Contractor will notify Authorized Representative (or that person's designee) if anyone performing services outlined in Exhibit A: 1) is a past or current Human Services client, or 2) is related to or a close acquaintance of a past or current Human Services client. Providing services when a known or potential client conflict exists without previously informing the Authorized Representative and receiving approval, may be deemed BREACH OF AGREEMENT.

20. **BREACH OF AGREEMENT:** Failure to perform according to the specifications of this Agreement will be considered a breach of Agreement and may be subjected to any or all of the following: legal action, termination of Agreement, any additional applicable legal remedies available to the County, and/or reimbursement to the County for costs associated with the breach of Agreement. Arapahoe's liability is limited to the amount of any sanction(s) or penalty(ies) incurred by Douglas County as a result of an audit or review, no matter when the audit occurs, based upon Arapahoe's failure to take any timely and proper required action in compliance with program requirements and/or this Agreement. Reimbursement is due and owing even if for some reason no subsequent payment exists.



IN WITNESS WHEREOF, Douglas and Arapahoe have executed this Agreement as of the above date.

**BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF ARAPAHOE**

BY: Katherine Smith  
Katherine Smith, Director of Community Resources  
Authorized by Arapahoe Board of County Commissioners

DATE: 6/27/2022

**Signature of Notary Public Required:**

STATE OF Colorado )  
 )  
COUNTY OF Arapahoe ) ss.

The foregoing instrument was acknowledged before me this 27 day of June 2022, by

Katherine Smith.

Witness my hand and official seal



R. Paul  
Notary Public

My commission expires: 5/7/25

## **Exhibit A**

### **REQUIREMENTS FOR ALL SERVICES**

In this Exhibit “Department” refers to the Douglas County Department of Human Services. For all work Arapahoe shall:

#### **A. Conducting Business**

- a. Retain confidentiality of all client information. This includes all verbal, written, and electronic communication, and all service delivery information. Unless prior written approval is provided by the Authorized Representative, Arapahoe may not release any information about the program and its applicants.
- b. Be able to proceed with the following staff identification and assignment process:
  - i. Complete whatever requirements are needed internally to Contractor’s own organization.
  - ii. Allow Douglas County staff to meet with the candidate(s).  
If potential staff assignment is acceptable to both Contractor and Douglas, make an offer or assignment change contingent upon successful completion of Douglas County’s: a) drug test, b) fingerprint background check, and c) Department review of Trails (Colorado’s child welfare computer system) and CAPS (Colorado’s adult protection computer system). (See Attachment 1.)
  - iv. Results of each item listed in A. c. iii. above will be reviewed by Douglas who will solely decide if the staff assignment is ultimately appropriate.
  - v. Note that staff may not begin any casework or receive any user IDs/temporary passwords for any system access until the County approval per A. c. iv. above is done.
- c. Arapahoe will notify Douglas if/when any traffic or criminal charges occur that could impact assigned staff’s fitness or ability to execute the work assigned in this Agreement, or that violate a law, e.g., Adam Walsh Act, or program requirement.
- d. For all client (or provider/third party, if applicable) paperwork, records and data must be stored on Douglas’ network or ingested in Douglas’ electronic content management (ECM) system(s) under the correct case immediately when possible but no later than within seven (7) business days. Douglas will provide training as needed for the ECM system(s).
- e. Utilize the Human Services Client and Reporting Enterprise System (HSCARES) for referencing programs with which a client is already associated.
- f. All client data must be sent via secure email or secure file transfer (even to clients themselves). If client data must be transferred via a portable drive, facsimile, CD or some other means, that must be approved by Douglas in advance. Documents may be mailed to clients or their Authorized Representative via US mail or a third party mail delivery company without prior approval.
- g. Arapahoe staff will timely follow-up with all system or computer access issues or needs made by [DHSsecurity@douglas.co.us](mailto:DHSsecurity@douglas.co.us) or Douglas County Support Desk. Comply with State and Douglas system access, use and confidentiality requirements. Arapahoe shall notify Douglas immediately: 1) if an employee accesses any Douglas, State or third party system or record for personal use or gain, or without any business need, and 2) when the individual no longer has

authorization to access any State, Douglas or third party systems. Douglas reserves the right to end access to any or all State, Douglas or third party system for inappropriate or unauthorized use which would result in the individual no longer being able to work under this Agreement.

- h. Douglas will provide Arapahoe staff who perform any client related work with a Douglas County email address that shall be used with clients, providers, State program staff and any third party when client data is being discussed, reviewed, shared or transmitted. This Douglas County email also allows Arapahoe staff to use Douglas' secure email feature and secure file transfer tool.
- i. For all client related work, Arapahoe will solely use Douglas' email or utilize assigned telephone numbers for one and two-way texting between Case Managers and clients (via Douglas County's contracted texting service vendor TxtPagePro). If Arapahoe staff are not in a Douglas building, Douglas will set-up with the needed virtual private network (VPN) and/or virtual desktop infrastructure (VDI) connection.
- j. Generally maintain hours of operation that correspond to the Department's, i.e., Monday through Friday 8:00 a.m. to 5:00 p.m. allowing for some individual staff schedules. Reasonable holiday, emergency and weather closures are permitted. Be available during hours of operation to answer client questions, and address concerns. Return customer calls and emails within 48 hours excluding weekends, holidays, or closures.
- k. Attend program oversight meetings that will include discussion of: 1) progress toward achieving outcomes, 2) caseload volume and statistical data, 3) customer service concerns, 4) case audits, and 5) overall status of the program. Meetings will be schedule as mutually agreed upon by Arapahoe and Douglas program managers.
- l. Attend Agreement monitoring meetings that may include a discussion of any element of the executed Agreement, e.g., timeliness or accuracy of invoices, ongoing performance compared to performance measures outlined, turnover. There will be two meetings scheduled throughout the term and will be attended by the signer of this Agreement and anyone within ADW leadership the signer deems appropriate, and minimally Douglas program and Agreement managers.
- m. Cooperate with community partners, providers and Douglas staff as reasonable and appropriate to achieve program requirements and quality customer service.
- n. Be able to timely recruit and place staff in Douglas County offices so as to avoid delays in work and not impact customer service. Provide appropriately skilled supervision of staff and appropriate overall management.
- o. Not subcontract this work to any other entity.
- p. Not speak with any member of the media without express consent by a Douglas County Commissioner, County Manager, Deputy County Manager, or Department Director. Not present to any entity that Arapahoe makes policy or funding decisions on behalf of Douglas. Arapahoe shall not engage in any form of lobbying on behalf of Douglas. Arapahoe staff may be asked to join Douglas at a meeting/conference, or to attend on Douglas' behalf. However, Arapahoe may not vote on behalf of Douglas, commit Douglas resources, or otherwise obligate Douglas. Arapahoe may not use Douglas' logo on any materials unless approved in writing by Douglas.

B. Compliance with Laws, Rules and Policies

- a. Report all known conflicts of interest as described in 19. CONFLICT OF INTEREST.
- b. Immediately report suspected child and adult abuse, neglect and exploitation.
- c. Abide by all applicable Federal, e.g., HIPAA, and State laws, rules, and regulations; and Douglas County program policies and procedures. Comply with Douglas County and/or Department required training, including but that may not be limited to: 1) civil rights, 2) ethics, 3) mandatory reporter, 4) fraud identification and prevention, 5) building safety and security (for staff working in any Douglas County building), 6) cyber and data security, and 7) any Douglas, State or Federal training to obtain system and/or building access, e.g., CJIS.
- d. Ensure staff are appropriately trained on and remain current with: 1) laws, rules, regulations and policies, 2) authorized access and use of the required State, Douglas, and third party computer system.
- e. Develop detailed written operating procedures for TANF BCA, TANF Youth Employment, and Employment First and present these to the Department for review and approval. These should include items such as processing expectations, case reviews, and confidentiality. The operating procedures must be approved by Douglas and be in place within 15 days from the start date of this Agreement.
- f. Provide Douglas a copy of Arapahoe's Single Audit annually.
- g. Contact the Department's Investigations Unit with any questions regarding possible or known client or provider fraud or abuse, and complete fraud referrals as appropriate.

C. Work Locations, Facilities and Space

- a. Generally work will be performed at the following locations: Arapahoe/Douglas Works (ADW) offices, Douglas Department of Human Services offices, or at ADW staff's homes (as permitted by ADW policy). Case Managers may meet clients at other locations, e.g., the client's home or work site, or some other public meeting place on a case by case basis.
- b. Virtual visits are allowed pending Department approval and as long as permitted by Colorado Department of Human Services rules.
- c. Arapahoe will also provide services at a Douglas County location and any additional off-site location as mutually agreed upon consistent with C. a. above. For services rendered in a Douglas County building, the following will be included at no cost to Arapahoe:
  - i. Desk space for staff which includes a computer and phone,
  - ii. Access to all needed Douglas County, State and third party computer systems,
  - iii. Access to needed office supplies and equipment,
  - iv. Client interview and meeting space
- d. Any additional items, equipment, services or materials will not be paid by Douglas unless specifically approved in writing in advance.

D. Staffing Requirements

- a. Arapahoe's line staff will have at least one (1) year of case management experience, and supervisory staff will have at least two (2) years of case management.
- b. Staff will be dedicated to this project at the time the Agreement is initiated, and coverage must be provided for these services without regard to staff turnover. Arapahoe will recruit and train staff as needed within a reasonable timeframe.

E. Case Reviews

- a. Exhibits B, C and D address the specific expectations related to case reviews for that program. Regardless of the program, item b. and c. below apply to all services provided under this Agreement.
- b. Participate in any Federal, State or Douglas audits or performance reviews, and allow access to all related records and systems, including an on-site visit if requested. If an audit or review results in a corrective action plan, Arapahoe shall develop such plan, obtain Douglas approval, and implement it by the defined deadline. If such an audit or review results in a financial penalty for Douglas, Arapahoe shall be expected to reimburse Douglas. Arapahoe's liability is at least the amount of any sanction(s) incurred by Douglas County as a result of an audit or review, no matter when the audit occurs, based upon Arapahoe's failure to take any timely required action in compliance with program requirements and/or this Agreement.

For all work Douglas shall:

- a) Promptly notify Arapahoe of all pertinent changes in the program including, but not limited to, changes in applicable law or regulations; changes in the eligibility requirements; availability of funds; changes in computer system requirements; and changes in data collection requirements.
- b) Facilitate communications and problem resolution between clients, community partners and Douglas employees.
- c) Provide Arapahoe with access to the State, Douglas and third party computer systems as necessary.
- d) Be able to request that a specific individual be removed from working on Douglas County cases should their performance or customer service warrant it; in the event of a conflict of interest; for misuse of any client data or misuse of system access; or breach of client confidentiality or data.
- e) Manage all civil rights complaints.
- f) Provide Arapahoe within 2 business days any updates to Department policies referenced in this Agreement that are updated.
- g) Provide Arapahoe timely updates to the Invoice and Monthly Report Excel workbook by posting them to the OneDrive folder and provide notification via email of the change/update.
- h) Monitor Arapahoe's performance which includes, but may not be limited to:
  - a. customer service with both clients and other stakeholders,
  - b. evaluation of complaints and resolution,
  - c. review of billing processes and determination of allowable of expenses,

- d. review overall Agreement compliance (which is separate from the more frequent and ongoing client related meetings), and
- e. review of case work as deemed necessary.

## **Exhibit B**

### **REQUIREMENTS FOR TANF BASIC CASH ASSISTANCE SERVICES**

Arapahoe will provide case management services for one-parent and two-parent families receiving TANF/Colorado Works Basic Cash Assistance (BCA). In this Exhibit “Department” refers to the Douglas County Department of Human Services.

- A. Temporary Assistance for Needy Families (TANF) Eligibility
  - a. The Department will determine eligibility for Basic Cash Assistance (BCA) clients.
  - b. TANF eligibility is outlined in item c. below. The Department has determined that at least TANF purposes i. and ii. in c. below are addressed by the services outlined in this Exhibit.
  - c. Temporary Assistance to Needy Families (TANF) permits the use of federal funds as long as they relate to one or more of the four federal purposes:
    - i. To provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives;
    - ii. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
    - iii. To prevent and reduce out-of-wedlock pregnancies and to establish annual goals for preventing and reducing the incidence of these pregnancies; and
    - iv. To encourage the formation and maintenance of two-parent families.
- B. Outcomes and Reporting
  - a. As part of a complete invoice, Arapahoe will perform documented case reviews using the tool either required by State program rule or Department as follows:
    - i. Arapahoe Supervisor will complete and document case reviews that are part of the State’s monthly sample selection when Contractor’s cases are included. Arapahoe will receive timely notification of cases selected on the State sample. Since the Contractor’s cases may not be part of the State’s monthly sample, the Supervisor will review at least one case per quarter over the course of this Agreement that represents various months. Regardless of whether reviews are from the State sample or not, 1) the sum of all the reviews should represent various months, and include one-parent and two-parent cases if possible, and 2) should any findings occur, case corrections are to be made within five (5) business days.
    - ii. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.
    - iii. Maintain processing timeliness standard of 95% and a case quality standard of 97% or better. All ECM system(s) ingestion must be 100% accurate.
  - b. For this Agreement Arapahoe will obtain and maintain the Federal Work Participation Rate (50% for single-parent families) on an average monthly basis

where applicable. Case Management services should focus on addressing client barriers to self-sufficiency and achieve outcomes such as employment, increased skills and/or educational levels. Arapahoe is required to meet any changes in the federal participation rate during the course of the Agreement period.

- c. For BCA, Arapahoe will meet a minimum of 10% employment entry outcomes each month.
  - i. To be counted toward meeting the employment outcomes a participant must be in one of the following activities:
    - 51 JE Full Time Employment
    - 52 PT Part Time Employment
    - 95 SU Subsidized Employment
    - 53 TT Temporary Employment
    - 54 OT On-the-Job Training
    - 69 WS Work Study
  - ii. Or have a Work Activity Outcome of:
    - 17 Gained Employment
    - 18 Gained Full Time Employment w/ Benefits
    - 61 Gained Full Time Employment w/ Benefits
    - 60 Gained Full Time Employment
    - 20 Gained Part Time Employment w/ Benefits
    - 63 Gained Part Time Employment w/ Benefits
    - 19 Gained Part Time Employment
    - 62 Gained Part Time Employment
    - 77 Gained Subsidized Employment
    - 78 Gained Employment - Reported by Client, Unverified
    - 21 Hired by SU/OJT Employer

#### C. Basic Cash Assistance (BCA) Services

- a. Serve approximately 18 – 25 one-parent cases and 4 – 7 two-parent cases.
- b. Provide case management, crisis intervention, information, and referral services for all clients as appropriate. Additional services such as supportive services and training (certificate and classroom training, and work-based learning such as paid on-the-job training, internships and apprenticeships) will also be offered as appropriate.
- c. For all referrals, make contact within five (5) workdays of receipt of the referral at least 95% of the time. Once a referral is made, Arapahoe will conduct initial assessments, as well as ongoing assessments as needed but minimally annually, to determine client strengths and barriers to self-sufficiency. Assessments will lead Arapahoe to developing appropriate, individualized plans to include referrals to community partners, supportive services and a current, measurable Customer Plan (CP). CPs are to be completed within five business (5) days of meeting with the client.
- d. Develop CPs, as required, that are client-centered, realistic, specific, measurable and address specific barriers disclosed at assessment. CPs are entered into the Colorado Benefits Management System (CBMS).



- e. Encourage and promote clients' ability to successfully meet CP terms and conditions to ensure continuation of benefits and successful completion of the Colorado Works program. Assist all clients in addressing and overcoming barriers to self-sufficiency.
- f. Communicate any compliance concerns with eligibility workers and/or referral source so as to assist client is resolving such issues and encouraging appropriate conflict resolution strategies within two (2) business days of identification of the issue.
- g. Establish meeting times with clients on a weekly, semi-monthly or monthly basis, depending on the severity of self-sufficiency barriers, client needs and level of support needed from the Department to help clients overcome barriers.
- h. Collaborate to provide integrated services between other units such as Eligibility (Food Assistance, Medicaid, Low-Income Energy Assistance, and Child Care), Child Welfare, Child Support Enforcement, and other community partners providing client services. Communicate with Department staff to avoid any disruption in benefits that may occur. Coordinate with Douglas and clients to ensure all necessary paperwork is turned in timely so as to ensure benefits can be issued timely.
- i. Recommend supportive service and CP bonus recommendations and payments, obtain necessary documentation, and enter into CBMS.
- j. Maintain open lines of communication and coordinate treatment planning with other agencies. Advocate on client's behalf to ensure appropriate services with community partners are put in place when authorization to release information has been signed by client.
- k. Complete referrals on behalf of clients needing additional assistance from Douglas, as well as referrals to community partners in order to connect families in need with appropriate services and supports. Manage resources including supportive service payments and arranging for services that lead to client self-sufficiency within specified time frames.
- l. Ensure that all client cases follow FLSA regulations, and that Arapahoe accurately determines and enters calculations and payments.
- m. Notify Douglas immediately of any potential client appeals, consumer complaints, Arapahoe employee issues related to the Agreement, and/or claims of discrimination. Prepare written documentation, statistical reports and/or other materials needed for a Department review and/or Administrative Court review. Support Douglas in any dispute resolution process that may occur.

## **Exhibit C**

### **REQUIREMENTS FOR YOUTH EMPLOYMENT SERVICES**

Arapahoe will provide dedicated job coach case management services to work with TANF eligible at-risk individuals and young parents (15-25 years old). This “2Gen” approach will address positive employment and wage outcomes. In this Exhibit “Department” refers to the Douglas County Department of Human Services.

#### **A. Temporary Assistance for Needy Families (TANF) Eligibility**

- a. Arapahoe will verify TANF eligibility every 6 months by having the required household members (anyone 18 and over) complete a new affidavit. (See Attachment 2.)
- b. TANF eligibility is outlined in item c. below. The Department has determined that minimally TANF purposes i. and ii. in c. below are addressed by the services outlined in this Exhibit.
- c. Temporary Assistance to Needy Families (TANF) or Colorado Works program permits the use of federal funds as long as they relate to one or more of the four federal purposes:
  - i. To provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives;
  - ii. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
  - iii. To prevent and reduce out-of-wedlock pregnancies and to establish annual goals for preventing and reducing the incidence of these pregnancies; and
  - iv. To encourage the formation and maintenance of two-parent families.
- d. Colorado Works eligible clients must meet the criteria listed below:
  - i. individuals must be lawfully present (and any one receiving services 18 or older must sign the affidavit of lawful presence), AND
  - ii. family gross annual income is at or below \$75,000 with a dependent child in the home, OR
  - iii. any individual or family, regardless of income, if the service/support being provided is intended to address TANF/Colorado Works purposes iii. and iv. in item c. above.
- e. Target populations are listed below with clarifications about their TANF eligibility:
  - i. Youth who are “aging out” of the foster care system
    - 1) Once youth turns 18 he/she must be otherwise TANF eligible in their own right
  - ii. Youth currently on public assistance cases with their families
    - 1) Once youth turns 18 he/she must be otherwise TANF eligible in their own right
  - iii. Young parents who may become involved in the public assistance system due to multiple barriers, and/or child welfare involvement.

## B. Outcomes and Reporting

- a. As part of a complete invoice, Arapahoe will perform written Youth Employment case review as follows:
  - i. Arapahoe supervisor will review at least one (1) case per month. Should any findings occur, case corrections are to be made within five (5) business days.
  - ii. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.
  - iii. Maintain a case quality standard of 90% or better. Manual HSCARES entries, if required, must be 100% accurate, and all ECM system(s) ingestion must be 100% accurate.
- a. The goals and respective measures for this service are:
  - A. Goal 1: Increase outreach and awareness of program. Measure: Identify at least one new program referral source and provide an overview.
  - B. Goal 2: Provide career assessments to 75% of the clients. Measure: Report the number of assessments completed in the monthly report.
  - C. Goal 3: Increase the number of clients attaining a GED or high school equivalency certificate. Measure: At least a 10% increase will be seen in the number of people getting a GED or equivalency over the course of this Agreement compared to the prior year's Agreement.
  - ~~D.~~ Goal 4: Enroll four (4) clients in work-based learning activities, e.g., Work Experience, On-The-Job Training, or Apprenticeships. Measure: Track activities through appropriate Connecting Colorado processes, and report on the number of clients enrolled in these activities.
  - E. Goal 5: Obtain an average wage of placement of \$13.50/hour. Measure: Track all clients' wage at placement following entry or completion of this program, and compare the two to see if it's at or above the goal.

## C. Case Management

- a. Arapahoe will work with Douglas to create and reinforce an employment-focused perspective among all employees and community referring partners. Douglas employees will be trained on current models of employment-focused practice, communicating the message of work as the critical component to breaking the cycle of poverty, and best practices in working with youth. Arapahoe Case Manager will receive training specific to workforce development trends and best practices. Additionally, Arapahoe Case Manager will be trained on how to use a youth employment assessment tool, and interviewing and assessment skills/techniques specific to youth.
- b. Arapahoe will accept referrals from Douglas and other community stakeholders such as, Douglas County Youth Initiative, Douglas County Schools Teen Parent Program, and any agency involved in the Douglas County Community of Care Network.
- c. Referral will be accepted by phone, through Douglas email, and through community outreach events. No referral form will be required. Following any

referral, Arapahoe Case Manager will contact the youth and screen for eligibility and other ADW! programs. Referral source information will be recorded and provided in the monthly report. Prior to completing any work for a referred person, Arapahoe must obtain a completed TANF affidavit that demonstrates TANF eligibility. If Arapahoe has any concerns about a person's or family's TANF eligibility, they should contact Douglas in advance of beginning any services or work.

- d. Within seven (7) business days of completing the intake, create a case in HSCARES that includes all applicable members and data.
- e. All youth will receive an orientation. Orientations will clearly emphasize that this is an employment program, the benefits of employment and the assistance that will be provided in order to assist youth with job search, securing employment, as well as training in developing a long-term career path.
- f. Arapahoe will use the Goal4 It! methodology which provides services that are individualized and goal-based. Services include, but are not limited to, career pathway development and exploration; in person and online workshops; soft skills training; mock interviews; labor market information guidance; resume assistance; goal development; and financial literacy. (If the methodology needs to be updated after the execution of this Agreement, it may be done by mutual agreement between the Department and Contractor without an Amendment to this Agreement.)
- g. A comprehensive assessment will be completed for all youth. Arapahoe will provide intensive case management through their ADW! Job Coach/Case Manager, as well as leverage services already in place in ADW!'s "Future U" program, or other ADW! programs as needed and appropriate.
- h. Service delivery will be integrated between all agencies/departments assisting participants.
- i. Services may need to be provided at a community location, e.g., the client's home, school or worksite, or some other location.
- j. Services may include, but may not be limited to:
  - i. Job readiness and job search, including effective resume development,
  - ii. Skill building, including learning appropriate workplace behaviors, conflict resolution, and presentation skills,
  - iii. Assistance with obtaining supportive services, e.g., housing, transportation, work uniforms, training and certificate programs, and obtaining credentials,
  - iv. Job development and placement,
  - v. Job retention and advancement,
  - vi. Subsidized employment, including on-the-job training, internships, pre-apprenticeships and apprenticeships
  - vii. Provide incentive payments for recognition and achievement directly tied to training activities, work experiences, employment obtainment and employment retention, where appropriate,
  - viii. Independent living skills and goal development,
  - ix. Financial literacy and planning,
  - x. Family planning,
  - xi. Career exploration,

- xii. Provision of career assessments,
- xiii. Career services workshop facilitation, and
- xiv. Post-employment follow-up and services.

**D. Direct Payments**

- a. If a payment or reimbursement is made directly to a client, there is no change in the expectations about allowability or documentation as would be applied to Arapahoe themselves.
- b. All payments, whether direct payments to clients or not, are considered “non-emergency” for the purposes of this Agreement.
- c. Examples of possible direct payments include, but are not limited to, transportation, work tools, and clothing.
- d. Any direct payments to clients or request for reimbursement to Arapahoe for medical services (including behavioral health care and prescriptions), aides or devices must be discussed and pre-approved in writing by Douglas in advance.

## **Exhibit D**

### **REQUIREMENTS FOR EMPLOYMENT FIRST SERVICES**

Arapahoe will provide client and provider services related to the Employment First program. Client services are predominantly employment development case management in nature, and provider services are predominantly related to employer site development and site assignment. In this Exhibit “Department” refers to the Douglas County Department of Human Services.

#### **B. Employment First Eligibility**

- a. The Department will determine SNAP eligibility and forward Employment First referrals to ADW.

#### **C. Outcomes and Reporting**

- a. As part of a complete invoice, Arapahoe will perform written Employment First case reviews.
- b. Arapahoe supervisor will perform two case reviews per month. Should any findings occur, case corrections are to be made within five (5) business days.
- c. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.
- d. Maintain a processing timeliness standard of 95% and a case quality standard of 95% or better. Manual HSCARES entries, if required, must be 100% accurate, and all ECM system(s) ingestion must be 100% accurate.

#### **D. Case Manager Services**

- a. Develop and provide all of the following for new and ongoing participants:
  - i. Assessment of job history, skills, and readiness, and overall barriers to obtaining and retaining employment,
  - ii. Program orientation (that includes a review of the “exemption” and “disqualification” processes),
  - iii. Services that focus on job search, referral and placement,
  - iv. Interview skills and resume writing,
  - v. Soft skills training to include appropriate workplace conduct and communication,
  - vi. Short-term certification training in targeted industries and occupations, and
  - vii. Time management and planning.
- b. Attempt to identify an adequate number and type of workfare sites with a reasonable number or percent that are within Douglas County or within a reasonable commute for people who must use public transportation. Develop these relationships and ensure any required paperwork is completed and maintained.
- c. Coordinate between the Food Assistance and Colorado Works eligibility staff as needed. Provide other reimbursable supportive services consistent with Department approved procedures. (Client expenses that are not adequately documented or are not reimbursable per State rule will not be reimbursed to the

Arapahoe. The amount budgeted for client transportation and supportive services are noted in Exhibit E, and are part of the overall Agreement maximum.)

- d. Address and resolve all participant program appeals and worksite grievances.
- e. Create and maintain participant files that adequately address Department, County, State, and Federal program requirements and that meet reasonable audit standards. Arapahoe shall maintain documentation for four (4) years. Participant files include, but may not be limited to:
  - i. Signed and dated releases and work plans,
  - ii. Job search hours,
  - iii. Requests and approvals for supportive services (which may require the collection of receipts), and
  - iv. Volunteer and employer site records
- f. Determine the type of participation in accordance with all rules and regulations.
- g. Work reports timely and accurately to ensure correct program participation and enhanced funding.

E. Business Development Services

- a. Business Developer will be dedicated part-time to recruit and develop relationships with businesses specifically in Douglas County. Eleven core services to businesses will be offered, such as hiring events, job fairs, screening and training services.
- b. Business recruitment will be targeted: 1) in certain industries that have high growth projections and high demand, and for which ADW will begin to develop clients' skills and training for these industries, and 2) in industries that would most likely have a need to access and employ our inventory of job seekers and program participants.
- c. Business Developer will plan, coordinate and facilitate job fairs.
- d. These services are expected to increase job placements, wages at placement and job retention.
- e. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.

## Exhibit E METHOD OF PAYMENT

- A. For services outlined in Exhibit A through D, Arapahoe shall generate a complete invoice monthly that is sufficiently detailed as outlined by Douglas to substantiate expenses and support service provision, and maintain all documentation in an organized and auditable manner for four (4) years.
- B. Arapahoe will be reimbursed for services rendered as outlined in Exhibits A through D to the Douglas County Department of Human Services' satisfaction. The invoice is an Excel workbook provided by the Department, and will be posted to Douglas' OneDrive folder. After the initiation of this Agreement, the invoice may be updated by Douglas and a subsequent version will be posted to the folder. A complete invoice is defined as:
- a. page one of the invoice template completed, printed off and signed,
  - b. items listed in the Checklist due that month, and
  - c. the Excel workbook with the Invoice tab completed.

If an invoice is deemed incomplete, Douglas will delete all documents from the OneDrive folder and send an email to the ADW Division Manager's Designee.

- C. The invoice is required every month, and required supporting expense documentation for all services is as follows:
- a. The Department will randomly identify expenses and request back-up documentation for that expense.
  - b. At least once a quarter, the Department will select an expense within 2 business days of invoice receipt and require all back-up documentation within 4 business days of the selection.
  - c. Should the random expense back-up reviews not produce reasonable documentation the Department will notify ADW, and may result in non-payment. The Department may revert to requiring back-up documentation for every expense every month depending on random review results.
- D. Arapahoe shall invoice monthly for services rendered. No pre-payments or advances will be made. Payments under this Agreement shall not exceed the maximum identified in Recital 3. The budgets for each program are as follows:
- |                     |  |
|---------------------|--|
| a) TANF BCA         | \$57,800.00  |
| b) Youth Employment | \$77,000.00  |
| c) Employment First | Prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$42,000. |

As long as no increase in the Agreement maximum is being requested but should any of these budgets need modification, a written request must be sent to the Department Director from the person listed as the ADW contact in item 12 on page 3 of this Agreement. The request should be sent in advance of any deviations from the budgets



outlined above and must specifically outline what is needed, and when the change is effective. A written response will be provided in return with the Department's decision, and those communications become enforceable attachments to this Agreement. If a change to the overall Agreement maximum is needed an Amendment will be completed.

E. For BCA, Arapahoe may invoice Douglas for any of the following expenses:

- a. Salary and benefits
- b. Supplies
- c. Staff development
- d. Mileage/travel
- e. Program/administrative overhead
- f. Client training/education, certification programs, credentials, work-based learning activities, and career/skills assessments

F. For Youth Employment, Arapahoe may invoice Douglas as follows:

- a. Salary and benefits
- b. Supplies, Outreach Materials, Training Materials
- c. Staff development
- d. Mileage/travel
- e. Cell phone
- f. Program/administrative overhead
- g. Client training/education, testing and certification programs, credentials, e.g., uniforms, tools, books/supplies for school or work, work-based learning activities and incentives
- h. Client transportation, housing assistance, and other supportive services

G. For Employment First, Arapahoe may invoice Douglas as follows:

<b>Funding</b>	<b>Amount</b>	<b>Permitted Uses</b>	<b>Non-Permitted Uses</b>	<b>Cost Distribution Methodology</b>
100% Federal	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party	direct payments to participants; optional workfare activities	See item b) below this table.
ABAWD Pledge	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party for ABAWDs only	direct payments to participants; non-ABAWD participant expenses paid to a third party	See item b) below this table.
50% Administrative	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party	direct payments to participants; optional workfare activities	See item b) below this table.

<b>Funding</b>	<b>Amount</b>	<b>Permitted Uses</b>	<b>Non-Permitted Uses</b>	<b>Cost Distribution Methodology</b>
80%/20% Participant	See item a) in table below.	benefits paid directly to the participant	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party; optional workfare participant expenses	See item b) below this table.
50% Participant	See item a) in table below.	benefits paid directly to the participant	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party; optional workfare participant expenses	See item b) below this table.
Reallocated 100% Federal	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party	direct payments to participants; optional workfare activities	See item b) below this table.
50%/50% Participant Workfare	See item a) in table below.	participant benefits for optional workfare clients	any expense for non-optional workfare participants	See item b) below this table.
50%/50% Administrative Workfare	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses for optional workfare clients	any expense for non-optional workfare participants	See item b) below this table.

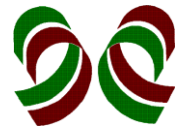
- a) The Parties agree that the maximum Arapahoe will invoice for each area in the table is the Douglas County designated amount listed in the prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$42,000. Arapahoe recognized these allocation amounts are subject to increases and decreases. Douglas will provide written notice to Arapahoe when Employment First allocations change or if there is an increase in the Douglas share maximum.
- b) Arapahoe will apply the monthly ABAWD, Non-ABAWD, and Optional Workfare percentages provided by the Colorado Department of Human Services (CDHS) to their corresponding expenses.
- c) Any client expense which is not claimable under any of the above categories will not be paid unless prior written approval is obtained from Douglas. This item

would be specifically highlighted in the invoice as such and include the prior written approval.

- H. For Business Development, only that person's salary and benefits may be invoiced in conjunction with activities performed that related to Employment First clients.
- I. No computer hardware or software may be purchased under this Agreement.
- J. In the event that any costs are shared by multiple clients or a cost is shared across two or more Agreements with Douglas County, Arapahoe must prorate the expense(s). The Department will only reimburse for the portion of the expense incurred for the execution of this Agreement. Arapahoe may not bill Douglas for any cost, fee or expense not outlined above.
- K. If Arapahoe elects to simultaneously use any of the same staff people for this Agreement as another Agreement with the Department, Arapahoe must provide documentation that clearly identifies that Arapahoe is not receiving more reimbursement for that expense than the appropriate share for each Agreement.
- L. Invoices must be submitted by the 15<sup>th</sup> of each month subsequent to the month services were provided except June 2023 must be received by 12:00 noon July 7, 2023. Invoices and all back-up documentation will be uploaded to the Department's OneDrive folder. Contractor will email [HSAccounting@douglas.co.us](mailto:HSAccounting@douglas.co.us) when new invoices have been added to OneDrive or existing documents edited in OneDrive.
- M. Complete invoices not received within the specified timeframe may be denied for payment. Continual failure to comply with invoicing and reporting requirements may constitute breach of Agreement.

**Attachment 1**  
**DEPARTMENT'S BACKGROUND CHECK POLICY**

(See following 3 pages.)



## Douglas County Department of Human Services

<b>Policy Name</b>	Background Checks
<b>Supersedes</b>	N/A
<b>Effective Date</b>	02/07/2019
<b>Director's/Designee's Approval &amp; Date</b>	

### A. Policy Statement

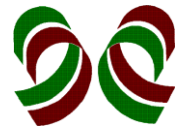
1. The Douglas County Department of Human Services staff provide supports and services to vulnerable children, adults, and their families. As such, Douglas County Department of Human Services mandates background checks for all employees and contractors that surpass county and state requirements. Additionally, employees may be subject to reassignment or discipline, up to and including termination, for any arrest, charge, conviction, or finding which calls into question their ability to work safely with vulnerable clients. Contractors who do not pass the background check will not be able to begin working or will be removed from their Douglas assignment as appropriate.
2. The Department may be required to make a law enforcement referral on an employee or contractor depending on the facts.

### B. Definitions

1. CAPS is the Colorado Adult Protective Services (APS) data system.
2. CCU is the CAPS Check Unit at the State Department of Human Services
3. Direct Care or Direct Contact of at-risk adults and children includes anyone who provides services or supports. Direct Care or Direct Contact includes case management, protective services, physical care, mental health services, or any other service necessary for the at-risk adult or child's health, safety, or welfare.
4. Trails is the Child Welfare Case Management System.

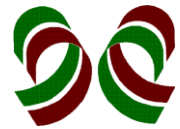
### C. Procedure

1. All human service employees or contractors shall be required to submit to enhanced background checks as follows:
  - a. Fingerprint and name-based criminal background check at the time of hire, allowing Colorado Bureau of Investigations (CBI) to update the Douglas County Department of Human Services upon any arrest, charge, or conviction as reported to CBI.



## Douglas County Department of Human Services

- b. Additional criminal background checks at any time during employment, whether random or upon suspicion the employee has engaged in criminal activity.
  - c. Department of Motor Vehicles Records at the time of hire and annually thereafter.
  - d. Trails and CAPS name search for substantiated abuse, neglect of a child or adult, or exploiting an at-risk adult. Such background checks shall be completed at the time of hire and annually thereafter.
- 2. Douglas County Department of Human Services must register with the CCU and receive a unique CAPS Check Employer ID# in order to complete CAPS checks for Adult Protection staff.
  - a. The employee must complete and sign the State Written Authorization form prior to completing the CAPS check.
  - b. The State Written Authorization form shall be kept in the employee's personnel file.
  - c. A positive CAPS match must include all four criteria:
    - i. Substantiated finding must have been made after July 1, 2018.
    - ii. The substantiated perpetrator must have been age 16 or older at the time of the substantiated finding.
    - iii. There must be a match of at least two unique data points between the employee and the substantiated perpetrator.
    - iv. The finding was either not appealed or the Appeal Status is one of the following:
      - 1. Under Appeal,
      - 2. Upheld,
      - 3. Upheld – Modified,
      - 4. Upheld – Abandoned,
      - 5. Upheld – Settlement Conditions Not Met,
      - 6. Expunged – Time delayed, or
      - 7. Modified Expunged – Time delayed
  - d. Prior to receiving CAPS access for a new APS employee, the APS Manager must submit a CAPS Support ticket requesting CAPS access and must attest they have completed the CAPS background check.
- 3. A positive Trails match must include the following:
  - a. The substantiated perpetrator must have been age 16 or older at the time of the substantiated finding.
  - b. There must be a match of at least two unique data points between the employee and the substantiated perpetrator.
  - c. The finding was either not appealed or the Appeal Status is one of the following:



## Douglas County Department of Human Services

- i. Under Appeal,
  - ii. Upheld,
  - iii. Upheld – Modified,
  - iv. Upheld – Abandoned,
  - v. Upheld – Settlement Conditions Not Met,
  - vi. Expunged – Time delayed, or
  - vii. Modified Expunged – Time delayed
4. Any finding of a criminal, civil or motor vehicle arrest, charge, conviction, or finding which calls into question the employee's ability to safely transport or work with vulnerable clients will be reported to the employee's supervisor, department administrator, and agency director for review and consideration.
5. Upon a finding, by the preponderance of the evidence, that the employee engaged in the alleged criminal, civil or motor vehicle offence, the employee may be subject to reassignment or discipline, up to and including termination.

**Attachment 2**  
**COLORADO WORKS ELIGIBILITY AFFIDAVIT**  
**FOR YOUTH EMPLOYMENT**

The form found on the next page must be completed by anyone who is 18 or over in a household for which reimbursement will be requested.



## Colorado Works Eligibility Affidavit

The Douglas County Youth Employment program is provided using Colorado Works/TANF funds which requires certain broad eligibility are met. Eligibility information collected is used specifically and only for determining eligibility. It is kept strictly confidential and will not affect the level of services provided to you. Thank you for your cooperation.

**Participant's Name:** \_\_\_\_\_

**Receipt of Colorado Works (TANF):**

\_\_\_\_\_ I am currently receiving Colorado Works (TANF) Basic Cash Assistance  
 \_\_\_\_\_ I am not currently receiving Colorado Works (TANF) Basic Cash Assistance from any Colorado County

**Residency in the United State (Please check one box below):**

\_\_\_\_\_ I am citizen of the United States, or  
 \_\_\_\_\_ I am a Permanent Resident of the United States, or  
 \_\_\_\_\_ I can verify lawful presence in the United States, pursuant to state law, or  
 \_\_\_\_\_ None of the above

**Family Income:**

\_\_\_\_\_ Less than \$75,000/year                      \_\_\_\_\_ Greater than \$75,000/year

**Family:**

# of adult (18 and over) members in household \_\_\_\_\_  
 # of children (under age 18) \_\_\_\_\_

**Race/Ethnicity (Optional):**

White \_\_\_\_\_ Black/African American \_\_\_\_\_  
 American Indian/Alaskan Native \_\_\_\_\_ Asian \_\_\_\_\_  
 Native Hawaiian/Other Pacific Islander \_\_\_\_\_  
 Other: (Please specify) \_\_\_\_\_

**Ethnicity (Optional):** Hispanic \_\_\_\_\_ Non-Hispanic \_\_\_\_\_

**Other current assistance:** Food Assistance/SNAP \_\_\_\_\_ TANF/Colorado Works \_\_\_\_\_

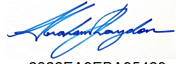
**County of Residence:** \_\_\_\_\_

### AFFIDAVIT

I, \_\_\_\_\_, do hereby declare and represent the information provided above to be TRUE and CORRECT to the best of my knowledge on this date signed below. The information you provided above could be subject to verification.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**THE BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF DOUGLAS, COLORADO**

DocuSigned by:  
  
By: 2322EA9EBA05420...  
**Abe Laydon**, Chair

**Douglas County Commissioners**

**ATTEST:**

DocuSigned by:  
  
By: 4D0E70F519BB420...  
**Kristin Randlett**

**Clerk to the Board**

**APPROVED AS TO CONTENT:**

DocuSigned by:  
  
By: B5C95B8DCEAB4AA...  
**Doug DeBord**

**County Manager**

**DATE:** 7/12/2022

DocuSigned by:




**APPROVED AS TO CONTENT:**

DocuSigned by:  
  
By: 02BB0855591242F...  
**Daniel Makelky**

**Director Douglas County Department of Human Services**

**DATE:** 6/27/2022

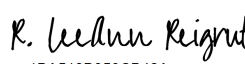
**APPROVED AS TO FISCAL CONTENT:**

DocuSigned by:  
  
By: 80C333BC1187403...  
**Andrew Copland**

**Director of Finance**

**DATE:** 7/12/2022

**APPROVED AS TO LEGAL FORM:**

DocuSigned by:  
  
By: 1BA513B950CB42A...  
**R. LeeAnn Reigrut**

**Assistant County Attorney**

**DATE:** 7/12/2022

**APPROVED AS TO INSURANCE REQUIREMENTS:**

DocuSigned by:  
  
By: 33306CF1515540A...  
**Megan Datwyler**

**Risk Manager**

**DATE:** 7/12/2022

## AMENDMENT TO INTERGOVERNMENTAL AGREEMENT

**THIS AMENDMENT**, entered into as of this 7<sup>th</sup> day of February, 2023, by and between **BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, STATE OF COLORADO** (the “County”), and the **BOARD OF COUNTY COMMISSIONERS OF ARAPAHOE COUNTY**, Colorado (“Arapahoe”). Both Counties hereinafter referred to as the “Parties”.

**WHEREAS**, the Parties entered into an Intergovernmental Agreement on July 12, 2022, for TANF (Temporary Assistance to Needy Families) – also known as “Colorado Works” – and SNAP (Supplemental Nutrition Assistance Program) employment services (Employment First) case management for State Fiscal Year 22-23; and

**WHEREAS**, the Douglas desires to modify the Intergovernmental Agreement; and

**NOW, THEREFORE**, the Parties hereto mutually agree as follows:

A. Replace item 3. with the following:

3. Douglas agrees to pay Arapahoe an amount not to exceed \$257,165.00 (Two Hundred Fifty-Seven Thousand One Hundred Sixty-Five Dollars) as reimbursement for services provided herein with the maximum Douglas County share as follows: 1) TANF Basic Cash Assistance Case Management = \$57,800.00, 2) TANF Youth Employment Case Management = \$77,000, and 3) Employment First Case Management = prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$53,610. Arapahoe shall invoice Douglas on a monthly basis for services provided. Douglas shall pay said invoice within 30 days of receipt. All expenditures are subject to appropriation of funds. Douglas County may terminate without penalty by providing thirty (30) days’ written notice to Arapahoe.

B. Replace Exhibit E. METHOD OF PAYMENT, item D. with:

D. Arapahoe shall invoice monthly for services rendered. No pre-payments or advances will be made. Payments under this Agreement shall not exceed the maximum identified in Recital 3. The maximum Douglas County share for each program are as follows:

- a) TANF BCA - \$57,800.00
- b) Youth Employment - \$77,000.00
- c) Employment First - Prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$53,610.

C. In Exhibit E. METHOD OF PAYMENT, replace note a) under the table with:

- a) The Parties agree that the maximum Arapahoe will invoice for each area in the table is the Douglas County designated amount listed in the prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$53,610. Arapahoe recognized these allocation amounts are subject to increases and decreases. Douglas will provide written notice to Arapahoe when Employment First allocations change or if there is an increase in the Douglas share maximum.

D. With the exception of these changes, all aspects and requirements of the initial Intergovernmental Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, Douglas and Arapahoe have executed this Agreement as of the above date.

**BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF ARAPAHOE**

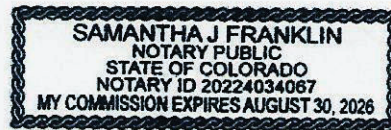
BY:   
Katherine Smith, Director of Community Resources  
Authorized by Arapahoe Board of County Commissioners

DATE: 11/23/23

Signature of Notary Public Required:

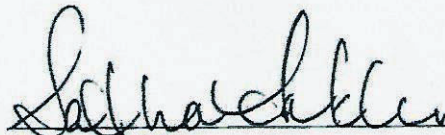
STATE OF Colorado )  
COUNTY OF Arapahoe )

ss.



The foregoing instrument was acknowledged before me this 23<sup>rd</sup> day of 2023, by  
Samantha Franklin.

Witness my hand and official seal

  
Notary Public

My commission expires: August 30, 2026

**THE BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF DOUGLAS, COLORADO**

DocuSigned by:  
  
By: 2322EA9EBA95429...  
**Abe Laydon**, Chair


**Douglas County Commissioners**

**ATTEST:**

DocuSigned by:  
  
By: 4D0E70F519BB420...  
**Kristin Randlett**

**Clerk to the Board**

**APPROVED AS TO CONTENT:**

DocuSigned by:  
  
By: B5C95B8DCFAB4AA...  
**Doug DeBord**

**County Manager**

**DATE:** 1/27/2023

DocuSigned by:  


**APPROVED AS TO CONTENT:**

DocuSigned by:  
  
By: 02BB0855591242F...  
**Daniel Makeiky**

**Director Douglas County Department of Human Services**

**DATE:** 1/23/2023

**APPROVED AS TO FISCAL CONTENT:**

DocuSigned by:  
  
By: 80C333BC1187403...  
**Andrew Copland**

**Director of Finance**

**DATE:** 1/26/2023

**APPROVED AS TO LEGAL FORM:**

DocuSigned by:  
  
By: 1BA513B950CB42A...  
**R. LeeAnn Reigut**

**Assistant County Attorney**

**DATE:** 1/23/2023

## INTERGOVERNMENTAL AGREEMENT

**THIS INTERGOVERNMENTAL AGREEMENT** (hereinafter “this Agreement”) is entered into this 23rd day of May, 2023, by and between the **BOARD OF COUNTY COMMISSIONERS OF DOUGLAS COUNTY**, Colorado (“Douglas”), and the **BOARD OF COUNTY COMMISSIONERS OF ARAPAHOE COUNTY**, Colorado (“Arapahoe”). Both Counties hereinafter referred to as the “Parties”.

### RECITALS

**WHEREAS**, the Parties are authorized under Article XIV, Section 18 of the Colorado Constitution, and by C.R.S. 29-1-203 et seq. to Agreement with one another to provide any function or service lawfully authorized to each of them; and

**WHEREAS**, Arapahoe and Douglas Counties, in their capacity as a County Human Services Agency, are responsible for the administration of various human services programs including the Federal TANF (Temporary Assistance to Needy Families) program also known as “Colorado Works” and a component of the TANF/Colorado Works program is the provision of training and services to participants to assist these individuals in obtaining employment; and

**WHEREAS**, Arapahoe and Douglas Counties, in their capacity as a County Human Services Agency, is responsible for the administration of various human services programs including the Federal SNAP (Supplemental Nutrition Assistance Program) and a component of SNAP is the provision of employment services (Employment First) to certain participants; and

**WHEREAS**, Arapahoe/Douglas Workforce Board has designated the Arapahoe/Douglas Workforce Center as the one-stop for the federally designated regions of Arapahoe County and Douglas County; and

**WHEREAS**, Arapahoe, through its Arapahoe/Douglas Works Division (“ADW”) of the Arapahoe County Community Resources Department, provides training, counseling, assessment and job referral services for individuals seeking employment, including TANF and SNAP recipients; and

**WHEREAS**, authority exists in the law and funds have been budgeted, appropriated and otherwise made available and a sufficient uncommitted balance thereof remains available for encumbering and subsequent payment under this Agreement,

**NOW, THEREFORE**, for and in consideration of the premises and other good and valuable consideration, the parties agree as follows:

1. ADW will provide TANF and Employment First case management services for Douglas TANF and Employment First program participants referred to ADW by Douglas County Human Services as more particularly described in the Scope of Work attached hereto as “Exhibit A” and incorporated herein.

2. The term of this IGA shall be from July 1, 2023 through June 30, 2024, unless sooner terminated or otherwise extended.

3. Douglas agrees to pay Arapahoe an amount not to exceed \$302,365.00 (Three Hundred Two Thousand Three Hundred Sixty-Five Dollars) as reimbursement for services provided herein as follows: 1) TANF Basic Cash Assistance Case Management = \$60,000.00, 2) TANF Youth Employment Case Management = \$120,000, and 3) Employment First Case Management = prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$53,610.00. Arapahoe shall invoice Douglas on a monthly basis for services provided. Douglas shall pay said invoice within 30 days of receipt. All expenditures are subject to appropriation of funds. Douglas County may terminate without penalty by providing thirty (30) days' written notice to Arapahoe.

4. Facility fees will be waived for Arapahoe County under this Agreement.

5. The Director of Douglas County Human Services is designated as the authorized representative of Douglas for the purpose of administering, coordinating and approving work performed pursuant to this Agreement.

6. Arapahoe agrees that no official, officer or employee of Arapahoe County shall have any personal or beneficial interest in the services described herein.

7. To the extent authorized by law, Arapahoe shall defend, indemnify, and hold harmless Douglas County, its elected officials, officers, directors and employees from any and all claims, demands, suits, actions or proceedings arising from or resulting from services provided by Arapahoe in relation to this IGA. To the extent authorized by law, Douglas shall defend, indemnify, and hold harmless Arapahoe County, its elected officials, officers, directors and employees from any and all claims, demands, suits, actions or proceedings arising from or resulting from the actions of Douglas in relation to this IGA.

8. Arapahoe and Douglas understand and agree that each party is relying on, and does not waive or intend to waive, any provision, right, immunity or protection provided by the Colorado Governmental Immunity Act, §§ C.R.S. 24-10-101 et seq.

9. In connection with the services provided pursuant to this Agreement, Arapahoe shall not discriminate against any Douglas TANF or Employment First participant because of race, creed, color, national origin, religion, sex, mental or physical disability, or age.

10. All records remain the property of the Douglas County Department of Human Services. Documents, data compilations, and other client-based information prepared and maintained by Arapahoe in connection with this Agreement shall be confidential. Documents shall not be made available by Arapahoe to any individual or entity without the consent of the Douglas County Representative. Confidential files must be maintained in a secure environment that ensures confidentiality. Arapahoe will notify Douglas immediately of any breaches of security or confidentiality as they pertain to client data. Arapahoe agrees that, upon request of Douglas, at any time during the term of this Agreement, or four (4) years thereafter, it will make



full disclosure to Douglas and make available for inspection and audit upon request Douglas, all of its records associated with work performed under this Agreement for the purpose of making an audit, examination or excerpts. Under this item, records refer to the support documentation for expenses invoiced to Douglas and paid to Arapahoe. Arapahoe will retain any and all records, beyond the terms outlined above in this recital, as identified in a "litigation hold" notice provided by Douglas until receipt of a release from said hold.

11. The Parties shall have the right to terminate this IGA, without cause, by giving not less than thirty days' written notice to the other party of such termination and specifying the effective date of such termination. Arapahoe shall be entitled to receive compensation in accordance with this Agreement for services completed pursuant to this Agreement prior to the date of receipt of the notice of termination or such other stop-work date as may be specified in said notice.

12. Notices to be provided under this IGA shall be given in writing and either delivered by hand or deposited in the U.S. mail with sufficient postage to the following addressees:

To Douglas: Daniel P. Makelky, Director  
[dmakelky@douglas.co.us](mailto:dmakelky@douglas.co.us)  
Douglas County Human Services  
4400 Castleton Court  
Castle Rock, CO 80109  
Telephone: (303) 814-5395  
Facsimile: (877) 285-8988

With a Copy to: Douglas County Attorney's Office  
100 Third Street  
Castle Rock, CO 80104

To Arapahoe: Katherine Smith, Director of Community Resources  
[ksmith@arapahoegov.com](mailto:ksmith@arapahoegov.com)  
Arapahoe/Douglas Works!  
6964 S. Lima Street  
Centennial, CO 80112

With a Copy to: Arapahoe County Attorney  
5334 S. Prince Street  
Littleton, CO 80120

14. Pursuant to CRS 29-1-110, the financial obligations of Douglas as set forth herein after the current fiscal year are contingent upon funds for the purpose being budgeted, appropriated and otherwise available.

15. COMPLIANCE WITH ALL LAWS AND REGULATIONS: All of the activities conducted under this Agreement by Arapahoe shall comply with all applicable laws, rules, regulations and codes of the United States and the State of Colorado.

16. **WORKERS WITHOUT AUTHORIZATION:** Arapahoe shall not knowingly employ or contract with a worker without authorization (a non-legal resident of the United States) to provide services under this Agreement, and shall follow their established policies and procedures to verify the worker's lawful employment eligibility.

17. **SEVERABILITY:** In the event any of the provisions of this Agreement are held to be unenforceable or invalid by any court of competent jurisdiction, the validity of the remaining provisions shall not be affected. Should either party fail to enforce a specific term of this Agreement, it shall not be a waiver of a subsequent right of enforcement, nor shall it be deemed a modification or alteration of the terms and conditions contained herein.

18. **NO THIRD PARTY BENEFICIARIES:** The enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement, shall be strictly reserved to the parties, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person under such Agreement.

19. **CONFLICT OF INTEREST:** Parties agree that no official, officer or employee of the County shall have any personal or beneficial interest whatsoever in the services or property described herein, and the Contractor further agrees not to hire, pay, or contract for services of any official, officer or employee of the County. 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 interest of any party with whom the Contractor has a contractual arrangement, in conflict with those of County. Specifically, Contractor will notify Authorized Representative (or that person's designee) if anyone performing services outlined in Exhibit A: 1) is a past or current Human Services client, or 2) is related to or a close acquaintance of a past or current Human Services client. Providing services when a known or potential client conflict exists without previously informing the Authorized Representative and receiving approval, may be deemed BREACH OF AGREEMENT.

20. **BREACH OF AGREEMENT:** Failure to perform according to the specifications of this Agreement will be considered a breach of Agreement and may be subjected to any or all of the following: legal action, termination of Agreement, any additional applicable legal remedies available to the County, and/or reimbursement to the County for costs associated with the breach of Agreement. Arapahoe's liability is limited to the amount of any sanction(s) or penalty(ies) incurred by Douglas County as a result of an audit or review, no matter when the audit occurs, based upon Arapahoe's failure to take any timely and proper required action in compliance with program requirements and/or this Agreement. Reimbursement is due and owing even if for some reason no subsequent payment exists.

IN WITNESS WHEREOF, Douglas and Arapahoe have executed this Agreement as of the above date.

**BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF ARAPAHOE**

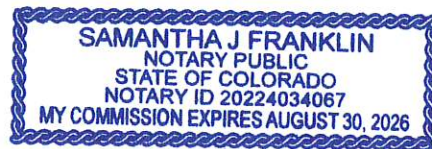
BY: Katheline Smith  
Katheline Smith, Director of Community Resources  
Authorized by Arapahoe Board of County Commissioners

DATE: 4/25/23

Signature of Notary Public Required:

STATE OF Colorado )  
COUNTY OF Arapahoe )

ss.



The foregoing instrument was acknowledged before me this 25<sup>th</sup> day of April 2023, by Samantha Franklin.

Witness my hand and official seal

Samantha Franklin  
Notary Public

My commission expires: August 30, 2023

## **Exhibit A**

### **REQUIREMENTS FOR ALL SERVICES**

In this Exhibit “Department” refers to the Douglas County Department of Human Services. For all work Arapahoe shall:

#### **A. Conducting Business**

- a. Retain confidentiality of all client information. This includes all verbal, written, and electronic communication, and all service delivery information. Unless prior written approval is provided by the Authorized Representative, Arapahoe may not release any information about the program and its applicants.
- b. Be able to proceed with the following staff identification and assignment process:
  - i. Complete whatever requirements are needed internally to Contractor’s own organization.
  - ii. Allow Douglas County staff to meet with the candidate(s).  
If potential staff assignment is acceptable to both Contractor and Douglas, make an offer or assignment change contingent upon successful completion of Douglas County’s: a) drug test, b) fingerprint background check, and c) Department review of Trails (Colorado’s child welfare computer system) and CAPS (Colorado’s adult protection computer system). (See Attachment 1.)
  - iv. Results of each item listed in A. c. iii. above will be reviewed by Douglas who will solely decide if the staff assignment is ultimately appropriate.
  - v. Note that staff may not begin any casework or receive any user IDs/temporary passwords for any system access until the County approval per A. c. iv. above is done.
- c. Arapahoe will notify Douglas if/when any traffic or criminal charges occur that could impact assigned staff’s fitness or ability to execute the work assigned in this Agreement, or that violate a law, e.g., Adam Walsh Act, or program requirement.
- d. For all client (or provider/third party, if applicable) paperwork, records and data must be stored on Douglas’ network or ingested in Douglas’ electronic content management (ECM) system(s) under the correct case immediately when possible but no later than within seven (7) business days. Douglas will provide training as needed for the ECM system(s).
- e. Utilize the Human Services Client and Reporting Enterprise System (HSCARES) for referencing programs with which a client is already associated.
- f. All client data must be sent via secure email or secure file transfer (even to clients themselves). If client data must be transferred via a portable drive, facsimile, CD or some other means, that must be approved by Douglas in advance. Documents may be mailed to clients or their Authorized Representative via US mail or a third party mail delivery company without prior approval.
- g. Arapahoe staff will timely follow-up with all system or computer access issues or needs made by [DHSsecurity@douglas.co.us](mailto:DHSsecurity@douglas.co.us) or Douglas County Support Desk. Comply with State and Douglas system access, use and confidentiality requirements. Arapahoe shall notify Douglas immediately: 1) if an employee accesses any Douglas, State or third party system or record for personal use or gain, or without any business need, and 2) when the individual no longer has

authorization to access any State, Douglas or third party systems. Douglas reserves the right to end access to any or all State, Douglas or third party system for inappropriate or unauthorized use which would result in the individual no longer being able to work under this Agreement.

- h. Douglas will provide Arapahoe staff who perform any client related work with a Douglas County email address that shall be used with clients, providers, State program staff and any third party when client data is being discussed, reviewed, shared or transmitted. This Douglas County email also allows Arapahoe staff to use Douglas' secure email feature and secure file transfer tool.
- i. For all client related work, Arapahoe will solely use Douglas' email or utilize assigned telephone numbers for one and two-way texting between Case Managers and clients (via Douglas County's contracted texting service vendor TxtPagePro). If Arapahoe staff are not in a Douglas building, Douglas will set-up with the needed virtual private network (VPN) and/or virtual desktop infrastructure (VDI) connection.
- j. Generally maintain hours of operation that correspond to the Department's, i.e., Monday through Friday 8:00 a.m. to 5:00 p.m. allowing for some individual staff schedules. Reasonable holiday, emergency and weather closures are permitted. Be available during hours of operation to answer client questions, and address concerns. Return customer calls and emails within 48 hours excluding weekends, holidays, or closures.
- k. Attend program oversight meetings that will include discussion of: 1) progress toward achieving outcomes, 2) caseload volume and statistical data, 3) customer service concerns, 4) case audits, and 5) overall status of the program. Meetings will be schedule as mutually agreed upon by Arapahoe and Douglas program managers.
- l. Attend Agreement monitoring meetings that may include a discussion of any element of the executed Agreement, e.g., timeliness or accuracy of invoices, ongoing performance compared to performance measures outlined, turnover. There will be two meetings scheduled throughout the term and will be attended by the signer of this Agreement and anyone within ADW leadership the signer deems appropriate, and minimally Douglas program and Agreement managers.
- m. Cooperate with community partners, providers and Douglas staff as reasonable and appropriate to achieve program requirements and quality customer service.
- n. Be able to timely recruit and place staff in Douglas County offices so as to avoid delays in work and not impact customer service. Provide appropriately skilled supervision of staff and appropriate overall management.
- o. Not subcontract this work to any other entity.
- p. Not speak with any member of the media without express consent by a Douglas County Commissioner, County Manager, Deputy County Manager, or Department Director. Not present to any entity that Arapahoe makes policy or funding decisions on behalf of Douglas. Arapahoe shall not engage in any form of lobbying on behalf of Douglas. Arapahoe staff may be asked to join Douglas at a meeting/conference, or to attend on Douglas' behalf. However, Arapahoe may not vote on behalf of Douglas, commit Douglas resources, or otherwise obligate Douglas. Arapahoe may not use Douglas' logo on any materials unless approved in writing by Douglas.

## B. Compliance with Laws, Rules and Policies

- a. Report all known conflicts of interest as described in 19. CONFLICT OF INTEREST.
- b. Immediately report suspected child and adult abuse, neglect and exploitation.
- c. Abide by all applicable Federal, e.g., HIPAA, and State laws, rules, and regulations; and Douglas County program policies and procedures. Comply with Douglas County and/or Department required training, including but that may not be limited to: 1) civil rights, 2) ethics, 3) mandatory reporter, 4) fraud identification and prevention, 5) building safety and security (for staff working in any Douglas County building), 6) cyber and data security, and 7) any Douglas, State or Federal training to obtain system and/or building access, e.g., CJIS.
- d. Ensure staff are appropriately trained on and remain current with: 1) laws, rules, regulations and policies, 2) authorized access and use of the required State, Douglas, and third party computer system.
- e. Develop detailed written operating procedures for TANF BCA, TANF Youth Employment, and Employment First and present these to the Department for review and approval. These should include items such as processing expectations, case reviews, and confidentiality. The operating procedures must be approved by Douglas and be in place within 15 days from the start date of this Agreement.
- f. Provide Douglas a copy of Arapahoe's Single Audit annually.
- g. Contact the Department's Investigations Unit with any questions regarding possible or known client or provider fraud or abuse, and complete fraud referrals as appropriate.

## C. Work Locations, Facilities and Space

- a. Generally work will be performed at the following locations: Arapahoe/Douglas Works (ADW) offices, Douglas Department of Human Services offices, or at ADW staff's homes (as permitted by ADW policy). Case Managers may meet clients at other locations, e.g., the client's home or work site, or some other public meeting place on a case by case basis.
- b. Virtual visits are allowed pending Department approval and as long as permitted by Colorado Department of Human Services rules.
- c. Arapahoe will also provide services at a Douglas County location and any additional off-site location as mutually agreed upon consistent with C. a. above. For services rendered in a Douglas County building, the following will be included at no cost to Arapahoe:
  - i. Desk space for staff which includes a computer and phone,
  - ii. Access to all needed Douglas County, State and third party computer systems,
  - iii. Access to needed office supplies and equipment,
  - iv. Client interview and meeting space
- d. Any additional items, equipment, services or materials will not be paid by Douglas unless specifically approved in writing in advance.

## D. Staffing Requirements

- a. Arapahoe's line staff will have at least one (1) year of case management experience, and supervisory staff will have at least two (2) years of case management.
- b. Staff will be dedicated to this project at the time the Agreement is initiated, and coverage must be provided for these services without regard to staff turnover. Arapahoe will recruit and train staff as needed within a reasonable timeframe.

#### E. Case Reviews

- a. Exhibits B, C and D address the specific expectations related to case reviews for that program. Regardless of the program, item b. and c. below apply to all services provided under this Agreement.
- b. Participate in any Federal, State or Douglas audits or performance reviews, and allow access to all related records and systems, including an on-site visit if requested. If an audit or review results in a corrective action plan, Arapahoe shall develop such plan, obtain Douglas approval, and implement it by the defined deadline. If such an audit or review results in a financial penalty for Douglas, Arapahoe shall be expected to reimburse Douglas. Arapahoe's liability is at least the amount of any sanction(s) incurred by Douglas County as a result of an audit or review, no matter when the audit occurs, based upon Arapahoe's failure to take any timely required action in compliance with program requirements and/or this Agreement.

For all work Douglas shall:

- a) Promptly notify Arapahoe of all pertinent changes in the program including, but not limited to, changes in applicable law or regulations; changes in the eligibility requirements; availability of funds; changes in computer system requirements; and changes in data collection requirements.
- b) Facilitate communications and problem resolution between clients, community partners and Douglas employees.
- c) Provide Arapahoe with access to the State, Douglas and third party computer systems as necessary.
- d) Be able to request that a specific individual be removed from working on Douglas County cases should their performance or customer service warrant it; in the event of a conflict of interest; for misuse of any client data or misuse of system access; or breach of client confidentiality or data.
- e) Manage all civil rights complaints.
- f) Provide Arapahoe within 2 business days any updates to Department policies referenced in this Agreement that are updated.
- g) Provide Arapahoe timely updates to the Invoice and Monthly Report Excel workbook by posting them to the OneDrive folder and provide notification via email of the change/update.
- h) Monitor Arapahoe's performance which includes, but may not be limited to:
  - a. customer service with both clients and other stakeholders,
  - b. evaluation of complaints and resolution,
  - c. review of billing processes and determination of allowable of expenses,

- d. review overall Agreement compliance (which is separate from the more frequent and ongoing client related meetings), and
- e. review of case work as deemed necessary.



## **Exhibit B**

### **REQUIREMENTS FOR TANF BASIC CASH ASSISTANCE SERVICES**

Arapahoe will provide case management services for one-parent and two-parent families receiving TANF/Colorado Works Basic Cash Assistance (BCA). In this Exhibit “Department” refers to the Douglas County Department of Human Services.

- A. Temporary Assistance for Needy Families (TANF) Eligibility
  - a. The Department will determine eligibility for Basic Cash Assistance (BCA) clients.
  - b. TANF eligibility is outlined in item c. below. The Department has determined that at least TANF purposes i. and ii. in c. below are addressed by the services outlined in this Exhibit.
  - c. Temporary Assistance to Needy Families (TANF) permits the use of federal funds as long as they relate to one or more of the four federal purposes:
    - i. To provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives;
    - ii. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
    - iii. To prevent and reduce out-of-wedlock pregnancies and to establish annual goals for preventing and reducing the incidence of these pregnancies; and
    - iv. To encourage the formation and maintenance of two-parent families.
  
- B. Outcomes and Reporting
  - a. As part of a complete invoice, Arapahoe will perform documented case reviews using the tool either required by State program rule or Department as follows:
    - i. Arapahoe Supervisor will complete and document case reviews that are part of the State’s monthly sample selection when Contractor’s cases are included. Arapahoe will receive timely notification of cases selected on the State sample. Since the Contractor’s cases may not be part of the State’s monthly sample, the Supervisor will review at least one case per quarter over the course of this Agreement that represents various months. Regardless of whether reviews are from the State sample or not, 1) the sum of all the reviews should represent various months, and include one-parent and two-parent cases if possible, and 2) should any findings occur, case corrections are to be made within five (5) business days.
    - ii. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.
    - iii. Maintain processing timeliness standard of 95% and a case quality standard of 97% or better. All ECM system(s) ingestion must be 100% accurate.
  - b. For this Agreement Arapahoe will obtain and maintain the Federal Work Participation Rate (50% for single-parent families) on an average monthly basis

where applicable. Case Management services should focus on addressing client barriers to self-sufficiency and achieve outcomes such as employment, increased skills and/or educational levels. Arapahoe is required to meet any changes in the federal participation rate during the course of the Agreement period.

- c. For BCA, Arapahoe will meet a minimum of 10% employment entry outcomes each month.

- i. To be counted toward meeting the employment outcomes a participant must be in one of the following activities:

- 51 JE Full Time Employment
    - 52 PT Part Time Employment
    - 95 SU Subsidized Employment
    - 53 TT Temporary Employment
    - 54 OT On-the-Job Training
    - 69 WS Work Study

- ii. Or have a Work Activity Outcome of:

- 17 Gained Employment
    - 18 Gained Full Time Employment w/ Benefits
    - 61 Gained Full Time Employment w/ Benefits
    - 60 Gained Full Time Employment
    - 20 Gained Part Time Employment w/ Benefits
    - 63 Gained Part Time Employment w/ Benefits
    - 19 Gained Part Time Employment
    - 62 Gained Part Time Employment
    - 77 Gained Subsidized Employment
    - 78 Gained Employment - Reported by Client, Unverified
    - 21 Hired by SU/OJT Employer

#### C. Basic Cash Assistance (BCA) Services

- a. Serve approximately 18 – 25 one-parent cases and 4 – 7 two-parent cases.
- b. Provide case management, crisis intervention, information, and referral services for all clients as appropriate. Additional services such as supportive services and training (certificate and classroom training, and work-based learning such as paid on-the-job training, internships and apprenticeships) will also be offered as appropriate.
- c. For all referrals, make contact within five (5) workdays of receipt of the referral at least 95% of the time. Once a referral is made, Arapahoe will conduct initial assessments, as well as ongoing assessments as needed but minimally annually, to determine client strengths and barriers to self-sufficiency. Assessments will lead Arapahoe to developing appropriate, individualized plans to include referrals to community partners, supportive services and a current, measurable Customer Plan (CP). CPs are to be completed within five business (5) days of meeting with the client.
- d. Develop CPs, as required, that are client-centered, realistic, specific, measurable and address specific barriers disclosed at assessment. CPs are entered into the Colorado Benefits Management System (CBMS).

- e. Encourage and promote clients' ability to successfully meet CP terms and conditions to ensure continuation of benefits and successful completion of the Colorado Works program. Assist all clients in addressing and overcoming barriers to self-sufficiency.
- f. Communicate any compliance concerns with eligibility workers and/or referral source so as to assist client is resolving such issues and encouraging appropriate conflict resolution strategies within two (2) business days of identification of the issue.
- g. Establish meeting times with clients on a weekly, semi-monthly or monthly basis, depending on the severity of self-sufficiency barriers, client needs and level of support needed from the Department to help clients overcome barriers.
- h. Collaborate to provide integrated services between other units such as Eligibility (Food Assistance, Medicaid, Low-Income Energy Assistance, and Child Care), Child Welfare, Child Support Enforcement, and other community partners providing client services. Communicate with Department staff to avoid any disruption in benefits that may occur. Coordinate with Douglas and clients to ensure all necessary paperwork is turned in timely so as to ensure benefits can be issued timely.
- i. Recommend supportive service and CP bonus recommendations and payments, obtain necessary documentation, and enter into CBMS.
- j. Maintain open lines of communication and coordinate treatment planning with other agencies. Advocate on client's behalf to ensure appropriate services with community partners are put in place when authorization to release information has been signed by client.
- k. Complete referrals on behalf of clients needing additional assistance from Douglas, as well as referrals to community partners in order to connect families in need with appropriate services and supports. Manage resources including supportive service payments and arranging for services that lead to client self-sufficiency within specified time frames.
- l. Ensure that all client cases follow FLSA regulations, and that Arapahoe accurately determines and enters calculations and payments.
- m. Notify Douglas immediately of any potential client appeals, consumer complaints, Arapahoe employee issues related to the Agreement, and/or claims of discrimination. Prepare written documentation, statistical reports and/or other materials needed for a Department review and/or Administrative Court review. Support Douglas in any dispute resolution process that may occur.

## **Exhibit C**

### **REQUIREMENTS FOR YOUTH EMPLOYMENT SERVICES**

Arapahoe will provide dedicated job coach case management services to work with TANF eligible at-risk individuals and young parents (15-25 years old). This “2Gen” approach will address positive employment and wage outcomes. In this Exhibit “Department” refers to the Douglas County Department of Human Services.

#### **A. Temporary Assistance for Needy Families (TANF) Eligibility**

- a. Arapahoe will verify TANF eligibility every 6 months by having the required household members (anyone 18 and over) complete a new affidavit. (See Attachment 2.)
- b. TANF eligibility is outlined in item c. below. The Department has determined that minimally TANF purposes i. and ii. in c. below are addressed by the services outlined in this Exhibit.
- c. Temporary Assistance to Needy Families (TANF) or Colorado Works program permits the use of federal funds as long as they relate to one or more of the four federal purposes:
  - i. To provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives;
  - ii. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
  - iii. To prevent and reduce out-of-wedlock pregnancies and to establish annual goals for preventing and reducing the incidence of these pregnancies; and
  - iv. To encourage the formation and maintenance of two-parent families.
- d. Colorado Works eligible clients must meet the criteria listed below:
  - i. individuals must be lawfully present (and any one receiving services 18 or older must sign the affidavit of lawful presence), AND
  - ii. family gross annual income is at or below \$75,000 with a dependent child in the home, OR
  - iii. any individual or family, regardless of income, if the service/support being provided is intended to address TANF/Colorado Works purposes iii. and iv. in item c. above.
- e. Target populations are listed below with clarifications about their TANF eligibility:
  - i. Youth who are “aging out” of the foster care system
    - 1) Once youth turns 18 he/she must be otherwise TANF eligible in their own right
  - ii. Youth currently on public assistance cases with their families
    - 1) Once youth turns 18 he/she must be otherwise TANF eligible in their own right
  - iii. Young parents who may become involved in the public assistance system due to multiple barriers, and/or child welfare involvement.

## B. Outcomes and Reporting

- a. As part of a complete invoice, Arapahoe will perform written Youth Employment case review as follows:
  - i. Arapahoe supervisor will review at least one (1) case per month. Should any findings occur, case corrections are to be made within five (5) business days.
  - ii. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.
  - iii. Maintain a case quality standard of 90% or better. Manual HSCARES entries, if required, must be 100% accurate, and all ECM system(s) ingestion must be 100% accurate.
- a. The goals and respective measures for this service are:
  - A. Goal 1: Increase outreach and awareness of program. Measure: Identify at least one new program referral source and provide an overview.
  - B. Goal 2: Provide career assessments to 75% of the clients. Measure: Report the number of assessments completed in the monthly report.
  - C. Goal 3: Increase the number of clients attaining a GED or high school equivalency certificate. Measure: At least 33% of the caseload working towards their GED or equivalency successfully obtain a GED or high school equivalency.
  - ~~D.~~ Goal 4: Enroll four (4) clients in work-based learning activities, e.g., Work Experience, On-The-Job Training, or Apprenticeships. Measure: Track activities through appropriate Connecting Colorado processes, and report on the number of clients enrolled in these activities.
  - E. Goal 5: Obtain an average wage of placement of \$13.65/hour. Measure: Track all clients' wage at placement following entry or completion of this program, and compare the two to see if it's at or above the goal.

## C. Case Management

- a. Arapahoe will work with Douglas to create and reinforce an employment-focused perspective among all employees and community referring partners. Douglas employees will be trained on current models of employment-focused practice, communicating the message of work as the critical component to breaking the cycle of poverty, and best practices in working with youth. Arapahoe Case Manager will receive training specific to workforce development trends and best practices. Additionally, Arapahoe Case Manager will be trained on how to use a youth employment assessment tool, and interviewing and assessment skills/techniques specific to youth.
- b. Arapahoe will accept referrals from Douglas and other community stakeholders such as, Douglas County Youth Initiative, Douglas County Schools Teen Parent Program, and any agency involved in the Douglas County Community of Care Network.
- c. Referral will be accepted by phone, through Douglas email, and through community outreach events. No referral form will be required. Following any

referral, Arapahoe Case Manager will contact the youth and screen for eligibility and other ADW! programs. Referral source information will be recorded and provided in the monthly report. Prior to completing any work for a referred person, Arapahoe must obtain a completed TANF affidavit that demonstrates TANF eligibility. If Arapahoe has any concerns about a person's or family's TANF eligibility, they should contact Douglas in advance of beginning any services or work.

- d. Within seven (7) business days of completing the intake, create a case in HSCARES that includes all applicable members and data.
- e. All youth will receive an orientation. Orientations will clearly emphasize that this is an employment program, the benefits of employment and the assistance that will be provided in order to assist youth with job search, securing employment, as well as training in developing a long-term career path.
- f. Arapahoe will use the Goal4 It! methodology which provides services that are individualized and goal-based. Services include, but are not limited to, career pathway development and exploration; in person and online workshops; soft skills training; mock interviews; labor market information guidance; resume assistance; goal development; and financial literacy. (If the methodology needs to be updated after the execution of this Agreement, it may be done by mutual agreement between the Department and Contractor without an Amendment to this Agreement.)
- g. A comprehensive assessment will be completed for all youth. Arapahoe will provide intensive case management through their ADW! Job Coach/Case Manager, as well as leverage services already in place in ADW!'s "Future U" program, or other ADW! programs as needed and appropriate.
- h. Service delivery will be integrated between all agencies/departments assisting participants.
- i. Services may need to be provided at a community location, e.g., the client's home, school or worksite, or some other location.
- j. Services may include, but may not be limited to:
  - i. Job readiness and job search, including effective resume development,
  - ii. Skill building, including learning appropriate workplace behaviors, conflict resolution, and presentation skills,
  - iii. Assistance with obtaining supportive services, e.g., housing, transportation, work uniforms, training and certificate programs, and obtaining credentials,
  - iv. Job development and placement,
  - v. Job retention and advancement,
  - vi. Subsidized employment, including on-the-job training, internships, pre-apprenticeships and apprenticeships
  - vii. Provide incentive payments for recognition and achievement directly tied to training activities, work experiences, employment obtainment and employment retention, where appropriate,
  - viii. Independent living skills and goal development,
  - ix. Financial literacy and planning,
  - x. Family planning,
  - xi. Career exploration,

- xii. Provision of career assessments,
- xiii. Career services workshop facilitation, and
- xiv. Post-employment follow-up and services.

**D. Direct Payments**

- a. If a payment or reimbursement is made directly to a client, there is no change in the expectations about allowability or documentation as would be applied to Arapahoe themselves.
- b. All payments, whether direct payments to clients or not, are considered “non-emergency” for the purposes of this Agreement.
- c. Examples of possible direct payments include, but are not limited to, transportation, work tools, and clothing.
- d. Any direct payments to clients or request for reimbursement to Arapahoe for medical services (including behavioral health care and prescriptions), aides or devices must be discussed and pre-approved in writing by Douglas in advance.

## **Exhibit D**

### **REQUIREMENTS FOR EMPLOYMENT FIRST SERVICES**

Arapahoe will provide client and provider services related to the Employment First program. Client services are predominantly employment development case management in nature, and provider services are predominantly related to employer site development and site assignment. In this Exhibit “Department” refers to the Douglas County Department of Human Services.

#### **B. Employment First Eligibility**

- a. The Department will determine SNAP eligibility and forward Employment First referrals to ADW.

#### **C. Outcomes and Reporting**

- a. As part of a complete invoice, Arapahoe will perform written Employment First case reviews.
- b. Arapahoe supervisor will perform two case reviews per month. Should any findings occur, case corrections are to be made within five (5) business days.
- c. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.
- d. Maintain a processing timeliness standard of 95% and a case quality standard of 95% or better. Manual HSCARES entries, if required, must be 100% accurate, and all ECM system(s) ingestion must be 100% accurate.

#### **D. Case Manager Services**

- a. Develop and provide all of the following for new and ongoing participants:
  - i. Assessment of job history, skills, and readiness, and overall barriers to obtaining and retaining employment,
  - ii. Program orientation (that includes a review of the “exemption” and “disqualification” processes),
  - iii. Services that focus on job search, referral and placement,
  - iv. Interview skills and resume writing,
  - v. Soft skills training to include appropriate workplace conduct and communication,
  - vi. Short-term certification training in targeted industries and occupations, and
  - vii. Time management and planning.
- b. Attempt to identify an adequate number and type of workfare sites with a reasonable number or percent that are within Douglas County or within a reasonable commute for people who must use public transportation. Develop these relationships and ensure any required paperwork is completed and maintained.
- c. Coordinate between the Food Assistance and Colorado Works eligibility staff as needed. Provide other reimbursable supportive services consistent with Department approved procedures. (Client expenses that are not adequately documented or are not reimbursable per State rule will not be reimbursed to the



Arapahoe. The amount budgeted for client transportation and supportive services are noted in Exhibit E, and are part of the overall Agreement maximum.)

- d. Address and resolve all participant program appeals and worksite grievances.
- e. Create and maintain participant files that adequately address Department, County, State, and Federal program requirements and that meet reasonable audit standards. Arapahoe shall maintain documentation for four (4) years. Participant files include, but may not be limited to:
  - i. Signed and dated releases and work plans,
  - ii. Job search hours,
  - iii. Requests and approvals for supportive services (which may require the collection of receipts), and
  - iv. Volunteer and employer site records
- f. Determine the type of participation in accordance with all rules and regulations.
- g. Work reports timely and accurately to ensure correct program participation and enhanced funding.

E. Business Development Services

- a. Business Developer will be dedicated part-time to recruit and develop relationships with businesses specifically in Douglas County. Eleven core services to businesses will be offered, such as hiring events, job fairs, screening and training services.
- b. Business recruitment will be targeted: 1) in certain industries that have high growth projections and high demand, and for which ADW will begin to develop clients' skills and training for these industries, and 2) in industries that would most likely have a need to access and employ our inventory of job seekers and program participants.
- c. Business Developer will plan, coordinate and facilitate job fairs.
- d. These services are expected to increase job placements, wages at placement and job retention.
- e. Complete a monthly report. The required data will be outlined in a document provided to the Contractor before the start date of this Contract. If it has to be updated at any time during this Contract, the Department will repost the updated version to the shared OneDrive folder.

## **Exhibit E**

### **METHOD OF PAYMENT**

- A. For services outlined in Exhibit A through D, Arapahoe shall generate a complete invoice monthly that is sufficiently detailed as outlined by Douglas to substantiate expenses and support service provision, and maintain all documentation in an organized and auditable manner for four (4) years.
- B. Arapahoe will be reimbursed for services rendered as outlined in Exhibits A through D to the Douglas County Department of Human Services' satisfaction. The invoice is an Excel workbook provided by the Department, and will be posted to Douglas' OneDrive folder. After the initiation of this Agreement, the invoice may be updated by Douglas and a subsequent version will be posted to the folder. A complete invoice is defined as:
- a. page one of the invoice template completed, printed off and signed,
  - b. items listed in the Checklist due that month, and
  - c. the Excel workbook with the Invoice tab completed.

If an invoice is deemed incomplete, Douglas will delete all documents from the OneDrive folder and send an email to the ADW Division Manager's Designee.

- C. The invoice is required every month, and required supporting expense documentation for all services is as follows:
- a. The Department will randomly identify expenses and request back-up documentation for that expense.
  - b. At least once a quarter, the Department will select an expense within 2 business days of invoice receipt and require all back-up documentation within 4 business days of the selection.
  - c. Should the random expense back-up reviews not produce reasonable documentation the Department will notify ADW, and may result in non-payment. The Department may revert to requiring back-up documentation for every expense every month depending on random review results.
- D. Arapahoe shall invoice monthly for services rendered. No pre-payments or advances will be made. Payments under this Agreement shall not exceed the maximum identified in Recital 3. The budgets for each program are as follows:
- |                     |   |
|---------------------|---|
| a) TANF BCA         | \$60,000.00   |
| b) Youth Employment | \$120,000.00  |
| c) Employment First | Prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$53,610.00. |

As long as no increase in the Agreement maximum is being requested but should any of these budgets need modification, a written request must be sent to the Department Director from the person listed as the ADW contact in item 12 on page 3 of this Agreement. The request should be sent in advance of any deviations from the budgets

outlined above and must specifically outline what is needed, and when the change is effective. A written response will be provided in return with the Department's decision, and those communications become enforceable attachments to this Agreement. If a change to the overall Agreement maximum is needed an Amendment will be completed.

E. For BCA, Arapahoe may invoice Douglas for any of the following expenses:

- a. Salary and benefits
- b. Supplies
- c. Staff development
- d. Mileage/travel
- e. Program/administrative overhead
- f. Client training/education, certification programs, credentials, work-based learning activities, and career/skills assessments

F. For Youth Employment, Arapahoe may invoice Douglas as follows:

- a. Salary and benefits
- b. Supplies, Outreach Materials, Training Materials
- c. Staff development
- d. Mileage/travel
- e. Cell phone
- f. Program/administrative overhead
- g. Client training/education, testing and certification programs, credentials, e.g., uniforms, tools, books/supplies for school or work, work-based learning activities and incentives
- h. Client transportation, housing assistance, and other supportive services

G. For Employment First, Arapahoe may invoice Douglas as follows:

<b>Funding</b>	<b>Amount</b>	<b>Permitted Uses</b>	<b>Non-Permitted Uses</b>	<b>Cost Distribution Methodology</b>
100% Federal	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party	direct payments to participants; optional workfare activities	See item b) below this table.
ABAWD Pledge	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party for ABAWDs only	direct payments to participants; non-ABAWD participant expenses paid to a third party	See item b) below this table.
50% Administrative	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party	direct payments to participants; optional workfare activities	See item b) below this table.

<b>Funding</b>	<b>Amount</b>	<b>Permitted Uses</b>	<b>Non-Permitted Uses</b>	<b>Cost Distribution Methodology</b>
80%/20% Participant	See item a) in table below.	benefits paid directly to the participant	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party; optional workfare participant expenses	See item b) below this table.
50% Participant	See item a) in table below.	benefits paid directly to the participant	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party; optional workfare participant expenses	See item b) below this table.
Reallocated 100% Federal	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses; participant expenses paid to a third party	direct payments to participants; optional workfare activities	See item b) below this table.
50%/50% Participant Workfare	See item a) in table below.	participant benefits for optional workfare clients	any expense for non-optional workfare participants	See item b) below this table.
50%/50% Administrative Workfare	See item a) in table below.	salaries/benefits and staff expenses; operating and administrative expenses for optional workfare clients	any expense for non-optional workfare participants	See item b) below this table.

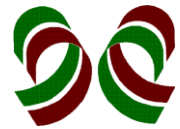
- a) The Parties agree that the maximum Arapahoe will invoice for each area in the table is the Douglas County designated amount listed in the prevailing Colorado Department of Human Services Information Memo for Employment First county allocations, as long as the Douglas County share does not exceed \$53,610. Arapahoe recognized these allocation amounts are subject to increases and decreases. Douglas will provide written notice to Arapahoe when Employment First allocations change or if there is an increase in the Douglas share maximum.
- b) Douglas will apply the monthly ABAWD, Non-ABAWD, and Optional Workfare percentages provided by the Colorado Department of Human Services (CDHS) to their corresponding expenses.
- c) Any client expense which is not claimable under any of the above categories will not be paid unless prior written approval is obtained from Douglas. This item

would be specifically highlighted in the invoice as such and include the prior written approval.

- H. For Business Development, only that person's salary and benefits may be invoiced in conjunction with activities performed that related to Employment First clients.
- I. No computer hardware or software may be purchased under this Agreement.
- J. In the event that any costs are shared by multiple clients or a cost is shared across two or more Agreements with Douglas County, Arapahoe must prorate the expense(s). The Department will only reimburse for the portion of the expense incurred for the execution of this Agreement. Arapahoe may not bill Douglas for any cost, fee or expense not outlined above.
- K. If Arapahoe elects to simultaneously use any of the same staff people for this Agreement as another Agreement with the Department, Arapahoe must provide documentation that clearly identifies that Arapahoe is not receiving more reimbursement for that expense than the appropriate share for each Agreement.
- L. Invoices must be submitted by the 15<sup>th</sup> of each month subsequent to the month services were provided except June 2024 must be received by 12:00 noon July 5, 2024. Invoices and all back-up documentation will be uploaded to the Department's OneDrive folder. Contractor will email [HSAccounting@douglas.co.us](mailto:HSAccounting@douglas.co.us) when new invoices have been added to OneDrive or existing documents edited in OneDrive.
- M. Complete invoices not received within the specified timeframe may be denied for payment. Continual failure to comply with invoicing and reporting requirements may constitute breach of Agreement.

**Attachment 1**  
**DEPARTMENT'S BACKGROUND CHECK POLICY**

(See following 3 pages.)



## Douglas County Department of Human Services

<b>Policy Name</b>	Background Checks
<b>Supersedes</b>	N/A
<b>Effective Date</b>	02/07/2019
<b>Director's/Designee's Approval &amp; Date</b>	

### A. Policy Statement

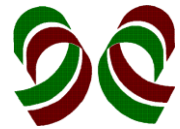
1. The Douglas County Department of Human Services staff provide supports and services to vulnerable children, adults, and their families. As such, Douglas County Department of Human Services mandates background checks for all employees and contractors that surpass county and state requirements. Additionally, employees may be subject to reassignment or discipline, up to and including termination, for any arrest, charge, conviction, or finding which calls into question their ability to work safely with vulnerable clients. Contractors who do not pass the background check will not be able to begin working or will be removed from their Douglas assignment as appropriate.
2. The Department may be required to make a law enforcement referral on an employee or contractor depending on the facts.

### B. Definitions

1. CAPS is the Colorado Adult Protective Services (APS) data system.
2. CCU is the CAPS Check Unit at the State Department of Human Services
3. Direct Care or Direct Contact of at-risk adults and children includes anyone who provides services or supports. Direct Care or Direct Contact includes case management, protective services, physical care, mental health services, or any other service necessary for the at-risk adult or child's health, safety, or welfare.
4. Trails is the Child Welfare Case Management System.

### C. Procedure

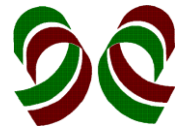
1. All human service employees or contractors shall be required to submit to enhanced background checks as follows:
  - a. Fingerprint and name-based criminal background check at the time of hire, allowing Colorado Bureau of Investigations (CBI) to update the Douglas County Department of Human Services upon any arrest, charge, or conviction as reported to CBI.



## Douglas County Department of Human Services

- b. Additional criminal background checks at any time during employment, whether random or upon suspicion the employee has engaged in criminal activity.
  - c. Department of Motor Vehicles Records at the time of hire and annually thereafter.
  - d. Trails and CAPS name search for substantiated abuse, neglect of a child or adult, or exploiting an at-risk adult. Such background checks shall be completed at the time of hire and annually thereafter.
- 2. Douglas County Department of Human Services must register with the CCU and receive a unique CAPS Check Employer ID# in order to complete CAPS checks for Adult Protection staff.
  - a. The employee must complete and sign the State Written Authorization form prior to completing the CAPS check.
  - b. The State Written Authorization form shall be kept in the employee's personnel file.
  - c. A positive CAPS match must include all four criteria:
    - i. Substantiated finding must have been made after July 1, 2018.
    - ii. The substantiated perpetrator must have been age 16 or older at the time of the substantiated finding.
    - iii. There must be a match of at least two unique data points between the employee and the substantiated perpetrator.
    - iv. The finding was either not appealed or the Appeal Status is one of the following:
      - 1. Under Appeal,
      - 2. Upheld,
      - 3. Upheld – Modified,
      - 4. Upheld – Abandoned,
      - 5. Upheld – Settlement Conditions Not Met,
      - 6. Expunged – Time delayed, or
      - 7. Modified Expunged – Time delayed
  - d. Prior to receiving CAPS access for a new APS employee, the APS Manager must submit a CAPS Support ticket requesting CAPS access and must attest they have completed the CAPS background check.
- 3. A positive Trails match must include the following:
  - a. The substantiated perpetrator must have been age 16 or older at the time of the substantiated finding.
  - b. There must be a match of at least two unique data points between the employee and the substantiated perpetrator.
  - c. The finding was either not appealed or the Appeal Status is one of the following:





## Douglas County Department of Human Services

- i. Under Appeal,
  - ii. Upheld,
  - iii. Upheld – Modified,
  - iv. Upheld – Abandoned,
  - v. Upheld – Settlement Conditions Not Met,
  - vi. Expunged – Time delayed, or
  - vii. Modified Expunged – Time delayed
4. Any finding of a criminal, civil or motor vehicle arrest, charge, conviction, or finding which calls into question the employee's ability to safely transport or work with vulnerable clients will be reported to the employee's supervisor, department administrator, and agency director for review and consideration.
5. Upon a finding, by the preponderance of the evidence, that the employee engaged in the alleged criminal, civil or motor vehicle offence, the employee may be subject to reassignment or discipline, up to and including termination.

**Attachment 2**  
**COLORADO WORKS ELIGIBILITY AFFIDAVIT**  
**FOR YOUTH EMPLOYMENT**

The form found on the next page must be completed by anyone who is 18 or over in a household for which reimbursement will be requested.

## Colorado Works Eligibility Affidavit

The Douglas County Youth Employment program is provided using Colorado Works/TANF funds which requires certain broad eligibility are met. Eligibility information collected is used specifically and only for determining eligibility. It is kept strictly confidential and will not affect the level of services provided to you. Thank you for your cooperation.

**Participant's Name:** \_\_\_\_\_

**Receipt of Colorado Works (TANF):**

\_\_\_\_\_ I am currently receiving Colorado Works (TANF) Basic Cash Assistance  
 \_\_\_\_\_ I am not currently receiving Colorado Works (TANF) Basic Cash Assistance from any Colorado County

**Residency in the United State (Please check one box below):**

\_\_\_\_\_ I am citizen of the United States, or  
 \_\_\_\_\_ I am a Permanent Resident of the United States, or  
 \_\_\_\_\_ I can verify lawful presence in the United States, pursuant to state law, or  
 \_\_\_\_\_ None of the above

**Family Income:**

\_\_\_\_\_ Less than \$75,000/year                      \_\_\_\_\_ Greater than \$75,000/year

**Family:**

# of adult (18 and over) members in household \_\_\_\_\_  
 # of children (under age 18) \_\_\_\_\_

**Race/Ethnicity (Optional):**

White \_\_\_\_\_ Black/African American \_\_\_\_\_  
 American Indian/Alaskan Native \_\_\_\_\_ Asian \_\_\_\_\_  
 Native Hawaiian/Other Pacific Islander \_\_\_\_\_  
 Other: (Please specify) \_\_\_\_\_

**Ethnicity (Optional):** Hispanic \_\_\_\_\_ Non-Hispanic \_\_\_\_\_

**Other current assistance:** Food Assistance/SNAP \_\_\_\_\_ TANF/Colorado Works \_\_\_\_\_

**County of Residence:** \_\_\_\_\_

### AFFIDAVIT

I, \_\_\_\_\_, do hereby declare and represent the information provided above to be TRUE and CORRECT to the best of my knowledge on this date signed below. The information you provided above could be subject to verification.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**THE BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF DOUGLAS, COLORADO**

DocuSigned by:  
  
By: 2322EA9EBA05420...  
**Abe Laydon**  
**, Chair**

**Douglas County Commissioners**

**ATTEST:**

DocuSigned by:  
  
By: 7DCE6DB0F8A540B...  
**Roberta Nelson**

**Admin Support Specialist**



**APPROVED AS TO CONTENT:**

DocuSigned by:  
  
By: B5C95B8DCEAB4AA...  
**Doug DeBord**

**County Manager**

**APPROVED AS TO CONTENT:**

DocuSigned by:  
  
By: 02BB0855591242F...  
**Daniel Makelky**

**Director Douglas County Department of Human Services**

**DATE:** 5/11/2023

**DATE:** 5/11/2023


**APPROVED AS TO FISCAL CONTENT:**

DocuSigned by:  
  
By: 80C333BC1187403...

**Andrew Copland**

**Director of Finance**

**APPROVED AS TO LEGAL FORM:**

DocuSigned by:  
  
By: 1BA513B950CB42A...


**R. LeeAnn Reigrut**

**Assistant County Attorney**

**DATE:** 5/11/2023

**DATE:** 5/11/2023

**APPROVED AS TO INSURANCE REQUIREMENTS:**

DocuSigned by:  
  
By: 33306CFT515540A...  
**Megan Datwyler**

**Risk Manager**

**DATE:** 5/11/2023

## INTERGOVERNMENTAL AGREEMENT

**THIS INTERGOVERNMENTAL AGREEMENT** (hereinafter “this Agreement”) is entered into this 25th day of June, 2024, by and between the **BOARD OF COUNTY COMMISSIONERS OF DOUGLAS COUNTY**, Colorado (“Douglas”), and the **BOARD OF COUNTY COMMISSIONERS OF ARAPAHOE COUNTY**, Colorado (“Arapahoe”). Both Counties hereinafter referred to as the “Parties”.

### RECITALS

**WHEREAS**, the Parties are authorized under Article XIV, Section 18 of the Colorado Constitution, and by C.R.S. 29-1-203 et seq. to Agreement with one another to provide any function or service lawfully authorized to each of them; and

**WHEREAS**, Arapahoe and Douglas Counties, in their capacity as a County Human Services Agency, are responsible for the administration of various human services programs including the Federal TANF (Temporary Assistance to Needy Families) program also known as “Colorado Works” and a component of the TANF/Colorado Works program is the provision of training and services to participants to assist these individuals in obtaining employment; and

**WHEREAS**, Arapahoe/Douglas Workforce Board has designated the Arapahoe/Douglas Workforce Center as the one-stop for the federally designated regions of Arapahoe County and Douglas County; and

**WHEREAS**, Arapahoe, through its Arapahoe/Douglas Works Division (“ADW”) of the Arapahoe County Community Resources Department, provides training, counseling, assessment and job referral services for individuals seeking employment, including TANF recipients; and

**WHEREAS**, authority exists in the law and funds have been budgeted, appropriated and otherwise made available and a sufficient uncommitted balance thereof remains available for encumbering and subsequent payment under this Agreement,

**NOW, THEREFORE**, for and in consideration of the premises and other good and valuable consideration, the parties agree as follows:

1. ADW will provide TANF case management services for Douglas TANF program participants referred to ADW by Douglas County Human Services as more particularly described in the Scope of Work attached hereto as “Exhibit A” and incorporated herein.
2. The term of this IGA shall be from July 1, 2024 through June 30, 2025, unless sooner terminated or otherwise extended.
3. Douglas agrees to pay Arapahoe an amount not to exceed \$200,000.00 (Two Hundred Thousand Dollars) as reimbursement for services provided herein as follows: 1) TANF Basic Cash Assistance Case Management 2) TANF Youth Employment Case Management.

Arapahoe shall invoice Douglas on a monthly basis for services provided. Douglas shall pay said invoice within 30 days of receipt. All expenditures are subject to appropriation of funds. Douglas County may terminate without penalty by providing thirty (30) days' written notice to Arapahoe.

4. Facility fees will be waived for Arapahoe County under this Agreement.

5. The Director of Douglas County Human Services is designated as the authorized representative of Douglas for the purpose of administering, coordinating and approving work performed pursuant to this Agreement.

6. Arapahoe agrees that no official, officer or employee of Arapahoe County shall have any personal or beneficial interest in the services described herein.

7. To the extent authorized by law, Arapahoe shall defend, indemnify, and hold harmless Douglas County, its elected officials, officers, directors and employees from any and all claims, demands, suits, actions or proceedings arising from or resulting from services provided by Arapahoe in relation to this IGA. To the extent authorized by law, Douglas shall defend, indemnify, and hold harmless Arapahoe County, its elected officials, officers, directors and employees from any and all claims, demands, suits, actions or proceedings arising from or resulting from the actions of Douglas in relation to this IGA.

8. Arapahoe and Douglas understand and agree that each party is relying on, and does not waive or intend to waive, any provision, right, immunity or protection provided by the Colorado Governmental Immunity Act, §§ C.R.S. 24-10-101 et seq.

9. In connection with the services provided pursuant to this Agreement, Arapahoe shall not discriminate against any Douglas TANF participant because of race, creed, color, national origin, religion, sex, mental or physical disability, or age.

10. All records remain the property of the Douglas County Department of Human Services. Documents, data compilations, and other client-based information prepared and maintained by Arapahoe in connection with this Agreement shall be confidential. Documents shall not be made available by Arapahoe to any individual or entity without the consent of the Douglas County Representative. Confidential files must be maintained in a secure environment that ensures confidentiality. Arapahoe will notify Douglas immediately of any breaches of security or confidentiality as they pertain to client data. Arapahoe agrees that, upon request of Douglas, at any time during the term of this Agreement, or four (4) years thereafter, it will make full disclosure to Douglas and make available for inspection and audit upon request Douglas, all of its records associated with work performed under this Agreement for the purpose of making an audit, examination or excerpts. Under this item, records refer to the support documentation for expenses invoiced to Douglas and paid to Arapahoe. Arapahoe will retain any and all records, beyond the terms outlined above in this recital, as identified in a "litigation hold" notice provided by Douglas until receipt of a release from said hold.

11. The Parties shall have the right to terminate this IGA, without cause, by giving not less than thirty days' written notice to the other party of such termination and specifying the effective date of such termination. Arapahoe shall be entitled to receive compensation in

accordance with this Agreement for services completed pursuant to this Agreement prior to the date of receipt of the notice of termination or such other stop-work date as may be specified in said notice.

Notices to be provided under this IGA shall be given in writing and either delivered personally during normal business hours to the appropriate office below, or by prepaid first-class U.S. mail, e-mail, or other method authorized in writing by the Authorized Representative.

To Douglas: Daniel Makelky, Director  
[dmakelky@douglas.co.us](mailto:dmakelky@douglas.co.us)  
Douglas County Human Services  
4400 Castleton Court  
Castle Rock, CO 80109  
Telephone: (303) 814-5395  
Facsimile: (877) 285-8988

With a Copy to: Douglas County Attorney's Office  
100 Third Street  
Castle Rock, CO 80104  
Phone: 303-660-7414

With a Copy to: Erin Johnson  
Department of Human Services  
4400 Castleton Court  
Castle Rock, CO 80109  
[Ejohnsol@douglas.co.us](mailto:Ejohnsol@douglas.co.us)  
Phone: (303) 814-5359

To Arapahoe: Katherine Smith, Director of Community Resources  
[ksmith@arapahoe.gov](mailto:ksmith@arapahoe.gov)  
Arapahoe County Plaza#  
#690 W. Littleton Blvd  
Littleton, CO 80120

With a Copy to: Arapahoe County Attorney  
5334 S. Prince Street  
Littleton, CO 80120

14. Pursuant to CRS 29-1-110, the financial obligations of Douglas as set forth herein after the current fiscal year are contingent upon funds for the purpose being budgeted, appropriated and otherwise available.

15. COMPLIANCE WITH ALL LAWS AND REGULATIONS: All of the activities conducted under this Agreement by Arapahoe shall comply with all applicable laws, rules, regulations and codes of the United States and the State of Colorado.

16. **WORKERS WITHOUT AUTHORIZATION:** Arapahoe shall not knowingly employ or contract with a worker without authorization (a non-legal resident of the United States) to provide services under this Agreement, and shall follow their established policies and procedures to verify the worker's lawful employment eligibility.

17. **SEVERABILITY:** In the event any of the provisions of this Agreement are held to be unenforceable or invalid by any court of competent jurisdiction, the validity of the remaining provisions shall not be affected. Should either party fail to enforce a specific term of this Agreement, it shall not be a waiver of a subsequent right of enforcement, nor shall it be deemed a modification or alteration of the terms and conditions contained herein.

18. **NO THIRD-PARTY BENEFICIARIES:** The enforcement of the terms and conditions of this Agreement and all rights of action relating to such enforcement, shall be strictly reserved to the parties, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other or third person under such Agreement.

19. **CONFLICT OF INTEREST:** Parties agree that no official, officer or employee of the County shall have any personal or beneficial interest whatsoever in the services or property described herein, and the Contractor further agrees not to hire, pay, or contract for services of any official, officer or employee of the County. 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 interest of any party with whom the Contractor has a contractual arrangement, in conflict with those of County. Specifically, Contractor will notify Authorized Representative (or that person's designee) if anyone performing services outlined in Exhibit A: 1) is a past or current Human Services client, or 2) is related to or a close acquaintance of a past or current Human Services client. Providing services when a known or potential client conflict exists without previously informing the Authorized Representative and receiving approval, may be deemed BREACH OF AGREEMENT.

20. **BREACH OF AGREEMENT:** Failure to perform according to the specifications of this Agreement will be considered a breach of Agreement and may be subjected to any or all of the following: legal action, termination of Agreement, any additional applicable legal remedies available to the County, and/or reimbursement to the County for costs associated with the breach of Agreement. Arapahoe's liability is limited to the amount of any sanction(s) or penalty(ies) incurred by Douglas County as a result of an audit or review, no matter when the audit occurs, based upon Arapahoe's failure to take any timely and proper required action in compliance with program requirements and/or this Agreement. Reimbursement is due and owing even if for some reason no subsequent payment exists.

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IN WITNESS WHEREOF, Douglas and Arapahoe have executed this Agreement as of the above date.

**BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF ARAPAHOE**

BY: Katherine Smith  
Katherine Smith, Director of Community Resources  
Authorized by Arapahoe Board of County Commissioners

DATE: 6/12/24

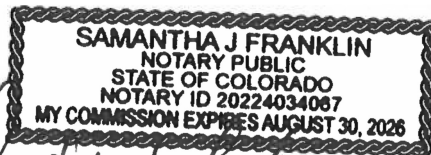
Signature of Notary Public Required:

STATE OF Colorado )  
 )  
COUNTY OF Arapahoe ) ss.

The foregoing instrument was acknowledged before me this 12<sup>th</sup> day of June 2024, by

Samantha Franklin.

Witness my hand and official seal



Samantha Franklin  
Notary Public

My commission expires: August 30, 2026

## **Exhibit A**

### **SCOPE OF SERVICES**

Contractor agrees to provide service(s) outlined herein. Services provided outside of this Exhibit will be deemed gratuitous and are subject to non-payment at the Department of Human Services' (Department) discretion.

The Contractor will work with families to establish initial and ongoing Colorado Works case management services for single-parent and two-parent families. The Department will determine eligibility for Basic Cash Assistance (BCA) clients. TANF eligibility is outlined below. The Department has determined that minimally TANF purposes i. and ii. are addressed by the services outlined in this Exhibit.

Temporary Assistance to Needy Families (TANF) permits the use of federal funds as long as they relate to one or more of the four federal purposes:

- i. To provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives;
- ii. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
- iii. To prevent and reduce out-of-wedlock pregnancies and to establish annual goals for preventing and reducing the incidence of these pregnancies; and
- iv. To encourage the formation and maintenance of two-parent families.

#### **I. The Contractor shall:**

##### **A. Conducting Business**

- a. Retain confidentiality of all client information. This includes all verbal, written, and electronic communication, and all service delivery information. Unless prior written approval is provided, the Contractor may not release any information about the program and its applicants.
- b. Be able to proceed with the following staff identification and assignment process:
  - a. Complete whatever requirements are needed internal to Contractor's own organization.
  - b. Allow Douglas County staff to meet with the candidate(s).  
If potential staff assignment is acceptable to both Contractor and Douglas, make an offer or assignment change contingent upon successful completion of Douglas County's: a) drug test, b) fingerprint background check, and c) Department review of Trails (Colorado's child welfare computer system) and CAPS (Colorado's adult protection computer system). (See Attachment A1.)
  - d. Results of each item listed in A. c. iii. above will be reviewed by Douglas who will solely decide if the staff assignment is ultimately appropriate.
  - e. Note that staff may not begin any casework or receive any user IDs/temporary passwords for any system access until the County approval per A. c. iv. above is done.
- c. Contractor will notify the Department if/when any traffic or criminal charges occur that could impact assigned staff's fitness or ability to execute the work

assigned in this Contract, or that violate a law, e.g., Adam Walsh Act, or program requirement.

- d. All client (or provider/third party, if applicable) paperwork, records and data must be stored on the County's network or ingested in the County's electronic content management (ECM) system(s) no later than within three (5) business days of receipt. County will provide training as needed for the ECM system(s).
- e. Utilize the Human Services Client and Reporting Enterprise System (HSCARES) for referencing programs with which a client is already associated.
- f. All client data must be sent via secure County email or secure file transfer (even to clients themselves). If client data must be transferred via a portable drive, facsimile, CD or some other means, that must be approved by the Department in advance. Documents may be mailed to clients or their Authorized Representative via US mail or a third-party mail delivery company without prior approval. Client communication may be sent via text message following County approval or using County issued devices or tools. Contractor staff will timely follow-up with all system or computer access issues or needs by contacting [DHSsecurity@douglas.co.us](mailto:DHSsecurity@douglas.co.us) or Douglas County Support Desk. Contractor shall notify the Department immediately: 1) if an employee accesses any County, State or third party system or record for personal use or gain, or without any business need, and 2) when the individual no longer has authorization to access any State, County or third party systems. County reserves the right to end access to any or all State, County or third-party system for inappropriate or unauthorized use which would result in the individual no longer being able to work under this contract.
- g. The County will provide Contractor staff who perform any client related work with a Douglas County email address that shall be used with clients, providers, State program staff and any third party when client data is being discussed, reviewed, shared or transmitted. This Douglas County email will also allow for the Contractor to use the County's secure email feature and secure file transfer tool.
- h. The Contractor will use the County's email and network for all client related work. If Contractor is not in a County building, Contractor will be set-up with the needed access to the Douglas virtual private network (VPN) and/or virtual desktop infrastructure (VDI) connection.
- i. Maintain hours of operation that correspond to the Department's, i.e., Monday through Friday 8 a.m. to 5 p.m. Contract management will respond to emails or phone calls from the Department on Fridays, in the event of an emergency. Reasonable holiday, emergency, and weather closures are permitted. Contractor will be available during hours of operation to answer client questions, and address concerns. Return customer calls and emails within 48 clock hours excluding weekends, holidays, or closures.
- j. Cooperate with community partners, providers and County staff as reasonable and appropriate to achieve program requirements and quality customer service.
- k. Be able to timely recruit and place staff in Douglas County offices so as to avoid delays in work and not impact customer service. Provide appropriately skilled supervision of staff and appropriate overall management.

- l. Notify the County in writing of any change in the persons authorized to bind the Contract.
- m. Not subcontract this work to any other entity.
- n. Attend program oversight meetings throughout the course of any resulting contract. Meeting frequency will be determined by the County Program Manager, or at Contractor request.
- o. Not speak with any member of the media without express consent by a County Commissioner, County Manager, Deputy County Manager, or Human Services Director. Not present to any entity that Contractor makes policy or funding decisions on behalf of the County or Department. Contractor shall not engage in any form of lobbying on behalf of the County. The Contractor may be asked to join a Department staff member at a meeting/conference, or to attend on the Department's behalf. However, the Contractor may not vote on behalf of the County, commit County resources, or otherwise obligate the County. The Contractor may not use the County's logo on any materials unless approved in writing by the County.
- p. Consistently collect client feedback and provide the results to the Department on at least an annual basis. The Department may provide a survey and/or data collection tool.
- q. Contractor will only use forms, templates, releases and other case related materials approved in advance by the Department. All vendor forms will be included in the written operating procedures mentioned in B. e. below. Any requests for new forms, or modifications to existing forms must be approved in advance in writing by the Program Manager.
- r. Contractor will stay apprised of all pertinent changes in the program including, but not limited to, changes in applicable law or regulations; changes in the eligibility requirements; changes in computer system requirements; and changes in data collection requirements.

**B. Compliance with Laws, Rules and Policies**

- a. Immediately report suspected child and adult abuse, neglect and exploitation.
- b. Abide by all applicable Federal, e.g., HIPAA and Adam Walsh Act; State laws, rules, and regulations; and Douglas County program policies and procedures. Comply with Douglas County and/or Department required training, including but that may not be limited to: 1) civil rights, 2) ethics, 3) mandatory reporter, 4) fraud identification and prevention, 5) building safety and security (for staff working in any Douglas County building), 6) cyber and data security, and 7) any Douglas, State or Federal training to obtain system and/or building access, e.g., CJIS. The Contractor is responsible for ensuring their staff timely and adequately complete all training outlined in the Contract. Incomplete or untimely training will result in that individual's access being suspended, and no work outlined in the Contract can be performed by this person or submitted for reimbursement unless or until the required training is done.
- c. Ensure staff are appropriately trained on: 1) laws, rules, regulations and policies, 2) authorized access and use of the required State, County, and third party computer system.

- d. Contact the Department's Program Integrity Unit with any questions regarding possible or known client or provider fraud or abuse, and complete fraud referrals as appropriate.
- e. Provide Douglas a copy of Arapahoe's Single Audit annually.

C. Applications, Re-certifications and Case Management

- a. Complete all data entry, including case comments, into the Colorado Benefits Management System (CBMS) within 5 business days.
- b. Emails and text messages do not have to be transferred into a CBMS case comment or ingested into the County's ECM system(s) if they are part of a general case interaction and are captured generally in a status CBMS case comment. However, 1) for all emails or texts in which a civil rights allegation is made, the Contractor will contact the Department immediately to determine how these communications will be addressed. If emails and text messages are expected to be saved into the Department's ECM system(s), it will be done in 3 business days.
- c. Contractor's supervisory and line staff must be able to timely complete all State required CBMS training, remain current with all CBMS changes, and correctly use the system.
- d. Conduct client orientations to familiarize recipients with the rules, regulations, expectations, services and supports in the Colorado Works program. Be available to clients to answer questions, address case concerns, provide information and referrals, accept written documentation and provide excellent customer service.
- e. Provide case management, crisis intervention, information and referral services for all clients as appropriate.
- f. Once a referral is made, Contractor will conduct an initial assessment, as well as ongoing assessments as needed, to determine client strengths and barriers to self-sufficiency. These assessments may vary in form or format based on State source system design or program requirements. Assessments will lead Contractor to develop appropriate, individualized service plans to include referrals to community partners, supportive services and a current, measurable Individual Plans. Individual Plans will be completed at the initial meeting between the contractor and their client. It is recommended that this meeting occur within fifteen (15) days from the date that the assessment was completed but must occur no later than the thirtieth day following the date the assessment was completed.
- g. Develop Individual Plans, as required, that are client-centered, realistic, specific, measurable and address specific barriers disclosed at assessment. Individual Plans are entered into the Colorado Benefits Management System (CBMS).
- h. Encourage and promote clients' ability to successfully meet Individual Plan terms and conditions to ensure continuation of benefits and successful completion of the Colorado Works program. Assist all clients in addressing and overcoming barriers to self-sufficiency.
- i. Promptly communicate any compliance concerns with eligibility workers and/or referral source so as to assist client is resolving such issues and encouraging appropriate conflict resolution strategies.
- j. Establish meeting times with clients on a weekly, semi-monthly, monthly or other frequency adequate to meet the severity of self-sufficiency barriers, client needs

and level of support needed from the Department to help clients overcome barriers.

- k. Ensure all documents necessary to maintain program compliance, and other necessary case documentation, are obtained, recorded and maintained in databases, including but not limited to CBMS, the Department's internal client tracking system and the case file when required. In addition, all Workforce Development documentation will be maintained in client case files.
- l. Collaborate to provide integrated services between other units such as Eligibility (Food Assistance, Medicaid, Low-Income Energy Assistance, and Child Care), Child Welfare, Child Support Enforcement, and other community partners providing client services. Communicate with Department staff to avoid any disruption in benefits that may occur. Coordinate with the Department and clients to ensure all necessary paperwork is turned in timely so as to ensure benefits can be issued timely.
- m. Recommend supportive service and Individual Plan bonus payments, obtain necessary documentation, and enter into CBMS.
- n. Maintain open lines of communication and coordinate treatment planning with other agencies. Advocate on client's behalf to ensure appropriate services with community partners are put in place when authorization to release information has been signed by client.
- o. Complete referrals on behalf of clients needing additional assistance from the Department, as well as referrals to community partners in order to connect families in need with appropriate services and supports. Manage resources including supportive service payments and arranging for services that lead to client self-sufficiency within specified time frames.
- p. Attend program oversight and contract monitoring meetings. Program oversight meetings may include discussion of: 1) progress toward achieving outcomes, 2) caseload volume and statistical data, 3) customer service concerns, 4) case audits, and overall status of the program. Contract monitoring meetings may include a discussion of any element the executed contract, e.g., timeliness or accuracy of invoices, ongoing performance compared to performance measures outlined, turnover, and are not intended to address case specific issues.
- q. Ensure that all client cases follow Fair Labor Standards Act (FLSA) regulations, and that the Contractor accurately determines and enters calculations and payments.
- r. 30 days post-employment services may be provided following case closure.
- s. Notify Department immediately of any potential client appeals, consumer complaints, contractor employee issues related to the contract, and/or claims of discrimination. Prepare written documentation, statistical reports and/or other materials needed for a Department review and/or Administrative Court review. Support the County and Department in any dispute resolution process that may occur.

#### D. Case Reviews

- a. Participate in any Federal, State or County audits or performance reviews, and allow access to all related records and systems, including an on-site visit if requested. If an audit or review results in a corrective action plan, the Contractor

shall develop such plan, obtain County approval, and implement it by the defined deadline. If such an audit or review results in a financial penalty for the County, the Contractor shall be expected to reimburse the Department. Contractor's liability is at least the amount of any sanction(s) incurred by Douglas County as a result of an audit or review, no matter when the audit occurs, based upon Contractor's failure to take any timely required action in compliance with program requirements and/or this contract.

E. Work Locations, Facilities and Space

- a. Contractor location(s) must have reasonable accommodations in place and maintain adequate space, staff and operations throughout the Contract that maintain client confidentiality. This includes but is not limited to adequate technological infrastructure and the ability to obtain computer system access to the Colorado Department of Human Services (CDHS) portal, Douglas County network and electronic content management (ECM) system(s), and any other needed third-party systems, and be able to support its own infrastructure.

F. Staffing Requirements

- a. Contractor's case management staff will have at least one (1) year of case management experience, and supervisory staff will have at least two (2) years of case management.
- b. Staff will be dedicated to this project at the time the contract is initiated, and coverage must be provided for these services without regard to staff turnover. Contractor will recruit and train staff as needed within a reasonable timeframe.

G. Outcomes and Reporting

- a. In accordance with the Federal Work Participation Rate (WPR), targeted WPR goal for one-parent households working with ADW for Douglas County is 50%.
- b. WPR of 50% for all one-parent cases randomly selected in the 314 Sample Report.
- c. As part of a complete invoice, Contractor will provide a monthly report. Complete a monthly report which shall include:
  - i. Number of referrals received for the month, broken down by one parent and two parent
  - ii. Current caseload count and list
  - iii. Number of individuals who have gained employment for the month
  - iv. Number of individuals who have completed/obtained a new credential and what credential for the month
  - v. Number of cases closed in an invoice month
    1. Case closure reason and/or outcome
  - vi. Number of cases currently sanctioned
  - vii. Number of cases at 55 or more months of TANF
- d. Contractor will provide a report (in Microsoft Word), cumulative of the Monthly Report and suitable for distribution to the Board of County Commissioners and potentially shared at a public Board Business Meeting. No client identifying

information may be used. The report is due no later than July 7, 2025, and must include:

- i. Summary of services provided,
- ii. Number of clients served,
- iii. How service delivery was approached, and
- iv. How funds were used
- v. Identification of all TANF purposes met
- vi. At least one quantifiable measure related to the goal identified
- vii. Any additional qualitative goals, measures or information relevant to the services provided.

II. The Department of Human Services shall:

- a. Provide the Contractor with access to the State, County and third-party computer systems as necessary.
- b. Be able to request that a specific individual be removed from working on Douglas County cases should their performance or customer service warrant it; in the event of a conflict of interest; for misuse of any client data or misuse of system access; or breach of client confidentiality or data.
- c. Manage all civil rights complaints.
- d. Monitor the Contractor's performance which includes, but may not be limited to:
  - i. customer service with both clients and other stakeholders,
  - ii. evaluation of complaints and resolution,
  - iii. review of billing processes and determination of allowable of expenses,
  - iv. review overall contract compliance, and
  - v. review of case work as deemed necessary.

A. Basic Cash Assistance (BCA) Services

- a. Please see Attachment 3 for descriptions and service deliverables.

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## **Exhibit B**

### **REQUIREMENTS FOR YOUTH EMPLOYMENT SERVICES**

Arapahoe will provide dedicated job coach case management services to work with TANF eligible at-risk individuals and young parents (15-25 years old). This “2Gen” approach will address positive employment and wage outcomes. In this Exhibit “Department” refers to the Douglas County Department of Human Services.

Prior to beginning any work for a referred individual 18 or older, Arapahoe must verify the individual’s TANF eligibility utilizing the TANF Affidavit form that is completed by the individual.

#### **A. Temporary Assistance for Needy Families (TANF) Eligibility**

- a. Arapahoe will verify TANF eligibility every 6 months by having the required household members (anyone 18 and over) complete a new affidavit. (See Attachment 2 and Attachment 3.)
- b. TANF eligibility is outlined in item c. below. The Department has determined that minimally TANF purposes i. and ii. in c. below are addressed by the services outlined in this Exhibit.
- c. Temporary Assistance to Needy Families (TANF) or Colorado Works program permits the use of federal funds as long as they relate to one or more of the four federal purposes:
  - i. To provide assistance to needy families so that children may be cared for in their own homes or the homes of relatives;
  - ii. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
  - iii. To prevent and reduce out-of-wedlock pregnancies and to establish annual goals for preventing and reducing the incidence of these pregnancies; and
  - iv. To encourage the formation and maintenance of two-parent families.
- d. TANF eligible clients must meet the criteria listed below:
  - i. individuals must be lawfully present (and any one receiving services 18 or older must sign the affidavit of lawful presence), AND
  - ii. family gross annual income is at or below \$75,000 with a dependent child in the home, OR
  - iii. any individual or family, regardless of income, if the service/support being provided is intended to address TANF/Colorado Works purposes iii. and iv. in item c. above.
- e. Target populations are listed below with clarifications about their TANF eligibility:
  - i. Youth who are “aging out” of the foster care system
    - 1) Once youth turns 18 he/she must be otherwise TANF eligible in their own right
  - ii. Youth currently on public assistance cases with their families

- 1) Once youth turns 18 he/she must be otherwise TANF eligible in their own right
- iii. Young parents who may become involved in the public assistance system due to multiple barriers, and/or child welfare involvement.

#### B. Outcomes and Reporting

- a. Maintain a case quality standard of 90% or better. Manual HSCARES entries, if required, must be 100% accurate, and all ECM system(s) ingestion must be 100% accurate.
- b. As part of a complete invoice, Contractor will provide a monthly report. Complete a monthly report which shall include:
  - i. Number of referrals received for the month.
  - ii. Current caseload count and list
  - iii. Number of individuals who have gained employment for the month
  - iv. Number of individuals who have completed/obtained a new credential and what credential for the month
  - v. Number of cases closed in an invoice month
    - 1) Case closure reason and/or outcome
- c. Contractor will provide a report (in Microsoft Word), cumulative of the Monthly Report and suitable for distribution to the Board of County Commissioners and potentially shared at a public Board Business Meeting. No client identifying information may be used. The report is due no later than July 7, 2025, and must include:
  - i. Summary of services provided,
  - ii. Number of clients served,
  - iii. How service delivery was approached, and
  - iv. How funds were used
  - v. Identification of all TANF purposes met
  - vi. At least one quantifiable measure related to the goal identified

Any additional qualitative goals, measures or information relevant to the services provided. Please see Attachment 3 for reporting, goals and measures descriptions and service deliverables.

#### C. Case Management

- a. Arapahoe will work with Douglas to create and reinforce an employment-focused perspective among all employees and community referring partners. Douglas employees will be trained on current models of employment-focused practice, communicating the message of work as the critical component to breaking the cycle of poverty, and best practices in working with youth. Arapahoe Case Manager will receive training specific to workforce development trends and best practices. Additionally, Arapahoe Case Manager will be trained on how to use a youth employment assessment tool, and interviewing and assessment skills/techniques specific to youth.
- b. Please see Attachment 3 for descriptions and service deliverables.

D. Direct Payments

- a. If a payment or reimbursement is made directly to a client, there is no change in the expectations about allowability or documentation as would be applied to Arapahoe themselves.
- b. All payments, whether direct payments to clients or not, are considered “non-emergency” for the purposes of this Agreement.
- c. Examples of possible direct payments include, but are not limited to, transportation, work tools, and clothing.
- d. Any direct payments to clients or request for reimbursement to Arapahoe for medical services (including behavioral health care and prescriptions), aides or devices must be discussed and pre-approved in writing by Douglas in advance.

E. Business Development Services

- a. Business Developer will be dedicated part-time to recruit and develop relationships with businesses specifically in Douglas County. Eleven core services to businesses will be offered, such as hiring events, job fairs, screening and training services.
- b. Business recruitment will be targeted: 1) in certain industries that have high growth projections and high demand, and for which ADW will begin to develop clients’ skills and training for these industries, and 2) in industries that would most likely have a need to access and employ our inventory of job seekers and program participants.
- c. Business Developer will plan, coordinate and facilitate job fairs.
- d. These services are expected to increase job placements, wages at placement and job retention.
- e. Complete a monthly report.

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### **Exhibit C**

### **METHOD OF PAYMENT**

- A. Arapahoe shall invoice monthly for services rendered pursuant to Exhibits A and B. No pre-payments or advances will be made.
- B. Payments under this Agreement shall not exceed the maximum identified in Recital 3.
- C. Arapahoe shall generate a complete invoice monthly that is sufficiently detailed as outlined by Douglas to substantiate expenses and support service provision and maintain all documentation in an organized and auditable manner for four (4) years.
- D. The invoice will be posted to Douglas' OneDrive folder. A complete invoice is defined as:
  - a. Invoice completed, printed off and signed;
  - b. Submission of corresponding time study,
  - c. Complete invoices will include the required deliverable(s) listed in Attachment A3,
  - d. All items listed in the Checklist below due that month:

#	Invoicing Requirements	Deliverable
1	TANF Affidavits (Youth Employment)	
2	Monthly Case Review Forms (Youth Employment)	Completed case review form
3	Time Study (both programs)	Excel Time Study
4	Monthly Report (both programs)	Contractor will provide a monthly report. See Exhibit A. G- Outcomes and Reporting for report details.

- E. Supporting expense documentation for all services is as follows:
  - a. Once a quarter, the Department may select an expense within 2 business days of invoice receipt and require all back-up documentation within 4 business days of the selection.
  - b. Should the random expense back-up reviews not produce reasonable documentation the Department will notify ADW, and may result in non-payment. The Department may revert to requiring back-up documentation for every expense every month depending on random review results.
- F. For BCA, Arapahoe may invoice Douglas for any of the following expenses:
  - a. Salary and benefits
  - b. Supplies
  - c. Staff development
  - d. Mileage/travel
  - e. Program/administrative overhead
  - f. Client supportive services with backup documentation
  - g. Client training/education, certification programs, credentials, work-based learning activities, and career/skills assessments

- G. For Youth Employment, Arapahoe may invoice Douglas as follows:
- a. Salary and benefits
  - b. Supplies, Outreach Materials, Training Materials
  - c. Staff development
  - d. Mileage/travel
  - e. Cell phone
  - f. Program/administrative overhead
  - g. Client training/education, testing and certification programs, credentials, e.g., uniforms, tools, books/supplies for school or work, work-based learning activities and incentives
  - h. GED tutoring time
  - i. Client transportation, housing assistance, and other supportive services
- H. No computer hardware or software may be purchased under this Agreement.
- I. In the event that any costs are shared by multiple clients or a cost is shared across two or more Agreements with Douglas County, Arapahoe must prorate the expense(s). The Department will only reimburse for the portion of the expense incurred for the execution of this Agreement. Arapahoe may not bill Douglas for any cost, fee or expense not outlined above.
- J. If Arapahoe elects to simultaneously use any of the same staff people for this Agreement as another Agreement with the Department, Arapahoe must provide documentation that clearly identifies that Arapahoe is not receiving more reimbursement for that expense than the appropriate share for each Agreement.
- K. Invoices must be submitted by the 15<sup>th</sup> of each month subsequent to the month services were provided except June 2024 must be received by 12:00 noon July 7, 2025. Invoices and all back-up documentation will be uploaded to the Department's OneDrive folder. Contractor will email [HSAccounting@douglas.co.us](mailto:HSAccounting@douglas.co.us) when new invoices have been added to OneDrive or existing documents edited in OneDrive.
- L. Complete invoices not received within the specified timeframe may be denied for payment. Continual failure to comply with invoicing and reporting requirements may constitute breach of Agreement.

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**Attachment 1**  
**DEPARTMENT'S BACKGROUND CHECK POLICY**

(See following 3 pages.)



## Douglas County Department of Human Services

<b>Policy Name</b>	Background Checks
<b>Supersedes</b>	N/A
<b>Effective Date</b>	02/07/2019
<b>Director's/Designee's Approval &amp; Date</b>	

### A. Policy Statement

1. The Douglas County Department of Human Services staff provide supports and services to vulnerable children, adults, and their families. As such, Douglas County Department of Human Services mandates background checks for all employees and contractors that surpass county and state requirements. Additionally, employees may be subject to reassignment or discipline, up to and including termination, for any arrest, charge, conviction, or finding which calls into question their ability to work safely with vulnerable clients. Contractors who do not pass the background check will not be able to begin working or will be removed from their Douglas assignment as appropriate.
2. The Department may be required to make a law enforcement referral on an employee or contractor depending on the facts.

### B. Definitions

1. CAPS is the Colorado Adult Protective Services (APS) data system.
2. CCU is the CAPS Check Unit at the State Department of Human Services
3. Direct Care or Direct Contact of at-risk adults and children includes anyone who provides services or supports. Direct Care or Direct Contact includes case management, protective services, physical care, mental health services, or any other service necessary for the at-risk adult or child's health, safety, or welfare.
4. Trails is the Child Welfare Case Management System.

### C. Procedure

1. All human service employees or contractors shall be required to submit to enhanced background checks as follows:
  - a. Fingerprint and name-based criminal background check at the time of hire, allowing Colorado Bureau of Investigations (CBI) to update the Douglas County Department of Human Services upon any arrest, charge, or conviction as reported to CBI.



## Douglas County Department of Human Services

- b. Additional criminal background checks at any time during employment, whether random or upon suspicion the employee has engaged in criminal activity.
  - c. Department of Motor Vehicles Records at the time of hire and annually thereafter.
  - d. Trails and CAPS name search for substantiated abuse, neglect of a child or adult, or exploiting an at-risk adult. Such background checks shall be completed at the time of hire and annually thereafter.
- 2. Douglas County Department of Human Services must register with the CCU and receive a unique CAPS Check Employer ID# in order to complete CAPS checks for Adult Protection staff.
  - a. The employee must complete and sign the State Written Authorization form prior to completing the CAPS check.
  - b. The State Written Authorization form shall be kept in the employee's personnel file.
  - c. A positive CAPS match must include all four criteria:
    - i. Substantiated finding must have been made after July 1, 2018.
    - ii. The substantiated perpetrator must have been age 16 or older at the time of the substantiated finding.
    - iii. There must be a match of at least two unique data points between the employee and the substantiated perpetrator.
    - iv. The finding was either not appealed or the Appeal Status is one of the following:
      - 1. Under Appeal,
      - 2. Upheld,
      - 3. Upheld – Modified,
      - 4. Upheld – Abandoned,
      - 5. Upheld – Settlement Conditions Not Met,
      - 6. Expunged – Time delayed, or
      - 7. Modified Expunged – Time delayed
  - d. Prior to receiving CAPS access for a new APS employee, the APS Manager must submit a CAPS Support ticket requesting CAPS access and must attest they have completed the CAPS background check.
- 3. A positive Trails match must include the following:
  - a. The substantiated perpetrator must have been age 16 or older at the time of the substantiated finding.
  - b. There must be a match of at least two unique data points between the employee and the substantiated perpetrator.
  - c. The finding was either not appealed or the Appeal Status is one of the following:





## Douglas County Department of Human Services

- i. Under Appeal,
  - ii. Upheld,
  - iii. Upheld – Modified,
  - iv. Upheld – Abandoned,
  - v. Upheld – Settlement Conditions Not Met,
  - vi. Expunged – Time delayed, or
  - vii. Modified Expunged – Time delayed
4. Any finding of a criminal, civil or motor vehicle arrest, charge, conviction, or finding which calls into question the employee's ability to safely transport or work with vulnerable clients will be reported to the employee's supervisor, department administrator, and agency director for review and consideration.
5. Upon a finding, by the preponderance of the evidence, that the employee engaged in the alleged criminal, civil or motor vehicle offence, the employee may be subject to reassignment or discipline, up to and including termination.

**Attachment 2**  
**COLORADO WORKS ELIGIBILITY AFFIDAVIT**  
**FOR YOUTH EMPLOYMENT**

The form found on the next page must be completed by anyone who is 18 or over in a household for which reimbursement will be requested.

## Colorado Works Eligibility Affidavit

The Douglas County Youth Employment program is provided using Colorado Works/TANF funds which requires certain broad eligibility are met. Eligibility information collected is used specifically and only for determining eligibility. It is kept strictly confidential and will not affect the level of services provided to you. Thank you for your cooperation.

**Participant's Name:** \_\_\_\_\_

**Receipt of Colorado Works (TANF):**

\_\_\_\_\_ I am currently receiving Colorado Works (TANF) Basic Cash Assistance  
 \_\_\_\_\_ I am not currently receiving Colorado Works (TANF) Basic Cash Assistance from any Colorado County

**Residency in the United State (Please check one box below):**

\_\_\_\_\_ I am citizen of the United States, or  
 \_\_\_\_\_ I am a Permanent Resident of the United States, or  
 \_\_\_\_\_ I can verify lawful presence in the United States, pursuant to state law, or  
 \_\_\_\_\_ None of the above

**Family Income:**

\_\_\_\_\_ Less than \$75,000/year                      \_\_\_\_\_ Greater than \$75,000/year

**Family:**

# of adult (18 and over) members in household \_\_\_\_\_  
 # of children (under age 18) \_\_\_\_\_

**Race/Ethnicity (Optional):**

White \_\_\_\_\_ Black/African American \_\_\_\_\_  
 American Indian/Alaskan Native \_\_\_\_\_ Asian \_\_\_\_\_  
 Native Hawaiian/Other Pacific Islander \_\_\_\_\_  
 Other: (Please specify) \_\_\_\_\_

**Ethnicity (Optional):** Hispanic \_\_\_\_\_ Non-Hispanic \_\_\_\_\_

**Other current assistance:** Food Assistance/SNAP \_\_\_\_\_ TANF/Colorado Works \_\_\_\_\_

**County of Residence:** \_\_\_\_\_

### AFFIDAVIT

I, \_\_\_\_\_, do hereby declare and represent the information provided above to be TRUE and CORRECT to the best of my knowledge on this date signed below. The information you provided above could be subject to verification.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Attachment 3**  
**SERVICES, DESCRIPTIONS AND DELIVERABLES**

#	Service	Description	Deliverable(s)
1	Referrals (Basic Case Assistance “BCA”)	<p>For all referrals, make contact within five (5) workdays of receipt of the referral at least 95% of the time.</p> <p>Complete referrals on behalf of clients needing additional assistance from Douglas, as well as referrals to community partners in order to connect families in need with appropriate services and supports. Manage resources including supportive service payments and arranging for services that lead to client self-sufficiency within specified time frames.</p>	N/A
2	Assessments (BCA)	<p>Once a referral is made, Arapahoe will conduct initial assessments, as well as ongoing assessments as needed but minimally annually, to determine client strengths and barriers to self-sufficiency.</p> <p>Assessments will lead Arapahoe to developing appropriate, individualized plans to include referrals to community partners, supportive services and a current, measurable Individual Plan (IP).</p> <p>Data entry will be complete in CBMS and documentation will be retained in Compass Pilot</p>	N/A
3	Individual Plan (IP) Development- (BCA)	<p>Develop IPs, as required, that are client-centered, realistic, specific, measurable and address specific barriers disclosed at assessment. IPs are entered into the Colorado Benefits Management System (CBMS).</p> <p>Encourage and promote clients’ ability to successfully meet IP terms and conditions to ensure continuation of benefits and successful completion of the Colorado Works program. Assist all clients in addressing and overcoming barriers to self-sufficiency.</p> <p>Recommend supportive service and IP bonus recommendations and payments, obtain necessary documentation, and enter into CBMS.</p> <p>IPs are to be completed within five business (5) days of meeting with the client.</p>	N/A

#	Service	Description	Deliverable(s)
4	Case Management- (BCA)	Provide case management, crisis intervention, information, and referral services for all clients as appropriate. Additional services such as supportive services and training (certificate and classroom training, and work-based learning such as paid on-the-job training, internships and apprenticeships) will also be offered as appropriate.	N/A
5	Client Compliance (BCA)	Communicate any compliance concerns with eligibility workers and/or referral source so as to assist client is resolving such issues and encouraging appropriate conflict resolution strategies within two (2) business days of identification of the issue.	N/A
6	Client Meetings (BCA)	Establish meeting times with clients on a weekly, semi-monthly or monthly basis, depending on the severity of self-sufficiency barriers, client needs and level of support needed from the Department to help clients overcome barriers.	N/A
7	Collaboration (BCA)	Collaborate to provide integrated services between other units such as Eligibility (Food Assistance, Medicaid, Low-Income Energy Assistance, and Child Care), Child Welfare, Child Support Enforcement, and other community partners providing client services. Communicate with Department staff to avoid any disruption in benefits that may occur. Coordinate with Douglas and clients to ensure all necessary paperwork is turned in timely so as to ensure benefits can be issued timely.  Maintain open lines of communication and coordinate treatment planning with other agencies. Advocate on client's behalf to ensure appropriate services with community partners are put in place when authorization to release information has been signed by client.	N/A
8	Appeals/ Complaints (BCA)	Notify Douglas immediately of any potential client appeals, consumer complaints, Arapahoe employee issues related to the Agreement, and/or claims of discrimination. Prepare written documentation, statistical reports and/or other materials needed for a Department review and/or Administrative Court review. Support Douglas in any dispute resolution process that may occur.	N/A
9	Written operating Procedures (BCA)	Develop detailed written operating procedures and present these to the Department for review and approval. These should include items such as processing expectations, recoveries, case	Due 15 calendar days from the

#	Service	Description	Deliverable(s)
		reviews, and confidentiality. The operating procedures and related administrative functions must be approved by the County.	start date of this contract.
10	Goal Tracking (BCA)	Contractor must identify at least one goal to be quantifiably measured throughout the contract term. Written correspondence to the Department identifying at least one goal to be quantifiably measured throughout the contract term.	This written correspondence is due at the time of first invoice submission of this contract term and no later than August 15, 2024
11	Board of County Commissioners Report (BCA)	Contractor will provide a report (in Microsoft Word), suitable for distribution to the Board of County Commissioners and potentially shared at a public Board Business Meeting. No client identifying information may be used. The report must include: 1) Summary of services provided, 2) Number of clients served, 3) How service delivery was approached, and 4) How funds were used 5) Identification of all TANF purposes met 6) At least one quantifiable measure related to the goal identified in #9 7) Participant outcomes 8) Any additional qualitative goals, measures or information relevant to the services provided	The report is due no later than July 7, 2025
12	Referrals (Youth Employment Services "YES")	Contractor will receive referrals for this program through various community partners, website inquiries, and through its own client service activities. Contractor will respond to referrals and inquiries within 48 business hours.	N/A
13	Case Review (YES)	Arapahoe supervisor will review at least one (1) case per month. Should any findings occur, case corrections are to be made within five (5) business days.	As part of a complete invoice, Arapahoe will perform written

#	Service	Description	Deliverable(s)
			Youth Employment case review
14	Monthly Report (YES)	<p>Contractor will provide a monthly report (in Microsoft Word), suitable for distribution. No client identifying information may be used.</p> <p>Report must include:</p> <ol style="list-style-type: none"> <li>1. Summary of services provided,</li> <li>2. Number of clients served,</li> <li>3. How funds were used.</li> <li>4. Referral sources</li> </ol>	The report is due no later than the 15 <sup>th</sup> of each month upon submission of the monthly invoice
15	Case Management Referrals- (YES)	<p>Arapahoe will accept referrals from Douglas and other community stakeholders such as, Douglas County Youth Initiative, Douglas County Schools Teen Parent Program, and any agency involved in the Douglas County Community of Care Network.</p> <p>Referral will be accepted by phone, through Douglas email, and through community outreach events. No referral form will be required. Following any referral, Arapahoe Case Manager will contact the youth and screen for eligibility and other ADW! programs. Referral source information will be recorded and provided in the monthly report. Prior to completing any work for a referred person, Arapahoe must obtain a completed TANF affidavit that demonstrates TANF eligibility and a valid ID for anyone 18 or older who is receiving services. If Arapahoe has any concerns about a person's or family's TANF eligibility, they should contact Douglas in advance of beginning any services or work.</p>	N/A
16	Case Management Intake- (YES)	Within seven (7) business days of completing the intake, create a case in HSCARES that includes all applicable members and data.	N/A
17	Case Management Orientation- (YES)	All youth will receive an orientation. Orientations will clearly emphasize that this is an employment program, the benefits of employment and the assistance that will be provided in order to assist youth with job search, securing employment, as well as training in developing a long-term career path.	N/A

#	Service	Description	Deliverable(s)
		Arapahoe will use the Goal4 It! methodology which provides services that are individualized and goal-based. Services include, but are not limited to, career pathway development and exploration; in person and online workshops; soft skills training; mock interviews; labor market information guidance; resume assistance; goal development; and financial literacy. (If the methodology needs to be updated after the execution of this Agreement, it may be done by mutual agreement between the Department and Contractor without an Amendment to this Agreement.)	
18	Case Management Assessment- (YES)	A comprehensive assessment will be completed for all youth. Arapahoe will provide intensive case management through their ADW! Job Coach/Case Manager, as well as leverage services already in place in ADW!'s "Future U" program, or other ADW! programs as needed and appropriate.	N/A
19	Case Management Service Delivery- (YES)	<p>Service delivery will be integrated between all agencies/departments assisting participants.</p> <p>Services may need to be provided at a community location, e.g., the client's home, school or worksite, or some other location.</p> <p>Services may include, but may not be limited to:</p> <ol style="list-style-type: none"> <li>1) Job readiness and job search, including effective resume development,</li> <li>2) Skill building, including learning appropriate workplace behaviors, conflict resolution, and presentation skills,</li> <li>3) Assistance with obtaining supportive services, e.g., housing, transportation, work uniforms, training and certificate programs, and obtaining credentials,</li> <li>4) Job development and placement,</li> <li>5) Job retention and advancement,</li> <li>6) Subsidized employment, including on-the-job training, internships, pre-apprenticeships and apprenticeships,</li> </ol>	N/A



#	Service	Description	Deliverable(s)
		<p>7) Provide incentive payments for recognition and achievement directly tied to training activities, work experiences, employment obtainment and employment retention, where appropriate,</p> <p>8) Independent living skills and goal development,</p> <p>9) Financial literacy and planning,</p> <p>10) Family planning,</p> <p>11) Career exploration,</p> <p>12) Provision of career assessments,</p> <p>13) Career services workshop facilitation, and</p> <p>14) Post-employment follow-up and services.</p>	
20	TANF eligibility determination (YES)	<p>Arapahoe will verify TANF eligibility every 6 months by having the required household members (anyone 18 and over) complete a new affidavit. (See Attachment 2.)</p> <p>TANF eligibility is outlined in Exhibit C.</p>	See Exhibit C.
21	Written operating Procedures (YES)	Develop detailed written operating procedures and present these to the Department for review and approval. These should include items such as processing expectations, recoveries, case reviews, and confidentiality. The operating procedures and related administrative functions must be approved by the County.	Due 15 calendar days from the start date of this contract.
22	Goal Tracking (YES)	Contractor must identify at least one goal to be quantifiably measured throughout the contract term. Written correspondence to the Department identifying at least one goal to be quantifiably measured throughout the contract term.	This written correspondence is due at the time of first invoice submission of this contract term and no later than August 15, 2024

#	Service	Description	Deliverable(s)
23	Board of County Commissioners Report (YES)	<p>Contractor will provide a report (in Microsoft Word), suitable for distribution to the Board of County Commissioners and potentially shared at a public Board Business Meeting. No client identifying information may be used. The report must include:</p> <ol style="list-style-type: none"> <li>1) Summary of services provided,</li> <li>2) Number of clients served,</li> <li>3) Identification of all TANF purposes met</li> <li>4) At least one quantifiable measure related to the goal identified in #22</li> <li>5) Participant outcomes</li> <li>6) Any additional qualitative goals, measures or information relevant to the services provided.</li> </ol>	The report is due no later than July 7, 2025

**THE BOARD OF COUNTY COMMISSIONERS  
OF THE COUNTY OF DOUGLAS, COLORADO**

DocuSigned by:  
*Geo. P. Teal*  
By: E56D14592431405...  
**Geo. P. Teal**, Chair  
**Commissioner, District II**

**ATTEST:**

DocuSigned by:  
*Hayley Hall*  
By: 166E3E33F00249B...  
**Hayley Hall**  
**Clerk to the Board**

**APPROVED AS TO CONTENT:**

DocuSigned by:  
*Doug DeBord*  
By: B5C95B8DCEAB4AA...  
**Doug DeBord**  
County Manager

**APPROVED AS TO CONTENT:**

DocuSigned by:  
*Daniel Makelky*  
By: 02BB0855591242F...  
**Daniel Makelky**  
Director Douglas County Department of Human Services

**DATE:** 6/13/2024

**DATE:** 6/12/2024

**APPROVED AS TO FISCAL CONTENT:**

DocuSigned by:  
*Andrew Copland*  
By: 80C333BC1187403...  
**Andrew Copland**  
**Director of Finance**

**APPROVED AS TO LEGAL FORM:**

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*Andrew C. Steers*  
By: DE5CE55F362E4B2...  
**Andrew C. Steers**  
**Senior Assistant County Attorney**

**DATE:** 6/13/2024

**DATE:** 6/12/2024

**APPROVED AS TO INSURANCE REQUIREMENTS:**

DocuSigned by:  
*Megan Datwyler*  
By: 33306CF1515540A...  
**Megan Datwyler**  
**Risk Manager**

**DATE:** 6/13/2024