

2013.073.09

PURCHASE OF SERVICE AGREEMENT

THIS AGREEMENT ("Agreement") is made this 24th day of June 2013, by and between the Adams County Board of County Commissioners, located at 4430 South Adams County Parkway, Brighton, Colorado 80601, hereinafter referred to as the "County," acting in its capacity as the Adams County Board of Human Services and Maple Star Colorado, located at 2250 South Oneida Street, Suite 100, Denver, CO 80224, hereinafter referred to as the "Contractor." The County and the Contractor may be collectively referred to herein as the "Parties".

The County and the Contractor, for the consideration herein set forth, agree as follows:

1. SERVICES OF THE CONTRACTOR:

All services shall be in accordance with the attached 2013.073 Request for Application for Core Services and the Contractor's response to the 2013.073 RFA for Core Services attached hereto as Exhibit A, and incorporated herein by reference. Should there be any discrepancy between Exhibit A and this Agreement the terms and conditions of this Agreement shall prevail. Contractor shall provide Sexual Abuse and Home Based Autism Intervention Services for families referred by Adams County Human Services Department (ACHSD)/ pursuant to the Colorado Family Preservation Act §§ 26-5-101, et seq., C.R.S. and in compliance with the state rules and County Plan, policies, and procedures and CDHS Volume VII 7.303.

1.1. Emergency Services: In the event the Adams County Board of County Commissioners declares an emergency, the County may request additional services (of the type described in this Agreement or otherwise within the expertise of Contractor) to be performed by Contractor. If County requests such additional services, Contractor shall provide such services in a timely fashion given the nature of the emergency, pursuant to the terms of this Agreement. Unless otherwise agreed to in writing by the parties, Contractor shall bill for such services at the rates provided for in this Agreement.

2. RESPONSIBILITIES OF THE COUNTY: The County shall provide information as necessary or requested by the Contractor to enable the Contractor's performance under this Agreement.

3. TERM:

3.1. Term of Agreement: The Term of this Agreement shall be for one-year beginning June 1, 2013 through May 31, 2014.

3.2. Extension Option: The County, at its sole option, may offer to extend this Agreement as necessary for up to two, one year extensions providing satisfactory service is given and all terms and conditions of this Agreement have been fulfilled. Such extensions must be mutually agreed upon in writing by the County and the Contractor, and approved by the Adams County Board of County Commissioners.

4. **PAYMENT AND FEE SCHEDULE:** The County shall pay the Contractor for services furnished under this Agreement, and the Contractor shall accept as full payment for those services, the sum of fifty thousand dollars (\$50,000.00).

4.1. Payment pursuant to this Agreement, whether in full or in part, is subject to and contingent upon the continuing availability of County funds for the purposes hereof. In the event that funds become unavailable, as determined by the County, the County may immediately terminate this Agreement or amend it accordingly.

5. **INDEPENDENT CONTRACTOR:** In providing services under this Agreement, the Contractor acts as an independent contractor and not as an employee of the County. The Contractor shall be solely and entirely responsible for his /her acts and the acts of his /her employees, agents, servants, and subcontractors during the term and performance of this Agreement. No employee, agent, servant, or subcontractor of the Contractor shall be deemed to be an employee, agent, or servant of the County because of the performance of any services or work under this Agreement. The Contractor, at its expense, shall procure and maintain workers' compensation insurance as required by law. **Pursuant to the Workers' Compensation Act § 8-40-202(2)(b)(IV), C.R.S., as amended, the Contractor understands that it and its employees and servants are not entitled to workers' compensation benefits from the County. The Contractor further understands that it is solely obligated for the payment of federal and state income tax on any moneys earned pursuant to this Agreement.**

6. **NONDISCRIMINATION:**

6.1. **The Contractor shall not discriminate against any employee or qualified applicant for employment because of age, race, color, religion, marital status, disability, sex, or national origin. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices provided by the local public agency setting forth the provisions of this nondiscrimination clause. Adams County is an equal opportunity employer.**

6.1.1. The Contractor will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement so that such provisions will be binding upon each subcontractor, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

7. **INDEMNIFICATION:** The Contractor agrees to indemnify and hold harmless the County, its officers, agents, and employees for, from, and against any and all claims, suits, expenses, damages, or other liabilities, including reasonable attorney fees and court costs, arising out of damage or injury to persons, entities, or property, caused or sustained by any person(s) as a result of the Contractor's performance or failure to perform pursuant to the terms of this Agreement or as a result of any subcontractors' performance or failure to perform pursuant to the terms of this Agreement.

8. **INSURANCE:** The Contractor agrees to maintain insurance of the following types and amounts:

8.1. **Commercial General Liability Insurance:** to include products liability, completed

operations, contractual, broad form property damage and personal injury.

8.1.1. Each Occurrence: \$1,000,000

8.1.2. General Aggregate: \$2,000,000

8.2. Comprehensive Automobile Liability Insurance: to include all motor vehicles owned, hired, leased, or borrowed.

8.2.1. Bodily Injury/Property Damage: \$1,000,000 (each accident)

8.2.2. Personal Injury Protection: Per Colorado Statutes

8.3. Workers' Compensation Insurance: Per Colorado Statutes

8.4. Professional Liability Insurance: to include coverage for damages or claims for damages arising out of the rendering, or failure to render, any professional services, as applicable.

8.4.1. Each Occurrence: \$1,000,000

8.4.2. This insurance requirement applies only to Contractors who are performing services under this Agreement as professionals licensed under the laws of the State of Colorado, such as physicians, lawyers, engineers, nurses, mental health providers, and any other licensed professionals.

8.5. Adams County as "Additional Insured": The Contractor's commercial general liability, comprehensive automobile liability, and professional liability insurance policies and/or certificates of insurance shall be issued to include Adams County as an "additional insured" and shall include the following provisions:

8.5.1. Underwriters shall have no right of recovery or subrogation against the County, it being the intent of the parties that the insurance policies so affected shall protect both parties and be primary coverage for any and all losses resulting from the actions or negligence of the Contractor.

8.5.2. The insurance companies issuing the policy or policies shall have no recourse against the County for payment of any premiums due or for any assessments under any form of any policy.

8.5.3. Any and all deductibles contained in any insurance policy shall be assumed by and at the sole risk of the Contractor.

8.6. Licensed Insurers: All insurers of the Contractor must be licensed or approved to do business in the State of Colorado. Upon failure of the Contractor to furnish, deliver and/or maintain such insurance as provided herein, this Agreement, at the election of the County, may be immediately declared suspended, discontinued, or terminated. Failure of the Contractor in obtaining and/or maintaining any required insurance shall not relieve the Contractor from any liability under this Agreement, nor shall the insurance requirements be construed to conflict with the obligations of the Contractor concerning indemnification.

8.7. Endorsement: Each insurance policy herein required shall be endorsed to state that coverage shall not be suspended, voided, or canceled without thirty (30) days prior written notice by certified mail, return receipt requested, to the County.

8.8. Proof of Insurance: At any time during the term of this Agreement, the County may require the Contractor to provide proof of the insurance coverages or policies required under this Agreement.

9. TERMINATION:

- 9.1. For Cause: If, through any cause, the Contractor fails to fulfill its obligations under this Agreement in a timely and proper manner, or if the Contractor violates any of the covenants, conditions, or stipulations of this Agreement, the County shall thereupon have the right to immediately terminate this Agreement, upon giving written notice to the Contractor of such termination and specifying the effective date thereof.
- 9.2. For Convenience: The County may terminate this Agreement at any time by giving written notice as specified herein to the other party, which notice shall be given at least thirty (30) days prior to the effective date of the termination. If this Agreement is terminated by the County, the Contractor will be paid an amount that bears the same ratio to the total compensation as the services actually performed bear to the total services the Contractor was to perform under this Agreement, less payments previously made to the Contractor under this Agreement.

10. MUTUAL UNDERSTANDINGS:

- 10.1. Jurisdiction and Venue: The laws of the State of Colorado shall govern as to the interpretation, validity, and effect of this Agreement. The parties agree that jurisdiction and venue for any disputes arising under this Agreement shall be with Adams County, Colorado.
- 10.2. Compliance with Laws: During the performance of this Agreement, the Contractor agrees to strictly adhere to all applicable federal, state, and local laws, rules and regulations, including all licensing and permit requirements. The parties hereto aver that they are familiar with § 18-8-301, et seq., C.R.S. (Bribery and Corrupt Influences), as amended, and § 18-8-401, et seq., C.R.S. (Abuse of Public Office), as amended, and that no violation of such provisions are present. Contractor warrants that it is in compliance with the residency requirements in §§ 8-17.5-101, et seq., C.R.S. Without limiting the generality of the foregoing, the Contractor expressly agrees to comply with the privacy and security requirements of the Health Insurance Portability and Accountability Act of 1996 (HIPAA).
- 10.3. OSHA: Contractor shall comply with the requirements of the Occupational Safety and Health Act (OSHA) and shall review and comply with the County's safety regulations while on any County property. Failure to comply with any applicable federal, state or local law, rule, or regulation shall give the County the right to terminate this agreement for cause.
- 10.4. Record Retention: The Contractor shall maintain records and documentation of the services provided under this Agreement, including fiscal records, and shall retain the records for a period of three (3) years from the date this Agreement is terminated. Said records and documents shall be subject at all reasonable times to inspection, review, or audit by authorized Federal, State, or County personnel.
- 10.5. Assign ability: Neither this Agreement, nor any rights hereunder, in whole or in part, shall be assignable or otherwise transferable by the Contractor without the prior written

consent of the County.

- 10.6. Waiver: Waiver of strict performance or the breach of any provision of this Agreement shall not be deemed a waiver, nor shall it prejudice the waiving party's right to require strict performance of the same provision, or any other provision in the future, unless such waiver has rendered future performance commercially impossible.
- 10.7. Force Majeure: Neither party shall be liable for any delay or failure to perform its obligations hereunder to the extent that such delay or failure is caused by a force or event beyond the control of such party including, without limitation, war, embargoes, strikes, governmental restrictions, riots, fires, floods, earthquakes, or other acts of God.
- 10.8. Notice: Any notices given under this Agreement are deemed to have been received and to be effective: (1) Three (3) days after the same shall have been mailed by certified mail, return receipt requested; (2) Immediately upon hand delivery; or (3) Immediately upon receipt of confirmation that an E-mail was received. For the purposes of this Agreement, any and all notices shall be addressed to the contacts listed below:

Department: Adams County Human Services/Division of Children & Family
Contact: Darwin Cox
Address: 7401 North Broadway
City, State, Zip: Denver, CO 80221
Phone: 303-412-8112
E-mail: dcox@adcogov.org

Department: Adams County Purchasing
Contact: Liz Estrada
Address: 4430 South Adams County Parkway
City, State, Zip: Brighton, Colorado 80601
Phone: 720.523.6052
E-mail: lestrada@adcogov.org

Department: Adams County Attorney's Office
Address: 4430 South Adams County Parkway
City, State, Zip: Brighton, Colorado 80601
Phone: 720.523.6116

Contractor: Maple Star Colorado
Contact: Debi Grebenik
Address: 2250 S. Oneida Street, Suite 100
City, State, Zip: Denver, CO 80224
Phone: 303-433-1975
E-mail: dgrebenik@maplestar.net

- 10.9. Integration of Understanding: This Agreement contains the entire understanding of the parties hereto and neither it, nor the rights and obligations hereunder, may be changed, modified, or waived except by an instrument in writing that is signed by the parties hereto.

- 10.10. Severability: If any provision of this Agreement is determined to be unenforceable or invalid for any reason, the remainder of this Agreement shall remain in effect, unless otherwise terminated in accordance with the terms contained herein.
- 10.11. Authorization: Each party represents and warrants that it has the power and ability to enter into this Agreement, to grant the rights granted herein, and to perform the duties and obligations herein described.

11. CHANGE ORDERS OR EXTENSIONS:

- 11.1. Change Orders: The County may, from time to time, require changes in the scope of the services of the Contractor to be performed herein including, but not limited to, additional instructions, additional work, and the omission of work previously ordered. The Contractor shall be compensated for all authorized changes in services, pursuant to the applicable provision in the Invitation to Bid, or, if no provision exists, pursuant to the terms of the Change Order.
- 11.2. Extensions: The County may, upon mutual written agreement by the parties, extend the time of completion of services to be performed by the Contractor.

12. COMPLIANCE WITH C.R.S. § 8-17.5-101, ET. SEQ. AS AMENDED 5/13/08: Pursuant to Colorado Revised Statute (C.R.S.), § 8-17.5-101, *et. seq.*, as amended May 13, 2008, the Contractor shall meet the following requirements prior to signing this Agreement (public contract for service) and for the duration thereof:

- 12.1. The Contractor shall certify participation in the E-Verify Program (the electronic employment verification program that is authorized in 8 U.S.C. § 1324a and jointly administered by the United States Department of Homeland Security and the Social Security Administration, or its successor program) or the Department Program (the employment verification program established by the Colorado Department of Labor and Employment pursuant to C.R.S. § 8-17.5-102(5)) on the attached certification.
- 12.2. The Contractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.3. The Contractor shall not enter into a contract with a subcontractor that fails to certify to the Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this public contract for services.
- 12.4. At the time of signing this public contract for services, the Contractor has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this public contract for services through participation in either the E-Verify Program or the Department Program.
- 12.5. The Contractor shall not use either the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this public contract for services is being performed.

- 12.6. If Contractor obtains actual knowledge that a subcontractor performing work under this public contract for services knowingly employs or contracts with an illegal alien, the Contractor shall: notify the subcontractor and the County within three days that the Contractor has actual knowledge that the subcontractor is employing or contracting with an illegal alien; and terminate the subcontract with the subcontractor if within three days of receiving the notice required pursuant to the previous paragraph, the subcontractor does not stop employing or contracting with the illegal alien; except that the contractor shall not terminate the contract with the subcontractor if during such three days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien.
- 12.7. Contractor shall comply with any reasonable requests by the Department of Labor and Employment (the Department) made in the course of an investigation that the Department is undertaking pursuant to the authority established in C.R.S. § 8-17.5-102(5).
- 12.8. If Contractor violates this Section, of this Agreement, the County may terminate this Agreement for breach of contract. If the Agreement is so terminated, the Contractor shall be liable for actual and consequential damages to the County.

IN WITNESS WHEREOF, the Parties have caused their names to be affixed hereto:

Board of County Commissioners

[Signature]
Chair

6-24-13
Date

Maple Star Colorado

[Signature]
Signature

6-19-13
Date

Debi Grebenik
Printed Name

Executive Director
Title

Attest:

Karen Long, Clerk and Recorder

[Signature]
Deputy Clerk



Approved as to Form:

[Signature]
Adams County Attorney's Office

NOTARIZATION:

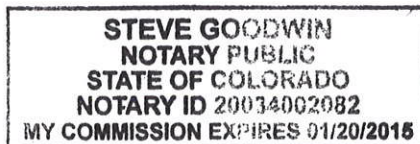
COUNTY OF DENVER)

STATE OF COLORADO)SS.

Signed and sworn to before me this 19 day of JUNE, 2013,

by DEBORAH GREBENIK,

[Signature]
Notary Public



My commission expires on: 1-20-2015

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Pursuant to Colorado Revised Statute, § 8-17.5-101, *et.seq.*, as amended 5/13/08, as a prerequisite to entering into a contract for services with Adams County, Colorado, the undersigned Contractor hereby certifies that at the time of this certification, Contractor does not knowingly employ or contract with an illegal alien who will perform work under the attached contract for services and that the Contractor will participate in the E-Verify Program or Department program, as those terms are defined in C.R.S. § 8-17.5-101, *et. seq.* in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the attached contract for services.

CONTRACTOR:

Maple Star
Company Name

6-19-13
Date

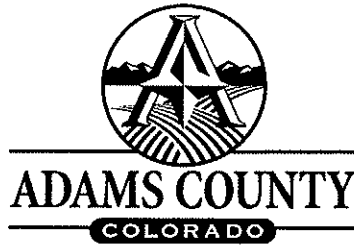
Debi Grebenik
Signature

Debi Grebenik
Name (Print or Type)

Executive Director
Title

Note: Registration for the E-Verify Program can be completed at: <https://www.vis-dhs.com/employerregistration>. It is recommended that employers review the sample "memorandum of understanding" available at the website prior to registering

Adams County Human Services Department
Request for Application (RFA)



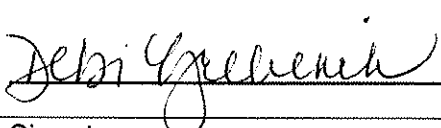
APPLICATION FORM
ADAMS COUNTY HUMAN SERVICES
2013.073 REQUEST FOR APPLICATION FOR
CORE SERVICES

Page 1 Of 2

WE THE UNDERSIGNED HEREBY ACKNOWLEDGE RECEIPT OF

Addenda # 1 Addenda # _____

If None, Please write NONE.

<u>Maple Star Colorado</u>	<u>4/10/13</u>
Company Name	Date
<u>2250S. Oneida Street Suite 100</u>	
Address	Signature
<u>Denver, CO 80224</u>	<u>Debi Grebenik</u>
City, State, Zip Code	Printed Name
<u>Denver</u>	<u>Executive Director</u>
County	Title
<u>303-433-1975</u>	<u>303-433-1980</u>
Telephone	Fax or Email address <u>dgrebenik@maplestar.net</u>

CONTRACTOR'S CERTIFICATION OF COMPLIANCE

Chris Kline
DIRECTOR
Darwin J. Cox, MSW
DIVISION DIRECTOR



Human Services Department
Children and Family Services Division
7401 North Broadway
Denver, Colorado 80221
PHONE 303.412.8121
FAX 303.412.5335
www.adcogov.org

Core Service Application Form
page 2 of 2

(Please Print or Type)

Agency Name: Maple Star Colorado

Type (LLC/Sole Prop/etc.): LLC

Address: 2250 South Oneida Street, Suite 100

City: Denver State: CO Zip: 80224

Telephone Number: 303-433-1975 Fax Number: 303-433-1980

Website: www.maplestar.net Email Address: dgrebenik@maplestar.net

Contact Person for the Application: Debi Grebenik

Title: Executive Director Phone: 719-338-1054 Email : dgrebenik@maplestar.net

Executive Director, CEO, or Owner: Same as Above

Title: _____ Phone: _____ Email : _____

A. Agency Information

1. Provide a brief description of your agency, and / or organization including total staff size, number of years in operations, mission and history.
 - Maple Star provides foster care for 11 counties and the Division of Youth Corrections. Maple Star's seventeen years of experience in working with foster care children includes understanding the needs of abused and neglected children while also working sensitively with children's biological families.
 - Maple Star also provided multiple years of casework and casework supervision in El Paso County. This rich experience creates a knowledge base from which Maple Star will build.
 - Maple Star also provides an array of community-based programs that include Facilitated Visitation Services, the KEEP program, supervision of home studies for three Denver metro counties, and a Domestic Violence Reduction Program.



- In addition, Maple Star provides the Virtual Residential Program for a wide variety of clients with specialties in working with Reactive Attachment Disorder, Autism Spectrum Disorder and adolescents with significant mental health needs.
- Staff size: 78 staff; some part-time are included in this number
- Maple Star was founded in 1994 to provide specialized foster care.
- The mission of Maple Star Colorado is: ***“To ensure the provision of accessible, effective, culturally competent, community based social services to promote growth; well-being and that meet the needs of those we serve”***

Maple Star Colorado is committed to the provision of accessible, effective, high quality human services such as in-home concrete and therapeutic programs, supervised visitation, crisis management, intensive case management, behavioral health programs, and foster care services that meet the needs of those we serve. This requires effective employee communication, innovative and demonstrated best-practice models, high quality training opportunities, strong leadership, and ethical business practices. Keeping true to these values, Maple Star began with foster care and branched out to include community-based programming with their innovative Virtual Residential Program and subsequently added additional programs that are based on their core values.

As a company we stand by our Core Values. We value:

- **Community-based and Multi-systemic Services**
 - **Identifying and Building on Strengths**
 - **Local Viability that is Nationally Supported**
 - **Respectful Organizational Culture**
 - **Best Practice Models**
 - **Cultural Diversity**
2. Detail previous contracts with Adams County Human Services Department and / or other government agencies and describe your ability to effectively manage these programs.
- **Foster Care**—Maple Star continues to work effectively with ACHSD placements, providing effective contract management which includes positive communication
 - **Facilitated Visitation Services**—Currently Maple Star is meeting all contractual requirements and continues to receive positive feedback. Outcomes are provided on a monthly basis to demonstrate the program’s utilization and efficacy.
 - **KEEP Program**—Maple Star is meeting all contractual requirements after a slow initiation of program implementation. Maple Star’s staff made themselves accessible and available for additional services in an effort to maximize utilization of the services outlined in the contract. To date, utilization is maintained through ongoing effective communication and accessibility of the program supervisor.
 - **Domestic Violence Reduction Program**-while only in its third month of the contract, reports of positive interactions and availability are communicated to the program supervisor.



- At the time of this proposal, all terms of current contracts are being met and at times, exceeded due to thorough and consistent communication and the tracking of outcomes. Key Maple Star staff are readily available at ACDHS in an effort to maintain collaborative working relationships.
- Maple Star works diligently to exceed contractual requirements and work toward ongoing improvements based on feedback and new research.
- Maple Star also holds additional contracts with Division of Youth Corrections for Autism Services, placements, lifeskills coaching, and home-based Virtual Residential Services.
- Maple Star contracts with Arapahoe, Douglas, and Jefferson Counties to administer over 200 home studies per year.
- Maple Star contracts with Value Options, Colorado Mental Health Treatment Act, private insurance, and Behavioral Health Inc. to provide mental health services and Autism Spectrum Disorder services throughout Colorado.
- Maple Star contracts with all counties on the front range for foster care and home-based services that include all levels of intervention, therapy, behavior and parent coaching.

B. Programs / Services to be provided, in the context of this RFA

1. In the specific service area your agency is proposing, what are the key concepts and strategies for program/services to be provided?

Home-based intensive services may include the following components which can be selected on a case-specific basis:

- Virtual Residential Program: Therapy combined with Behavior Coaches-high level of intensity \$186/day; middle level of intensity: \$93/day (Program description attached)
 - Provides stabilization, crisis management, psycho-education on trauma-informed concepts, case management, successful transition planning, concrete services and 24/7 support
 - Culturally responsive
 - Utilizes thorough assessment tools to match intervention strategies with family needs
 - Key concepts include family engagement, trauma-informed strategies, contextualized treatment plans, individualized and holistic intervention strategies
- Intensive Family Therapy: Therapists provide intensive in-home family therapy that includes psycho-education, in-home support 24/7, and utilizes motivational interviewing to decrease client resistance.
 - In addition, is available at times that are convenient for the family while providing real-time coaching through stressors and challenging situations.
 - Utilizes creative holistic intervention strategies.
 - Utilizes thorough assessment tools to match intervention strategies with family needs



- Culturally responsive and holistic interventions
- Traditional as well as non-traditional clinical expertise (mindfulness, mind-body, rhythmic movement)

Service area applying for: (Select all that apply)		Requested Amount per Service
X	Home-Based Interventions	\$ 186/per diem for high acuity; \$93/half level \$65/hour for therapists—can be 1-10 hours/week
X	Intensive Family Therapy	\$65/hour—can be 1-10 hours/week
X	Sexual Abuse Treatment	\$65/hour—can be 1-10 hours/week; \$30/hour for group treatment
	Day Treatment	\$
X	Life Skills	\$45/hour—1-20 hours/week
X	Mental Health Services	\$65/hour for therapy; \$30/hour for group; \$45/hour for behavior coaches; \$105/hour for Board Certified Behavior Coach; \$55/hour for Applied Behavior Analysts (autism services)
	Substance Abuse Services	\$
X	Family Team Meetings	\$35/hour to facilitate
	Total Application Request	\$ As needed; can bill per service unit; can accommodate as many clients as needed.

Pricing must be submitted based on an hourly or monthly rate for each service.

2. In the specific service area, provide a detailed narrative on how this service will address the five Core Services goals of:

a) Focus on the family strengths by directing intensive services that support and strengthen the family and protect the child:

Due to thorough and effective assessments, Maple Star staff can recommend efficient strategies that work expeditiously to stabilize and support the family at points of stress. The mere presence of the Maple Star staff provides a calming effect and also includes a psycho-education approach to equip families to move toward self-sufficiency. The strategies used are designed by the treatment team which includes the family as integral members. The staff are



available 24/7 and help to manage crises, work toward developing a calm home environment, provide case management services, and engage with the families to support their innate strengths.

b) Prevent out-of-home placement:

Maple Star Colorado (MSC) will collaborate with Adams County Human Services Department (ACHSD) child welfare worker to develop an initial service plan to address the objectives identified during the referral process. The primary goal is to keep children in their home.

- These goals are accomplished by focusing on family stabilization, safety, and providing resources to support a healthy and safe family environment. This approach will focus on strengthening family systems through the utilization of a treatment team approach which reflects inclusion and empowerment of the family system in an effort to maintain family integrity.
- Individualized safety plans to be monitored for each child and family member
- Open and continuous communication
- Data and fact-based decision making
- Community engagement and advocacy
- Accountability
- Urgency and Intensity of service
- Innovation and flexibility
- Consistency, accessibility, and availability of services for children and families, regardless of where they live
- Wraparound approach that individualizes services for the child and family and builds on their strengths to:
 - Protect children from abuse and neglect.
 - Safely permit children to live with their own families, where possible, through the provision of services that strengthen families.
 - Provide children with stability and timely permanency in their lives.
 - Ensure children's physical needs are met while their emotional, social and intellectual potential are maximized.
 - Enable children to achieve success in school, graduate from high school, and prepare for future careers.
 - Services match the unique needs of each family and child. Services support families in establishing and strengthening community connections and natural supports in a culturally responsive manner.
- Therapists will implement safety contracting to aid in defusing imminent risk factors and implementing crisis stabilization plans to improve family dynamics while supporting the family to make needed adaptations to prevent removal of their children with the long term goal of preventing further child welfare involvement.
- Concrete needs will be addressed in an effort to diffuse any elements that would make it difficult to keep children in their home—to include needs such as job coaching, transportation, home organization, or other tangible services.
- Other contributing factors include:
 1. Increasing and developing parenting skills
 2. Increasing and expanding knowledge about child development
 3. Developing crisis management skills
 4. Providing real-time parent coaching

c) Return children in placement to their own home:

Evidence Based Services: Maple Star is committed to utilizing services and interventions that are proven to be effective in achieving results. In addition, a core value guiding our program implementation is the belief that children and families are best served within their own homes and communities. We are consistently guided by efforts to help clients become self-sufficient through addressing their concerns, building upon their strengths, and creating support systems that sustain independence in a culturally sensitive mode. Through this sustainability, the families are able to access resources that will prevent further involvement with ACHSD.

- All barriers to reunification will be addressed to include concrete as well as therapeutic needs
- Unscheduled drop-in visits may be part of the transition plan to insure compliance with treatment plan goals and strategies.

d) Unite children with their permanent families:

- **Family-Centered Focus:** Service planning and provision will be designed to meet the unique strengths, health, and needs of the child and family. Advocacy efforts will be enhanced in an effort to break through barriers that families experience in accessing the resources that will help them care for their children effectively. These resources will include concrete and therapeutic services. Maple Star seeks to *individualize and contextualize* services to meet the specific needs of individual families. A basic principle under which MSC operates is that youth and families should be served in a manner and setting which is most like their normal routine. When drastic interventions such as removal from the home are used in a situation, the youth and family often return to the original problematic state when the measures are withdrawn. MSC believes that the most effective approach is to work with families and youth in their natural setting -- the home and community -- and that in most situations this can be accomplished with the implementation of a well-organized and targeted array of services. We deliver "human services without walls" by having our staff travel to the client to deliver the services in most situations.
- In our experience in developing and managing service networks for abused and neglected children and their families, we have found that the most effective approach is to engage with local agencies and service providers, and to cultivate a strong and cohesive service network that maintains high levels of communication, transparency, accountability, and urgency. To successfully achieve safety and permanency for these children and families we need a service community that is engaged, collaborative, and accountable. This approach is most effective when there is a broad array of services upon which the team can depend, knowing that consistent communication will ensure services that are aligned.

e) Provide services that protect the child:

Safety of the child and other family members is priority at all times in our family engagement approach and we will monitor safety plan compliance. Due to our experience in managing child welfare systems we find the best practice is to require that each encounter with the child or family documents the safety and risk to the child and family, this can be done by observing and asking about the safety and risk every time we interact with the child and/or family as well as through ongoing assessments that are conducted. If any of the MSC staff observe or identify any condition that threatens this safety we will immediately report this to the ACHSD



caseworker or their supervisor. Conditions that might threaten the safety will vary according to the conditions identified in the safety plan; however, if new threats or behaviors occur, these will also be reported (e.g.; observed alcohol or drug use which was previously not reported, a new person living in the family home). If the condition presents an immediate danger, the MSC staff will remain on-site and emergency protocols will be enacted.

We will assure the implementation of a safety plan that reflects the ACHSD safety plan and case plan goals. We will accomplish this by training all of our staff on the significance of a safety plan. Emergent services will be provided by the Care Coordinators. To reduce the frequency and intensity of crisis situations, MSC will develop a Crisis Intervention Plan as needed with each child and family to use when a situation is escalating. MSC will train staff to recognize threats to safety and will ensure that all staff are trained in the procedures for reporting safety concerns.

MSC considers the review of the safety assessment and safety plan to be our most important beginning responsibility upon being assigned a case. To do so is to attend to the primary objective: to assure the safety of children. When assessing safety plans we will prioritize the following critical factors:

- Immediately available—in response to any issue, concern, change, or risk
- Action oriented – service delivery that is focused on safety factors,
- Flexible access - services that are located in close proximity and can be called upon for immediate response to assist the family with immediate safety needs.
- Routine communication with safety plan participants and continual oversight
- Engagement of caregivers concerning the acknowledgement of safety issues, and their commitment to the safety plan
- Assessment of caregiver protective capacities to determine what must change
- Creation of a service plan that addresses safety concerns and enhances caregiver (parent) protective capacities
- Arrangement of activities, services and service providers for focused treatment of safety issues
- Reasonable efforts to provide the least intrusive means for assuring children are safe

3. Do you have experience working in the Child Welfare System, particularly with traumatized children and families? Please describe your agency's approach to trauma informed care within your practice.

Trauma Informed Care: Most, if not all, children involved in the child welfare system experienced traumatic events such as physical or sexual abuse, extreme poverty, frequent moves, and/or adult domestic violence. Trauma-informed staff understand the impact of trauma on a child's behavior, development, relationships, and survival strategies; integrates that understanding into planning for the child and family; and understand that he or she has a role in responding to a child's history of trauma.



Maple Star staff are trained in Trauma Informed principles that include:

- Beyond Consequences, Logic and Control by Heather Forbes
- Empowered to Connect by Karyn Purvis, Ph.D.
- Neuroscience concepts by Bruce Perry, M.D.
- Trauma Informed Parenting by www.nctsn.org

A major feature of trauma-informed care is the understanding that providers must approach clients not from the perspective of what they are doing and how to ameliorate the behavior; rather from the vantage point of discovering what happened to the client. Armed with this knowledge, effective interventions can be designed and implemented.

Maple Star's expertise is recognized as they are consulted on difficult cases and provide training to multiple disciplines and jurisdictions. This expertise is contextualized to find the appropriate intervention strategies for each client and their family. These strategies are holistic in nature and include creative options such as drumming, breathwork, mindfulness, and other activities.

4. Describe how you will be multi-culturally responsive and how you plan to provide services that meet the social, cultural and language needs of clients involved in the Child Welfare System.

Culturally Competent and Respectful Practice: Culturally competent services will be delivered in a manner that respects individual and family needs, cultural differences, and special issues. Culturally competent and diverse staff and providers will ensure that all clients receive appropriate services. Understanding cultural practices will help to connect families with relevant services such as services with Spanish-speaking practitioners and are open at hours that families are available. Every effort will be made to utilize those resources the families prefer and identify as meeting their needs. Additional considerations will be given to families whose religious practices might affect their perspective of medical interventions.

- Maple Star employs Spanish-speaking staff to work with clients whose primary language is Spanish.
- Maple Star also strives to hire staff in the same locations as the clients they serve; in essence, finding staff with rural living experiences to work with clients in rural areas, etc.
- Maple Star also employs faith-based staff who offer understanding of the role faith may play in the lives of the families they serve.
- Regardless of an employee's ethnic or cultural background, they must interact with and provide services to all others without regard to race, ethnicity, gender, sexual identity, religion, language ability, level of education, or socioeconomic status.
- It is essential for culturally appropriate Care Coordinators and Supervisors to establish a foundation of respect, trust and empowerment as families are more successful and responsive to interventions when they feel respected.
- MSC will require all staff to attend and participate in Cultural Diversity training annually.

C. Collaboration



Providing services for Child Welfare clients involves the ability to advocate and collaborate on behalf of the clients you serve and yourself. This includes collaboration with ACHSD, community-based organizations and other government entities.

1. How do you plan to coordinate services and reporting with Child Welfare Social Case Workers?

Maple Star provides weekly email updates for all of their clinical services in addition to a monthly report. Critical incidents or vital information will be reported as the events occur or as information is made available. Phone calls are also made when the information to be communicated is time-sensitive.

2. Will you provide other supportive services through collaborative agreements with other programs/providers? If so, define these services:

If there are any clients that need Offense-Specific work, we will work collaboratively with Mason Moore, approved SOMB provider. He will provide the level of services that are specifically designated as offense-specific.

3. It is likely that you or your staff will be expected to testify on the witness stand during Court Hearings. Briefly describe your (their) experience and the qualifications that would qualify you as experts in child welfare or other fields.

Maple Star's demonstrated 19 years of experience working in foster care and adoptions provides the basis for their ability to be qualified as experts in child welfare. In addition, Maple Star provided casework for El Paso County for multiple years so MSC understands the dynamics of working with multiple professionals. Many staff have testified in court hearings and are available to coach others to develop their testifying skills. Maple Star's staff will be able to discuss the case from a Trauma Informed perspective and explain how certain decisions may impact the client negatively. In addition, the Executive Director is part of a model court committee that is working toward implementing trauma-informed principles into the current court system.

D. Report and Accounting Systems

1. ACHSD requires monthly reports with specific information. Briefly describe your methodology and ability to track data and provide these reports on client progress.

Monthly reports will include data that documents number of referrals, dates and duration of services provided, progress on goals, client participation, client strengths, client challenges, and other appropriate data. Weekly phone or email updates will be provided with more frequent communication as needed.

Length of time and services provided will be tracked and reported per family and in aggregate form on a weekly basis to ACHSD. Client demographics and presenting issues will also be tracked. Types and numbers of referrals will be tracked. Outcomes at 12 months after discharge will also be tracked. Follow up calls will be made to determine disposition at designated times after discharge to include 30, 90 and 365 days.

2. Describe the accounting system you utilize to provide fiduciary accountability.



Maple Star uses Generally Accepted Accounting Principles as required by our Child Placement Agency license. In addition, MSC is audited annually by a separate entity.

E. Target Population

1. Which, if any, Adams County area/neighborhoods do you see as your targeted clientele? Due to the diversity of the current staff, Maple Star would be able to serve Adams County in its entirety.

F. Availability

Please indicate the hours your services can be provided:

- Monday - Friday _____ a.m. to _____ p.m.
- Evenings days _____ Hours _____
- Weekends days _____ Hours _____
- Other: As needed-24/7

Can services be provided in the client's home? YES NO

Can you transport a client for services? YES NO

G. Services Outcomes

Please provide the following data for clients who have received your services:

1. Average length of stay in treatment: For VRP, 5.5 months for all levels. For Autism services, 3-6 months depending on the acuity.
2. How do you define "successful" treatment in your program?
 - a. The family meets treatment goals which were developed in conjunction with the therapist and family plus referral agent's input
 - b. The child either remains at home or is reunified within the first 30 days of intervention
 - c. The child is at home at time of discharge and 30, 90, 120 and 365 days after discharge.
3. What percentage of clients successfully discharged within the last 12 months from your program? 78% in 2012; 87% in 2011

H. Sustainability

1. ACHSD does not guarantee a specific number of case referrals and contracts may be terminated at any time. ACHSD values continuity and sustainability of care for clients involved in the child welfare system and desires providers who adopt sustainable business practices to promote fiscal and programmatic efficiencies. Do you receive



referrals from other County Department of Human Services Agencies, Court, etc.? If so, please list:

Arapahoe County
Denver County

Boulder County
El Paso County

Jefferson County

Larimer County

Weld County

2. Are you a Medicaid provider?

Yes

No; however, we have a contract with BHI. We are working on becoming a Medicaid provider.