

ADAMS COUNTY, COLORADO
FIRST ADDENDUM TO
SERVICE AGREEMENT

THIS FIRST ADDENDUM TO SERVICE AGREEMENT ("First Addendum") is entered into this 22nd day of July, 2013, by and between the Board of County Commissioners of Adams County, Colorado, located at 4430 South Adams County Parkway, Brighton, CO 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 2550 South Oneida Street, Suite 100, Denver, CO 80224, hereinafter referred to as the "Contractor."

RECITALS

WHEREAS, on August 16, 2012, the County entered into a Service Agreement with, Maple Star Colorado to provide Removal Prevention Services. This service is described in Staff Manual Volume 7, Section 7.303.1, A, C and J. The Contractor agrees to provide the services to families referred to by the Adams County Human Services Department ("ACHSD") as qualifying for services under the Core Services Program, and,

WHEREAS, the term of the agreement expired on June 30, 2013, and,

WHEREAS, the County and the Contractor mutually desire to extend the Service Agreement beginning July 1, 2013 through June 30, 2014, and,

NOW, THEREFORE, for the consideration set forth herein, the sufficiency of which is mutually acknowledged by the parties, the County and the Contractor agree as follows:

1. Pursuant to the Colorado Family Preservation Act §§ 26-5-101, et seq., C.R.S., as amended, the County is contracting with the Contractor to provide Removal Prevention Services. This service is described in Staff Manual Volume 7, Section 7.303.1, A, C and J. The Contractor agrees to provide the services to families referred to by the Adams County Human Services Department ("ACHSD") as qualifying for services under the Core Services Program.
2. The County shall reimburse the Contractor for the work provided under this First Addendum in accordance with **Section V of the Service Agreement**. Beginning July 1, 2013 through June 30, 2014, Adams County will pay Maple Star Colorado an amount not to exceed \$302,120.00.
3. The term of the Service Agreement is extended through June 30, 2014.
4. The Service Agreement and this First Addendum contain 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 both parties. Any terms, conditions, or provisions of the Service Agreement that are not amended or modified by this First Addendum shall remain in full force and effect. In the event of any conflicts between the terms, conditions, or provisions of the Service Agreement and this First Addendum, the terms, conditions, and provisions of this First Addendum shall control.
5. The Recitals contained in this First Addendum are incorporated into the body hereof and accurately reflect the intent and agreement of the parties.

6. This First Addendum may be executed in multiple counterparts, each of which shall be deemed to be an original and all of which taken together shall constitute one and the same agreement.
7. Nothing expressed or implied in this First Addendum is intended or shall be construed to confer upon or to give to, any person other than the parties, any right, remedy, or claim under or by reason of this First Addendum or any terms, conditions, or provisions hereof. All terms, conditions, and provisions in this First Addendum by and on behalf of the County and the Contractor shall be for the sole and exclusive benefit of the County and the Contractor.
8. If any provision of this First Addendum is determined to be unenforceable or invalid for any reason, the remainder of the First Addendum shall remain in effect, unless otherwise terminated in accordance with the terms contained in the Service Agreement.
9. Each party represents and warrants that it has the power and ability to enter into this First Addendum, to grant the rights granted herein, and to perform the duties and obligations herein described.

IN WITNESS WHEREOF, the County and the Contractor have caused their names to be affixed.

BOARD OF COUNTY COMMISSIONERS
ADAMS COUNTY, COLORADO

[Signature]
Chair

7-22-13
Date

ATTEST:
KAREN LONG
CLERK AND RECORDER

[Signature]
Deputy Clerk

Approved as to form:
[Signature]
Adams County Attorney's Office

MAPLE STAR COLORADO

[Signature]
Debbie Grebenik

7-8-13
Date

Signed and sworn to before me on this 8 day of July, 2013 by

[Signature]
Notary Public
My commission expires on: 3/17/2017

LAURA J. MURRAY
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20064010788
MY COMMISSION EXPIRES MARCH 17, 2017

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

7-8-13
Date

Debi Grebenik
Name (Print or Type)

Debi Grebenik
Signature

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



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 07/03/2013

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: CBIZ Insurance Services, Inc. CONTACT NAME: Laurie Pflaster. INSURED: Maple Star Colorado, Inc. INSURER A: Philadelphia Insurance. INSURER B: Philadelphia Indemnity Co.

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES.

Table with columns: INSR LTR, TYPE OF INSURANCE, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Includes rows for General Liability, Automobile Liability, Professional Liab, etc.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required) Certificate Holder Adams County Department of Human Services is Additional Insured as respects to General Liability and Auto Liability as per written contract as applicable by law.

CERTIFICATE HOLDER CANCELLATION

Adams County Department of Human Services 7190 Colorado Blvd Commerce City, CO 80022. SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

EXHIBIT "B"

2012.107 REMOVAL PREVENTION
SERVICES

SUBMITTED BY MAPLE STAR
COLORADO
5/18/2012

Contact Information
Maple Star Colorado
Executive Director: Debi Grebenik
dgrebenik@maplestar.net
303.433.1975



Maple Star Colorado's Response
Adams County Human Services Department
2012 Removal Prevention Services

**SCOPE OF WORK
ADAMS COUNTY HUMAN SERVICES DEPARTMENT
REMOVAL PREVENTION SERVICES**

MAPLE STAR'S INTEGRATED SERVICE SYSTEM (ISS)

Introduction and Core Values of Maple Star Colorado

“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”

The Mission of the Maple Star Colorado Integrated Service System (ISS) will be to incorporate this mission in to our services to assure the safety, well-being and permanency of all children served in Adams County through the child welfare system, while concurrently attempting to strengthen and preserve the child's family through front-end prevention programs and after-care supports. Maple Star will carry out this mission through a strong, respectful collaboration with Adams County DHS ensuring close communication. All case management services provided by Maple Star will reflect our core values.

Maple Star Colorado is committed to the provision of accessible, effective, high quality human services such as behavioral health programs, supervised visitation, and foster care services that meet the needs of those we serve. This requires effective employee communication, demonstrated best practice models, high quality training opportunities, strong leadership, and ethical business practices.

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**

We are also committed to high standards of Corporate Ethics, as we recognize that excellence depends upon the management of our business in a manner consistent with our values and principles.

A. Services

Volume 7, Section 7.303.1 states that core services is to:

- A. Focus on the family strengths by directing intensive services that support and strengthen the family and protect the child;
- B. Prevent out-of-home placement of the child;
- C. Return children in placement to their own home; or,
- D. Unite children with their permanent families.
- E. Provide services that protect the child.

With these goals at the forefront, Maple Star Colorado (MSC) will work with Adams County Human Services Department (ACHSD) caseworker to develop an initial service plan to address the objectives identified during the referral process. This service plan will specifically identify a plan of action that meets the aforementioned goals. The plan will be individualized and include goals that reduce the risk of out of home placement and the risk of abuse and neglect while focusing on family stabilization, safety, and providing resources to support a healthy and safe family environment. To accomplish these two-fold goals of family stabilization and resource development; MSC staff will be available 24 hours per day, 7 days per week and additionally, will be able to respond within two hours of referral. An emergency on-call system with a single point of entry to make referrals will be provided to ACHSD caseworkers.

Program Model:

The program model is similar to Maple Star's current program, Virtual Residential Program (VRP) which provides context and structure with the following tenets:

- Focuses on strengthening family systems through the utilization of treatment team approach which reflects inclusion and empowerment of the family system
- Implements safety contracting to aid in defusing imminent risk factors and implementing crisis stabilization plans
- Intervention intensity is individualized depending on the needs of the youth and family
- Centralized intake and referral process to ensure quick and consistent responses
- Report to the ACHSD caseworker in a timely manner to assist with appropriate and timely assessments of child and family risk, strengths and needs
- Individualized child and family service plan developed in partnership with ACHSD
- Increased capacity to provide or access additional family centered, in-home and community-based services so that fewer children with complex needs will require placement in out-of-home foster, group or residential clinical care
- Participation in Family Group Meetings to develop and review safety and case plans

Additional features of MSC's ISS model include:

Safety: Safety of children is the highest importance. Risk assessment tools will be utilized to identify and intervene in individual cases to prevent harmful events. We will evaluate the safety and overall needs of each child and family continuously through our care coordination services.

Urgency of Action: Resolution of issues must be expeditiously achieved. Needed services to clients will be identified. Concerns, whether from clients, stakeholders, or referral agents will be addressed until resolved. Issues that threaten the safety of the children in our care will be given the highest level attention and immediate response. Through our experience we know that a strong sense of urgency is crucial to take action and subsequently follow through quickly on tasks and duties. Children should not wait for us to get what they need.

Common Sense: The standard for decisions and actions made by Maple Star Colorado will be based on whether or not it is the right thing to do and if that decision is based on true common sense and within the context of Colorado rules and regulations. Every day our employees will come across situations where established policy and procedure may not fit, or may not make sense. In these situations, employees will be encouraged to bring the issue to leadership staff. Using common sense will also allow us to work efficiently and less bureaucratically. We will act as caring human beings

trying to help children and families achieve safety, permanency, and normalcy. We will not act like a bureaucracy burdened with rules, regulations, and paper work. We clearly understand the need and requirements of the paperwork, rules, and regulations; however, our perspective is to use this as a framework to take sensible and meaningful actions.

Transparency and Accountability: Children and their families will be able to participate fully in discussions and decisions about their care. True accountability cannot be achieved without full transparency. Reports will reflect accurate documentation in a timely and thorough manner.

Responsiveness to the Community: Our experience taught us that success in achieving safety and permanency for children and families comes with the meaningful engagement of all the strengths and resources of a community.

Efficiency: Resources will be efficiently and effectively managed to achieve good outcomes for children, with the ultimate goal being child safety and permanency within as short a period as possible. A focus will be on diversion and in-home preventative services to minimize disruptions whenever possible.

Family-Centered Focus: Service planning and provision will be designed to meet the unique strengths and needs of the child and family. The services that are needed will be individualized and provided at the intensity, frequency, and duration needed by the children and their families. Children and families will participate to the fullest degree possible and will be the driving force in the development of all service plans.

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.

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.

Knowledge of Available Resources:

Housing and Concrete Services Unit. Due to MSC's experience in providing community-based services, we are well-versed in community resources which include traditional as well as non-traditional options. A database contains all resources grouped by category. In addition, MSC will utilize a Housing and Concrete Services Specialist as the lead in guiding clients' access to housing and other concrete services.

This specialist will engage all community resources that provide relevant support that is available for our clients. These services include but are not limited to housing, food, clothing, utilities, transportation, child care, health and wellness services, social supports and interaction, education and training, employment, and community events. This specialist will be responsive and supportive to the Care Coordinators in matching up resources with clients during the two weeks of intervention.

Home Based Services:

Key Features of the Maple Star Integrated Service System (ISS). We designed the Maple Star Colorado ISS to provide Care Coordination and services to referred ACHSD families that will ensure child safety in the home, the community, and prevent out of home placement. The utilization review

process will continually monitor and evaluate the adequacy and appropriateness of the delivery of services, ensuring both children and families receive the **right services, at the right times, and in the right amounts.**

Key features of the Maple Star ISS that will ensure safety and individualized, family centered and community focused care include:

- 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.
- Motivational Interviewing: This evidence-based approach can also be utilized when working within the ISS program. Maple Star's Director of Clinical Operations is a master trainer for Motivational Interviewing. We plan to train the Care Coordination staff in these techniques.
- 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.
- Wraparound services model and Family Team Conferencing: MSC's Virtual Residential Program (VRP) utilizes a family team conferencing model to set goals and establish service plans and to deliver services utilizing a wraparound approach in a very intensive strategy. The VRP service is designed to avoid the need for therapeutic placement in an institution, residential program, or foster home. We are able to work with the entire family and design solutions based on the living environment of the family. This program has undergone

scientific study by Vanderbilt University and is in the final process of being defined as an evidence based practice by DHHS.

- **Family Centered Practice in Child Welfare:** The model is based on the belief that the best place for children to grow up is in families and that the most effective approach to ensuring safety, permanency and well-being for children is to provide strength-based services that engage, involve, strengthen and support families. Family-Centered Practice in child welfare refers to a way of working with families across service systems to enhance their capacity to care for and protect their children. In this context, families are broadly defined to include birth, blended, kinship, foster and adoptive families. Key elements of child welfare Family-Centered Practice include strengthening the capacity of families to function effectively; engaging, partnering with and empowering families throughout the decision making and goal setting processes; ensuring that services provided are individualized, flexible, culturally responsive and relevant to the family; and collaboration with other service providers to link families with needed services. The MSC mission, core values and vision are all congruent with the type of agency culture needed to provide Family Centered Services.
- **Touchpoints™:** Brazelton Touchpoints is a way of understanding and participating in family development. This approach empowers parents to discover their effectiveness as parents, guiding them through their children's predictable crises (touchpoints) to support their children's self-esteem and readiness to take on the world. With the support of teachers, healthcare and social service providers trained in this approach, parents reaffirm their priorities and their strengths as parents, and make the most of the precious time they do have to give their children the best future they can.
- 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 services 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. The wraparound model 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.

Tools and services provided include:

- Crisis intervention; all staff are trained in crisis management tools; particularly through the lens of trauma informed care.
- Behavior management; all staff are trained in trauma informed care which views behaviors in the context of trauma histories and the purpose of the behaviors

- Communication and conflict management skills are addressed with an emphasis on practical tools such as body language (tone, intensity, gesturing), timing, and word choices. Staff participate in an entire training on the power of words in addition to other conflict management strategies
- An emphasis on relationships is present throughout the intervention with the foundational framework that we need to connect before we correct. This is a basic approach in parent child relationship skill building.
- Information about child development will also be presented in context of the child's current emotional, physical, intellectual, and psychological age. This knowledge base provides information for effective decision-making and problem-solving.
- Support services assist family members in employment searches and other needed relevant services that will enhance the family's ability to sustain independence and prevent removal of children from their home.
- MSC's successful VRP provides a context and examples that demonstrate the importance of modeling appropriate behavior, building daily structure, and providing effective supervision.
- All services will be individualized, based on the needs of the family and individual members and will include the goals developed in the treatment plan.
- Court testimony will be provided as needed.
- Transportation needs will be addressed with sustainable plans.
- MSC demonstrates the ability to screen for autistic spectrum disorder and provide Applied Behavioral Analysis services.

Service time frame:

Two weeks per family; 3-10 hours/ day with a maximum of 25 hours/week.

Currently MSC's VRP provides this level of intensity and know how to build staff support and schedules at times that fit the family's needs. This is also an ideal time to model appropriate behavior while helping to design a family schedule and build in structure. The staff are hired with the expectation of flexible work hours and some employees are part-time which allows for significant flexibility while they are pursuing advanced degrees or other goals.

Operational Logistics:

The Care Coordinator will participate in the initial Family Group Meeting to gather information from the ACHSD caseworker, safety assessment and subsequently work with the family to determine the most appropriate services to be provided based on the presenting situation, family need and intensity of threat. The safety plan will identify the threats to safety, actions to be taken to protect the child or family members from reoccurrence or a new threat. Our 24/7 availability and crisis response services will be a part of each safety plan, as a resource for the child or family to call for assistance.

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 have found 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 a provider or care coordinator interacts 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 ask the ACHSD caseworker or supervisor to return a call to MSC within two hours, as we may be called upon to assist in transportation to a respite resource.

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 at the initiation of our care coordination services with each child and family to use when a situation is escalating and may result in an acute crisis situation. This will be similar to a safety plan and with the primary goal being the safety of all family members and a well-defined "back up" plan to use in the crisis situation. All family members will be encouraged to use steps identified on the Crisis Intervention Plan when it appears that circumstances are unfolding. 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

MSC will initiate safety plans with all families based on their presenting issues and concerns observed and assessed by the ACHSD caseworker. A family meeting will also be initiated upon intake in an effort to ascertain the family's input and determine what they identify as their strengths, challenges, and needs. Based on this information, recommendations will begin to be formulated. These recommendations will include ideas for services that will be implemented.

Parallel to this process, the Housing and Concrete Services Specialist will complete an assessment on each family and determine which concrete services are needed to enhance the families' self-

sufficiency and sustainability. This Specialist will provide expertise related to community resources and how to access them.

Additional interventions will be utilized which include skill-building in areas that will benefit the family's ability to work through their challenges in conflict, communication, or behaviors. The ISS Care Coordinator will interact with the family in the moment, providing coaching, teaching, or modeling based on the family's presenting issues. The Care Coordinator is able to meet the needs of the family creatively, accessing multiple intervention strategies which address multitudinal levels of issues and concerns. Concrete and therapeutic needs will be addressed. This service intervention plan will identify a plan of action for the family to meet the objective(s) in the referral form. The service intervention plan will reflect the needs of the family involved, and will include goals related to reducing the risk of out-of-home placement and reduce the risk of abuse and neglect through family stabilization and the development of resources which support a healthy lifestyle for the family.

Follow up calls will be made to determine disposition at designated times after discharge to include 30, 90 and 365 days. In addition, MSC will provide monthly support group meetings for families that will provide ongoing support and educational opportunities. This monthly group is voluntary and will strive to meet the needs of families who attend.

B. Qualifications of Staff

Experience:

- Maple Star's employees demonstrate tenure in the field of child welfare beginning with the Executive Director's twenty years in child welfare; 13 of which are with Maple Star. Maple Star exhibits significant experience working with children, youth, and families within the child welfare system, particularly those with trauma histories or in placement. This experience lays the foundation for Maple Star's ability to provide safe and family-centered placement removal services.
- 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 which included completing assessments and accessing resources to meet family service plans. This rich experience creates a knowledge base from which Maple Star will build.

The following background check requirements will be fulfilled for every MSC employee:

- a. New employees must obtain their CBI clearance letter.
- b. The new fingerprint card must include the new employer's address.
- c. The CBI clearance letter (or photocopy of the old fingerprint card) and the new fingerprint card must be sent with money order payable to the CBI.
- d. FBI background checks and Background Investigation Unit checks will also be obtained.

Caseloads will be in compliance with 7.303.17:

- Each worker engaged in home based intervention, intensive family therapy, and sexual abuse treatment programs shall have at least two (2) and not more than twelve (12) at risk families depending on the intensity of the service needed per family. MSC's average caseloads will be 2-5 families per worker in an effort to make them available for crises and for additional referrals as one family transitions into follow up resources and services. Caseloads would never exceed twenty (20) families per staff person.
- Supervisory workloads will be six workers per supervisor.

Staff Requirements for Care Coordinators:

- Education: The Care Coordinators (life skills workers) will have a Bachelor's degree with a major in a human behavioral sciences field.
- Experience: Experience with crisis intervention and conflict resolution; knowledge of child development and child welfare system
- Skills: BI-lingual applicants and culturally representative staff will be recruited.

Staff Requirements for Supervisor Position:

- Education: A Master's Degree or higher in social work or human behavioral sciences field
- Experience: Two years professional casework experience at the journey level obtained before or after the advanced degree

Other Staff Requirements:

- MSC will recruit employees to serve the community to enhance a sense of community and remove barriers and resistance to service provision. We will strive to actively recruit and hire employees who are culturally similar to 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.
- All MSC employees will adhere to the National Association of Social Workers' Code of Ethics. As stated in the section on the value entitled Dignity and Worth of the Person:
"Social workers treat each person in a caring and respectful fashion, mindful of individual differences and cultural and ethnic diversity. Social workers promote clients' socially responsible self-determination. Social workers seek to enhance clients' capacity and opportunity to change and address their own needs. Social workers are cognizant of their dual responsibility to clients and to the broader society. They seek to resolve conflicts between clients' interests and the broader society's interests in a socially responsible manner consistent with the values, ethical principles, and ethical standards of the profession."

of client's served during the specified review period. The population size will include any case that was active for at least 9 months during the review period.

MSC will have live person access 24/7, 365 days per year with supervisors on call to provide support as necessary. The UM system will track time of referral and compliance with these timelines will be assessed weekly with formal reporting provide to ACHSD.

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.

Should Maple Star Colorado be awarded this program, they will be investigating software to track and formulate reports of Outcomes and Performance Measures which include:

- Risk of out of home placement as identified by family stabilization and other tangible factors
- Reduce the risk of abuse and neglect
- Shorten the length of out of home placement (length of stay will be measured)
- Children will live in the least restrictive and safe environments (outcomes at transition will be tracked)

Identified markers include:

1. 85% of all children/youth returning from out of home placement at the beginning of treatment will be able to safely return home, to extended family, or to other permanent placement determined by the county.
 - MSC's VRP demonstrated a success rate of 78% for calendar year 2011 with 56 clients. This success rate demonstrated the low percentage of out of home placements or placement disruptions. VRP works with very high acuity youth and families and works to build sustainable stabilization and self-sufficiency.
2. 85% of the children, who are served in their home, will remain in their original home.
 - This is also demonstrated through our previous statistics that clearly illustrate MSC's ability to build up the resources families inherently possess in an effort to assist them in working through their current challenges.
3. 90% of the families involved in the service will not have a founded referral for abuse and/or neglect within 12 months of service completion.
 - This can be accomplished through psycho-education processes that illustrate what abuse and neglect do to a child while also developing resources-both internal and external as ongoing supports.
 - Monthly support group meetings may also be an option to reinforce their learning and prevent further abusive incidents.

Monthly meetings with ACHSD will discuss and monitor performance measures. Weekly updated reports will be provided. Additional staffings may be required with challenging cases.

D. Service Recipients:

- MSC will be responsive in their ability to serve families with children between the ages of birth who are involved in the child welfare system as a result of child abuse, neglect and/or juvenile delinquency and who are at imminent risk of removal.
 - Currently MSC works with this population through their VRP and additionally through their foster care programs, serving over 400 youth and families per year.
- Families with an Open Assessment or open case within ACHSD open case where the goal is of the child to remain home or reunification.
 - Maple Star's demonstrated 18 years of experience working in foster care and adoptions provides the basis for their ability to work with this population.
- Cases may be court involved or voluntary.
 - MSC's VRP and foster care programs serve both types of clients and work to engage the families through a culturally responsive and strengths-based approach.
 - Providing immediate support in a family engagement model can move a client from appearing involuntary to becoming cooperative.

E. Reporting:

Weekly 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. Daily phone or email updates will be provided with more frequent communication as needed.

Invoices and billing will be in compliance with required timeframes.

Estimated Annual Contract Amount: \$302,120