

EXHIBIT A
USE OF FUNDS, FEE SCHEDULE, AND ADMINISTRATIVE REQUIREMENTS

1. PURPOSE

Boulder County Department of Human Services (BCHS) is committed to co-creating solutions with its community partners to address complex participant and community challenges by fully, effectively, and efficiently integrating health, housing, and human services to strengthen the broad range of Social Determinants of Health, in turn generating a more self-sufficient, sustainable, and resilient community. The seven key areas of stability BCHS is targeting, and key priorities for the investment of BCHS funds, includes housing stability, employment and income stability, access to adequate food and nutrition, environmental health, health and well-being, safety, and education.

This Contract supports Case Management Agency (CMA) functions under the health and well-being pillar, and more specifically, ensures Boulder County residents with an Intellectual and Developmental Disability (IDD)/Developmental Disability (DD), Autism, and/or Brain Injury (BI) has (have) access to information and referral and independent living skills training. This Contract will also support access to crisis management services to mitigate emergencies, emergency placements, and unmet needs for persons with IDD/DD, Autism and/or BI that results in a disability. The Parties further acknowledge Recipient provides a continuum of services to persons experiencing an IDD/DD, Autism, and/or BI that results in a disability which may limit their ability to live an independent life in Boulder County.

Boulder County residents who are being served by Recipient may experience a crisis that requires a case management response beyond the normal programming. This Contract also provides funding for .85 of a Full Time Equivalent (FTE) of Crisis Case Management Specialist, to fill the gap in the existing service delivery system for residents living with IDD/DD, Autism and/or BI that results in a disability. The Crisis Management Specialist is responsible for providing crisis management services to Case Management and Intake departments at A&I Avenues assuring safety and well-being of the individual in services.

The Boulder County IDD Mill Levy supports Recipient in filling funding gaps for agreed upon services, as described in Section 3.A. These funds may provide additional services not covered by Medicaid, Medicare, and private insurance but may not supplant any existing services and/or funds.

The Boulder County IDD Mill Levy funds may be used to:

- A. Fund priority case management and support services in identified programs, as listed in Section 3.A., for Boulder County residents who meet the IDD Mill Levy definition of individuals with IDD/DD, Autism, and/or BI. Funds may also be used to provide value-added services that enhance services for Boulder County resident consumers of IDD/DD, Autism, and/or BI services.

- B. Collect performance and outcome data to determine the ongoing effectiveness of services listed in Section 3.A and plan for the implementation of new services for Boulder County.
- C. Support the system-wide efforts of the Boulder County IDD Advisory Council and improve overall communication between all stakeholders who are funded through the IDD Mill Levy. Support the recommendations in the Boulder County IDD needs assessment that are being implemented by the IDD Advisory Council.

2. PERFORMANCE RESPONSIBILITIES

Recipient, in accordance with the terms and conditions in this Contract, shall, in a timely and satisfactory manner, ensure Boulder County residents with an IDD/DD, Autism, and/or BI have access to Case Management Services to assist an individual with IDD/DD, Autism, and/or BI in accessing necessary services and supports to meet his or her needs. To this end, Recipient agrees to:

- A. Employment and supervision of .85 FTE for Crisis Case Management for IDD clients in crisis. Specific duties and job qualifications for this position are documented in Exhibit A-3: Job Description for Crisis Management Specialist.
 - o Any changes in Policies and Procedures for Crisis Management shall provide an avenue for input from BCHS and the IDD Advisory Council for input and feedback.
 - o Continue triage process for assessing and responding to clients experiencing crisis situations. Recipient agrees to solicit input and feedback into the design and implementation of this triage response system.
 - o Creation of a Plan-Do-Study-Act (PDSA) cycle in partnership with key stakeholders, including the Association for Community Living (ACL) to evaluate the effectiveness of this position, and to understand the impact of the additional capacity on the overall stability of clients experiencing crisis.
 - o Quarterly summaries of activities supported by this position, and associated client outcomes of activities.
- B. As needed, Recipient shall support participants in connecting with self-reliance benefits utilizing the Colorado PEAK online application and/or creating a Boulder County Connect (BCC) Account and encourage online system use for accessing case information, completing required actions on their cases and uploading documents.
- C. Provide culturally appropriate marketing materials of Recipient's services to other local agencies and Family Resource Centers who serve low-income and at-risk individuals to increase participant access to Recipient's services.
- D. As needed, work collaboratively with BCHS staff to develop and distribute culturally appropriate marketing materials that work to destigmatize access to and enrollment in public assistance benefits.

- E. Recipient shall take necessary steps to provide services virtually and/or adhere to any current public health emergencies and/or restrictions throughout the Contract term for services provided in-person. If Recipient is unable to provide services safely to meet client needs due to the public health restrictions, Recipient shall notify BCHS within 30 days.

3. ALLOCATION SERVICE AND PROGRAM AREAS

Boulder County residents who are being served by the following programs may receive services funded under this Contract:

A. Focus Area 1: Case Management Agency Functions

- 1. Case Management
- 2. Case Management Agency Functions
- 3. Emergency Situations
- 4. Crisis Management
- 5. Family Support Services
- 6. Autism Spectrum Disorder Services
- 7. Organized Healthcare Delivery System (OHCDs)

B. Focus Area 2: Indirect Costs and Evaluation Activities

- 1. Other operational costs that support administrative efficiencies
- 2. Evaluation activities, including but not limited to the annual satisfaction surveys by program area

4. TARGET POPULATION

- A. For the purposes of the IDD Mill Levy and the IDD Advisory Council, IDD has been further defined as:
 - 1. **A *documented intellectual and/or* developmental disability that is manifested before the person reaches 22 years of age or brain injury acquired as an adult *that results in a disability.***
 - 2. A ***documented*** disability attributed to a diagnosed intellectual disability or related conditions which include cerebral palsy, epilepsy, autism or other neurological conditions when such conditions result in EITHER impairment of general intellectual functioning OR adaptive behavior similar to that of a person with a diagnosed intellectual disability.
 - 3. ***Individual must be in process or have qualified for a Medicaid waiver or disability benefit program due to an IDD/BI/Autism diagnosis to receive IDD Mill Levy funding for emergency needs.***

- B. All Boulder County residents with IDD/DD, Autism, and/or BI who are at risk in Recipient's geographic service area for Boulder County and who need access to additional supportive case management services to mitigate or avoid a crisis.

5. **BUDGET**

- A. The projected allocation of funds across service delivery areas is outlined in the table below. For all allocations, the percentage of funding that is used can only be an "up-to" percentage based on the percentage of participants served by the program who are Boulder County residents.
- B. Emergency funds up to \$10,000 per household may be used for eligible needs, per Recipient's written policy. Unmet needs funds up to \$10,000 per household may be used for eligible needs, per Recipient's written policy. Exceeding these funds needs prior written approval from the Recipient's CEO and the BCHS Partnerships, Contracts, and Services (PCS) Division Director or designated Manager.
- C. Any budget transfer between programs in the Contract requires prior written approval from BCHS. Recipient shall request the transfer in writing along with a rationale for the requested change. Requests should be submitted to Whitney Wilcox at wwilcox@bouldercounty.gov.

6. **PAYMENT AND FISCAL REPORTING REQUIREMENTS**

- A. Monthly Invoicing
 - i. BCHS shall provide Recipient with a monthly invoice template.
 - ii. Recipient shall complete and submit monthly invoices and supporting documentation that supports the amount invoiced on/or the 30th calendar day following the reporting period regardless of the level of activity or amount of expenditure(s) in the preceding report period. Any invoices submitted 90 days after due date may not be accepted.
 - iii. Monthly invoiced expenses shall be for actual expenditures incurred by the Recipient.
 - iv. Recipient shall only invoice BCHS for Organized Health Care Delivery System (OHCDS) for the % of shortfall that is less than or equal to the % of Boulder County residents served by that program area, to ensure that Boulder County funds are not subsidizing services for residents who reside outside of Boulder County.
 - v. Recipient shall only invoice BCHS for actual number of Boulder County residents for all other programs.
 - vi. BCHS shall not pay for vacant positions funded through this Contract. Recipient shall not reallocate vacancy funds to another position without written approval of BCHS.
 - vii. Monthly invoiced expenses may not be reimbursable by any other funding source.

- viii. Monthly invoices shall only include expenditures for the prior billing period. Any adjustments to a previously billed period need to be billed as an amendment to a previous invoice.
- ix. The invoice shall contain the name and title of the person authorized, or his or her designee, to submit claims for payment. All invoices, supporting documentation, and applicable reports shall be submitted electronically to BCHS via email to: hhsaccountingoffice@bouldercounty.gov.

B. Supporting Documentation

- i. Monthly invoices shall be supported by a general ledger and/or sub-ledger detail generated from the Recipient's accounting system to include payee, description, date, and amount.
 - 1. For participant services, participant initials or non-identifying information and purpose should be included.
 - 2. For personnel requests, an excerpt of the payroll register from the paying system is appropriate. The payroll register should include staff name(s) or initials, period paid, salary and itemized employer-paid taxes and benefits.
- ii. Fiscal Reporting Requirements
 - 1. Monthly fiscal reporting
 - 2. Recipient shall provide the revenues and expenditures for each service delivery area in Section 1.B. above. Information should be submitted in an income statement format, with a level of detail similar to Exhibit A-2, Sample Income Statement.
 - 3. Recipient shall provide an agency-level income statement.
 - 4. All fiscal reports will be due on a monthly basis, by the 30th calendar day following the reporting period and shall be submitted to: HHSimpactreporting@bouldercounty.gov.
- iii. Supporting documentation submitted with monthly invoices must meet or exceed the amount being invoiced.
 - 1. Recipient shall keep on site for BCHS review, for the Contract term plus three years, the following supporting documentation for each invoice:
 - 2. Non-personnel reimbursements must be supported by general ledger or sub-ledger detail generated from Recipient's accounting system.
 - a. The ledger detail should include payee, description, date and amount.
 - b. For participant services, participant name and purpose must

- be maintained on file (for those participants who have signed an authorization to release information).
 - c. The documentation should include all receipts and/or other original support. Receipts are required for purchases from a single vendor more than \$100.
 - d. Travel expenditures should include travel expense reports.
 - e. Mileage will be reimbursed at a rate equal to or less than the IRS standard mileage rate.
 - 3. For personnel requests, an excerpt of the payroll register from the paying system is appropriate. The payroll register should include staff name(s) or initials, period paid, salary and itemized employer-paid taxes and benefits.
 - a. Staff working less than 100% on Contracted work may be required via a written amendment to maintain an accurate daily record of hours worked and correct charge codes. These records shall be made available to BCHS during financial review visits or upon request.
 - iv. If Recipient does not produce sufficient documentation as described above at financial review visits, BCHS has the right to recapture any unsupported payments.

C. Payments

- i. Monthly invoices, supporting documentation, and all required deliverables as outlined in, Section 7., Deliverable and Reporting Requirements must be submitted in a timely manner and in accordance with the terms of the Contract in order to receive payment.
- ii. BCHS will reimburse the Recipient within 30 days of receipt and approval of a fully supported and payable invoice. BCHS will follow-up with Recipient within 15 days of receipt should there be any questioned or unsupported costs.
- iii. BCHS will reimburse the Recipient within 30 days of receipt of all required deliverables as outlined in Section 7. Deliverables and Reporting Requirements, and the Payment and Reporting Requirements Section 2. Payment and Fiscal Reporting Requirements.
- iv. BCHS will follow-up with the Recipient within 15 days of receipt should there be any additional documentation required.

D. Internal Controls

- i. Recipient shall maintain written internal control policies and procedures around financial and accounting practices, including procurement policies and procedures.

- ii. Confidentiality of Participant Information and Records: Recipient shall maintain best practices for safeguarding confidential information, including signed certification from Recipient's directors, officers and employees.
- iii. Conflict of Interest: Recipient shall maintain best practices regarding conflicts of interest, including signed certification from Recipient's directors, officers and employees.
- iv. Written policies and procedures shall be made available to BCHS during financial review visits or upon request. During the Contract term, BCHS will request to review Recipient's procurement policy.

7. REFERRALS FOR SERVICE

- A. For those participants who are not enrolled for Supplemental Nutrition Program (SNAP) or Medicaid benefits, Recipient shall refer them to BCHS, for eligibility and enrollment screening.
- B. Recipient shall make referrals to appropriate service providers in effort to move participants from crisis to stability, establishing a network of care supporting the participant.
- C. As appropriate for the participant, recipient shall refer all participants and family members to their local Family Resource Center (OUR Center, Emergency Family Assistance Association (EFAA), or Sister Carmen Community Center) for additional stabilizing services, depending on their geographic location.

8. MEETINGS AND COMMUNICATIONS

- A. BCHS and Recipient shall meet bimonthly or more to evaluate Contracted budget levels and program effectiveness that may include:
 - 1. Recommendations for modifications in the scope of services for this Contract,
 - 2. Technical assistance necessary to enable the performance of this Contract by Recipient, or the specification of necessary additional services to enable the Recipient's performance of the services provided under this Contract.
- B. A fiscal review may be conducted up to two times during the Contract term. Prior to this review, BCHS may request documentation including a copy of Recipient's published annual report for the prior year.
- C. Recipient shall attend applicable trainings and meetings as available.

9. DELIVERABLE AND REPORTING REQUIREMENTS

- A. Recipient shall submit quarterly reports by the 30th day following the end of the quarter using the metrics outlined in Exhibit A-5, Program Level Report.
 - 1. Quarterly reports will be submitted by email to hhsimpactreporting@bouldercounty.gov.

2. Excel reporting form will be sent to BCHS for quarterly report submission by Recipient.
- B. Recipient will provide copies of any required State Level Reports upon request.
 1. Submit to the following email: hhsimpactreporting@bouldercounty.gov
- C. Recipient shall submit an annual qualitative report at the conclusion of each Contract term. Annual reports shall be submitted no later than 30 days after conclusion of contract. Reports shall be submitted to hhsimpactreporting@bouldercounty.gov.
- D. Recipient shall submit an annual report each year summarizing Data Collection and Evaluation Exhibit A-7 that indicates satisfaction and support of general operating funded programs no later than 30 days after conclusion of contract. Report shall be submitted to hhsimpactreporting@bouldercounty.gov.
- E. Recipient shall notify BCHS within 30 days of vacancies for positions funded under this Contract. Notification shall be sent in writing to Whitney Wilcox at wwilcox@bouldercounty.gov.

10. RECIPIENT RECORDS AND INSPECTION

- A. Recipient shall maintain a file of all documents, records, communications, notes and other materials relating to the services provided under this Contract (the "Records").
- B. Recipient shall permit the County to audit, inspect, examine, excerpt, copy and transcribe Records for payer purposes during the state-defined Record Retention Period. Recipient shall make Records available during normal business hours at a Recipient office or place of business, or at other mutually agreed upon times or locations, upon no fewer than two business days' notice.
- C. Training and credentialing records of staff shall be made available upon request.

11. ROLE OF RECIPIENT OVERSIGHT OF FUNDS

- A. Recipient shall oversee the expenditure of Boulder County IDD Mill Levy in providing effective IDD/DD, Autism and/or BI-specific services.
- B. Recipient shall ensure that funds utilized by this Contract do not supplant Medicaid nor other funds that can cover consumer services.
- C. Recipient shall determine eligibility for Boulder County consumers' status, using the eligibility definition from Boulder County's IDD Mill Levy language per section 4 above.
- D. Recipient shall determine and report on actual number of consumers served who are residents of Boulder County by program area.
- E. Recipient may braid or leverage Contract funds with other funding sources in order to enhance services and/or expand capacity to serve consumers.

12. PLACEMENT OF CONSUMERS SEEKING SERVICES INTO THE APPROPRIATE LEVEL OF CARE

- A. Recipient shall assure use of a standardized placement protocol based upon the most recent Supports Intensity Scale (SIS) to assess accurately each consumer for the most appropriate level of care. Other assessments may be used that are population-specific to determine level of care.

13. SCHEDULE OF ATTACHMENTS:

The following attachments to this Exhibit are hereby attached and incorporated by this reference:

- 1. Exhibit A-1, Budget Form
- 2. Exhibit A-2, Sample Income Statement
- 3. Exhibit A-3, Monthly Invoice Coversheet with Allocation by Program
- 4. Exhibit A-4, Sample Monthly Program Invoice Detail with % Boulder County Residents as A Multiplier
- 5. Exhibit A-5, Program Level Report
- 6. Exhibit A-6, Descriptions of Services and Numbers Served by Program
- 7. Exhibit A-7, Data Collection and Evaluation in Support of General Operating Funded Programs

**EXHIBIT A-1
BUDGET FORM**

Boulder County Department of Housing and Human Services IDD 1/2 2024 Budget

Contract Term: 07/01/2024 to 12/31/2024

Agency Name: A&I Avenues

Program Name: Case Management Agency (CMA)

2024 Approved Amount 1,511,473

Once you have matched the award amount below, this should be "0" : \$ 0

Feel free to add or change expense rows categories to this form

DESCRIPTION	Budget of Line Item
Subtotal Salaries (including retention bonuses)	\$ 394,465
Subtotal Payroll Taxes & Benefits	\$ 40,669
Operating Expenses	\$ 0
Equipment	\$ 0
Subcontractor/Consultation Subtotal	\$ 832,435
Subtotal Other Costs	\$ 106,497
Subtotal CMA Costs	\$ 1,374,066
10% Admin	\$ 137,407
TOTAL Program Budget	\$ 1,511,473

**EXHIBIT A-2
SAMPLE INCOME STATEMENT**

A&I Avenues	
Income Statement	
From July 2024 to December 2024	
Ordinary Income/Expense	
Income	
4001- State Case Mgmt	\$ -
4002- State SLS Mgmt	\$ -
4003- State EI Mgmt	\$ -
4005- State Base EI	\$ -
4010- State Family & Children	\$ -
4040- State SLS	\$ -
4201- Eligibility Determination	\$ -
4250- Section 8 Housing	\$ -
4260- Other Govt Grants	\$ -
4300- Medicaid Admin	\$ -
4301- Medicaid Case Mgmt	\$ -
4330- CES Services	\$ -
4400- Medicaid Residential	\$ -
4401- FACILITY COMM PART	\$ -
4402- NON-FACILITY COMM PART	\$ -
4403- Supported Employment	\$ -
4404- Transportation	\$ -
4405- Behavioral	\$ -
4407- Spec Med Supplies	\$ -
4409- Vision	\$ -
4420- Uncollectible Medicaid	\$ -
4440- MEDICARE PART B	\$ -
4441- MEDICAID- STATE PLAN	\$ -
4460- Medicaid SLS Services	\$ -
4475- Child Welfare County Reserve	\$ -
4500- Food Stamp Revenue	\$ -
4600- Boulder Cnty Revenue	\$ -
4601- Broomfield Cnty Revenue	\$ -
4630- Other Government Income	\$ -
4700- Customer Fees	\$ -
4705- Rent & Utilities Revenue	\$ -
4710- Contract Revenues	\$ -
4735- Interest Income	\$ -
4740- Private Pay	\$ -

5160- Employee Events	\$	-
5170- Board of Directors Events	\$	-
5180- Mileage Reimbursement	\$	-
5190- Travel/Entertainment	\$	-
5200- Fuel and Oil	\$	-
5210- Vehicle Maintenance	\$	-
5300- Rent	\$	-
5310- Building Maintenance	\$	-
5320- Electric	\$	-
5321- Water	\$	-
5322- Gas	\$	-
5323- Sewer	\$	-
5324- Trash	\$	-
5325- Cable	\$	-
5330- Janitorial/Supplies	\$	-
5350- Equipment Maintenance	\$	-
5370- Equipment Lease	\$	-
5400- Office Expense	\$	-
5401- Printing/Copier Expense	\$	-
5402- Postage Expense	\$	-
5410- Medical/Client Supplies	\$	-
5411- Spec Med Equip	\$	-
5415- Pharmacy Supplies	\$	-
5420- Other Supplies	\$	-
5421- Technology Supplies	\$	-
5425- Equipment/Furn Over \$100	\$	-
5450- Telephone	\$	-
5455- T1/Computer Lines	\$	-
4560- Dues and Fees	\$	-
5470- Pubs and Subs	\$	-
5490- Food	\$	-
5495- Food Stamp Expense	\$	-
5500- Consumer Activities	\$	-
5505- Audit Refunds	\$	-
5530- Consumer	\$	-
5550- State Grant	\$	-
5551- Boulder County Grant	\$	-
5552- Broomfield County Grant	\$	-
5700- Liability Insurance	\$	-
5750- Interest Building	\$	-
5755- Interest Expense	\$	-
5800- Advertising	\$	-

5425- Equipment/Furn Over \$100	\$	-
5450- Telephone	\$	-
5455- T1/Computer Lines	\$	-
4560- Dues and Fees	\$	-
5470- Pubs and Subs	\$	-
5490- Food	\$	-
5495- Food Stamp Expense	\$	-
5500- Consumer Activities	\$	-
5505- Audit Refunds	\$	-
5530- Consumer	\$	-
5550- State Grant	\$	-
5551- Boulder County Grant	\$	-
5552- Broomfield County Grant	\$	-
5700- Liability Insurance	\$	-
5750- Interest Building	\$	-
5755- Interest Expense	\$	-
5800- Advertising	\$	-
5810- Bad Debt Expense	\$	-
5820- Fund Raising Expense	\$	-
5830- Advertising/PR/Fred Only	\$	-
5830- Other Expenses	\$	-
5850- Bank/Payroll Charges	\$	-
5900- In-Kind Expense	\$	-
8000-8050 Deprec	\$	-
Total Expense	\$	-
Net Ordinary Income		
Other Income and Expenses		
Other Income		
4730- Realized Investment Earnings	\$	-
4731- Unrealized Investment Earnings	\$	-
Total- Other Income		
Other Expense		
9000- Periodic Pension Cost	\$	-
Total- Other Expense	\$	-
Net Other Income	\$	-
Net Income	\$	-

**EXHIBIT A-3
MONTHLY INVOICE TEMPLATE COVERSHEET WITH ALLOCATION BY PROGRAM**

Excel file to be supplied by BCHS.

Case Management Agency Functions	Original Allocation	Jan-2020	Feb-2020	Mar-2020	Apr-2020	May-2020	Jun-2020
Case Management Functions	250,000						
Emergency Situations	150,000						
Emergency Placements	75,000						
Unmet Needs	75,000						
Family Support Services Program	855,000						
Autism Spectrum Disorder	295,000						
OHCDS	100,000						
Total CM Functions	18,000,000.00						

Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Total Billed	% Billed
							0%
							0%
							0%
							0%
							0%
							0%
							0%
							0%

**EXHIBIT A-4
OHCDS Only**

**SAMPLE MONTHLY PROGRAM INVOICE DETAIL
WITH % BOULDER COUNTY RESIDENTS AS MULTIPLIER**

A&I Avenues					
Gen Op Summary Invoice					
January 01, 2020 through December 31, 2020					
Invoice Time Period	Jun-2020	Jun-2018			
	Actual	YTD			
Revenues and Support					
Medicaid Capitation	95,000	605,000			
Net Client & Third-party Revenue	30,000	150,000			
State/Federal Revenue	40,000	125,000			
Local Government Contracts	15,000	150,000			
Contributions	5,000	30,000			
Public Support & Donated Space	10	5,000			
Other Revenue					
Total Revenues and Support	185,010	1,065,000			
Expenses					
Employee Compensation	150,000	900,000			
Indirect Overhead	30,000	140,000			
Employee Benefits	30,000	150,000			
Staff Recognition & Training	1,000	5,000			
Purchased Services	2,000	4,000			
Temporary Labor		6,000			
Client Related	10,000	30,000			
Cost of Goods Sold		0			
Occupancy	2,000	12,000			
Communications	1,000	6,000			
Dues and Subscriptions		50			
Employee Expenses		200			
Consulting	0	3,000			
Equipment Expenses		500			
License, Fees, and Penalties	2,000	4,000			
Outside Services		75			
Postage and Shipping		150			
Promotional Expenses	0	300			
Supplies	50	250			
Travel and Meetings	0	0			
Vehicle Expense					
Interest Expense					
Miscellaneous					
Depreciation					
Depreciation Adjustment Per Contract					
Donations					
Total Expenses	228,050	1,261,525			
			Program Area Allocation: SAMPLE INVOICE FOR JUNE 2020		
			Annual Program Area Allocation for 2020		
			200,000		
			Year-to-Date Billing through May 2020		
			75,000		
			Available Balance for Current Invoice		
			275,000		
			Current Month Invoice (see details below)		
			-34,432		
			Remaining Balance after June Payment		
			90,568.00		
			For this Invoice Cycle:		
			Total Number of Unique Clients Served		
			200		
			Total Number of Boulder County Clients Served		
			160		
			% of Boulder County Clients		
			0.8		
			Total Loss for Program during Invoice time		
			43,040		
			Requested Payment (%BC X Loss)		
			34,432		
			Allocation Balance Remaining		
			90,568.00		

**EXHIBIT A-5
PROGRAM LEVEL REPORTS
Crisis Management:**

Quarterly Metrics	Q1	Q1	Q2	Q2	Q3	Q3	Q4	Q4
	Unduplicated	Duplicated	Unduplicated	Duplicated	Unduplicated	Duplicated	Unduplicated	Duplicated
Crisis Management cases by residency								
Boulder								
Lafayette								
Louisville								
Longmont								
Other Cities Inside Boulder County								
Homeless Inside Boulder County								
Other Cities Outside Boulder County								
Homeless Outside Boulder County								
Unknown								
Number of cases by Residency	0	0	0	0	0	0	0	0
Crisis Management cases by Age								
0-5								
6-12								
13-17								
18-24								
25-54								
55 or older								
Child- Age Unknown								
Adult- Age Unknown								
Total	0	0	0	0	0	0	0	0
(Total Unable to Serve)								
Race								
American Indian/Alaska Native								
Asian								
Black/African American								
Native Hawaiian or other Pacific Islander								
Mixed Race								
White/Caucasian								
Other								
Unknown								
Total Race	0	0	0	0	0	0	0	0
Hispanic, Latino or Spanish origin								
No, Not of Hispanic, Latina/o, or Spanish origin								
Yes, of Hispanic, Latina/o, or Spanish origin								
Unknown								
Total Origin	0	0	0	0	0	0	0	0
Referrals outside A&I Avenues funding								
	Q1	Q1	Q2	Q2	Q3	Q3	Q4	Q4
	Unduplicated	Duplicated	Unduplicated	Duplicated	Unduplicated	Duplicated	Unduplicated	Duplicated
SSM domains addressed								
Food								
Housing								
Income								
Childcare								
Employment								
Money Management								
Transportation								
Workplace Skills								
Adult Education								
Child Education								
Parenting Skills								
Relationship Safety								
Support System								
Life Skills (Household Management)								
Healthcare Coverage								
Physical Health								
Mental Health								
Substance Abuse								
Functional Ability								
Criminal Justice System								
Legal (non-criminal)								
Quarterly Questions for Funders:								
1. What % of program funding does this contract provide as a percent of the total program budget:								
2. Please describe the ways in which this funding helps meet program goals:								
3. Please briefly describe any gaps or areas of need that you are noticing emerge in the community:								
4. This contract is funded by tax dollars. If you are able to share a success story of this program that we can share with the public, how do you know that the program is successful please provide a metric please do so here:								

Case Management:

Quarterly Metrics	Q1	Q2	Q3	Q4
Number of clients served by A&I Avenues				
Numer of clients served by Residency				
Boulder				
Lafayette				
Louisville				
Longmont				
Other Cities Inside Boulder County				
Homeless Inside Boulder County				
Other Cities Outside Boulder County				
Homeless Outside Boulder County				
Unknown				
Number of clients served by Age				
0-5				
6-12				
13-17				
18-24				
25-54				
55 or older				
Child- Age Unknown				
Adult- Age Unknown				
Total	0	0	0	0
(Waitlist/Unable to Serve)				
Case Management Agency Served By Program				
Case Management / CMA Functions				
Family Support Services Program (Individuals enrolled)				
Autism Spectrum Disorder Program				
IQ and or adaptive testing				
Organized Healthcare Delivery System (OHCDS)				
Race				
American Indian/Alaska Native				
Asian				
Black/African American				
Native Hawaiian or other Pacific Islander				
Mixed Race				
White/Caucasian				
Other				
Unknown				
Total Race	0	0	0	0
Hispanic, Latino or Spanish origin				
No, Not of Hispanic, Latina/o, or Spanish origin				
Yes, of Hispanic, Latina/o, or Spanish origin				
Unknown				
Total Origin	0	0	0	0
Quarterly Questions for Funders:				
1. What % of program funding does this contract provide as a percent of the total program budget:				
2. Please describe the ways in which this funding helps meet program goals:				
3. Please briefly describe any gaps or areas of need that you are noticing emerge in the community:				
4. This contract is funded by tax dollars. If you are able to share a success story of this program that we can share with the public, how do you know that the program is successful please provide a metric please do so here:				

EXHIBIT A-6
DESCRIPTION OF SERVICES AND NUMBERS SERVED BY PROGRAM

Case Management

Case Management serves as the gateway to services at A&I Avenues. Once individuals qualify for support through the intake and eligibility process, they, along with their family, guardian/s, and providers meet with a Case Manager to discuss which services will help them reach their goals. The Case Manager then drafts a Service Plan. These plans focus on the goals discussed in the meeting and outline the strategy for addressing them. Working directly with individuals and their families, the Case Manager helps identify appropriate services and supports the team in locating a provider/s for the individual. Frequent reviews of the Service Plan ensure that the services remain relevant to each individual's needs.

Case Management activities include:

1. Functional Assessment– determines eligibility for services
2. Supports Intensity Scale – determines the level of need
3. Service Plan Development
4. Service and Support Coordination
5. Monitoring and follow-up activities
6. Intake and Eligibility
7. Reporting/reviewing/follow up of critical incidents
8. Reviewing/follow up of complaints
9. Utilization review – services provided
10. Documentation of all case management activities

Case Management - Other Functions

Case Management functions include developing a network of qualified providers within the Recipient catchment area, developing ties within the community to help utilized funding services and supports efficiently, assuring the quality of services and supports of all providers, administering a Family Support Council, a Community Advisory Committee, a Human Rights (HRC) Committee, and complying with all Federal and State regulations. Community Centered Board activities are underfunded, or unfunded, by Colorado yet A&I Avenues must deliver on them as a contractor of the state.

Boulder County funding will be used to improve the effectiveness and efficiency of Case Management provided to families by funding three FTE called Case Specialist I.

Case Specialist I works in collaboration with the ongoing case manager to support individuals in crisis. This position is reactive and provides support to typical case managers by alleviating crisis situations on their behalf. They do not have an identified caseload but rather take cases on temporarily as needed. This position will provide immediate support to case managers so they can continue to meet their daily job tasks and avoid burnout.

In addition to three Case Specialist I positions, Boulder County funding will be used to provide enhanced case management to individuals in Boulder County by funding three Case Specialist II positions.

Case Specialist II provides enhanced case management to a small caseload (either children OR adults) who have ongoing, intense needs. This position is proactive and provides a higher level than typical case management to avoid crisis. This position has an identified caseload.

Both of the positions above are different from a Crisis Specialist who assures delivery of crisis management services to persons in the intake process, enrolled in Early Intervention, Family Support, Autism Spectrum Disorder program or an HCBS waiver, assures timely and efficient completion of documentation for crisis coordination, and creates, manages and delegates budget for emergency situations included but not limited to emergency funds situations, unmet needs funds, and emergency placements. This is an agency wide position who is mostly responsible for vetting, approving, paying for, tracking, budgeting, and reporting on crisis funding. This position does not act as a Case Manager.

In July of 2023, Health Care Policy and Financing (HCPF) rolled out a new IT system called the Care and Case Management (CCM)Tool. This had required extensive training and modification to Case Management processes, procedures, and training documents. With the support of two types of Case Specialists, typical intake and ongoing case managers will be able to take the appropriate time needed to invest in system and process changes.

Additionally, A&I Avenues will use \$3,750 of Boulder County funding to support enhanced training of Case Management employees between July 1, 2024, and December 31, 2024, and \$4,500 investment in a website tool being created by a 3rd party that will assist case managers and the community in finding appropriate service solutions (Wayfinder).

Boulder County funding will also be used to pay \$5,000 in retention bonuses to case management employees who are not eligible for state funded bonuses.

In regard to reporting outcomes for Case Management, A&I Avenues measures and reports on the departments Key Performance Indicators which include percentage of annual individualized plans of care (Service Plans) submitted on time, percentage of quarterly monitoring completed, and percentage of Per Member/Per Month Case Management. It is anticipated that with additional FTE, these key performance indicators will improve with time. Each indicator has a significant impact on customer service.

Submitting Service Plans on time allows providers serving clients to be aware of the goals and services the client has chosen to participate in. It allows them to have a contract in order to know what they are able to bill in a timely manner as well. Quarterly monitoring allows Case Managers to monitor the health and safety of our clients. On a monthly basis (at a minimum), Case Management makes sure we have a pulse on individual needs. In addition to these outcomes, A&I Avenues sends a monthly Customer Satisfaction Survey for Intake and an annual survey for Case Management. These results are shared annually. A&I Avenues will use \$90,072.25. in Boulder County funds to support IT and occupancy costs for the Case Management team. The

total request for Case Management Agency's functions is \$330,302 for July 01, 2024, through December 31, 2024.

Crisis Management

Crisis Management includes grant funding needed to mitigate or avoid a crisis that would place an individual's health and safety at risk. There is a need for crisis support for both ongoing cases and the intake department. The Crisis Specialist is in support of this program, and shall oversee the Emergency Situations Funds, Unmet Needs, and Emergency Placement funds allocated from this contract. Specifically, this Contract provides funding for .85 of a Full Time Equivalent (FTE) of Crisis Specialist, to fill the gap in the existing service delivery system for residents living with Intellectual Developmental Disabilities (IDD), Autism, and Brain Injury as defined.

Crisis situations can include medical and dental care not covered by other means, respite care beyond a family's resources, or an eligible individual's temporary food or housing assistance. In calendar year 2022 and 2023, A&I Avenues observed an uptick in emergency funding requests due housing.

Funding is needed for rapid enrollment into services for people transitioning from incarceration, are at risk of incarceration, or who are homeless. Additionally, funding will be used for IDD determinations, intensive case management, and direct services. A&I Avenues has seen an increase in the number of individuals who are either homeless or in jail and will require this funding to get them enrolled into a waiver to meet their needs in the community. This category of funds is called Emergency Placements funds.

The Unmet Needs Fund is intended to assist in the event of an emergent or crisis situation when no other funding source is available, or when the individual is enrolled in a program and has needs that cannot be met within that program. A&I Avenues is serving individuals in Medicaid waivers who are unable to have all of their needs met by that waiver. Emergent or crisis situations are unexpected events that have a significant impact on the person's health, safety or welfare or may pose a threat to the health, safety, or welfare of the individual if assistance is not available. The fund is intended to address short term needs and is not intended to be ongoing financial support for an individual. Requests will only be considered one time per fiscal year for an individual.

These funds are not available through any other existing funding streams.

Total grant funding request for Crisis Management services including Emergency Situations, Placements and Unmet Needs is \$175,000 for July 1, 2024, through December 31, 2024. Additionally, Boulder County will fund \$2,750 of IT and occupancy charges for a total of \$200,292 in funding.

Family Support Services

Currently there are approximately 1,000 people eligible for Family Support Services in Boulder County. To be eligible for this service, the person must live at home with family. FSSP provides information, referral, and financial assistance.

Family Support Services include:

- Respite Care
- Professional Services
- Medical and Dental Services
- Transportation
- Other Individual Expenses related to person's disability
- Assistive Technology
- Home Modification
- Parent and Sibling Support

The State of Colorado requires A&I Avenues to complete an annual Most in Need (MIN) Assessment for all eligible Family Support Services Program participants. Funding allocations are assigned based on MIN scores of “high”, “moderate”, and “low”. Families may only access a grant with an annual MIN on file with A&I Avenues. Our projections suggest that 450 families will likely request assistance beyond that funded by the State of Colorado and we propose to fund all of them. The state funds each family \$1,700 which is typically not adequate to serve the needs of a family with an individual with an IDD. FSSP funds that are funded by Boulder County Mill Levy funds may be accessed by undocumented individuals who would meet definition of disability.

Regarding outcomes, this department will report on how families use their grant funding. Each year A&I Avenues sends a Customer Satisfaction Survey, and this data will show if families had additional needs beyond their funding. This tells A&I Avenues how effective the program is in meeting the needs of families not otherwise eligible for a Medicaid waiver. A&I Avenues will outreach to BIPOC communities to better communicate the utilization of these funds.

Total request for Family Support Services is \$676,802. of which is to support 3.98 FTE, \$11,213 is for IT and occupancy costs supporting the Family Support Services team, and \$534,685 for direct grants to families.

Autism Spectrum Disorder (ASD) Services:

The Autism Spectrum Disorder (ASD) Program is unique in that it is a self-selected and self-directed set of services for individuals who do not meet the criteria of having an Intellectual/Developmental Disability (IDD) in Colorado. The family creates a plan of care around a significant need that they will address over three years. The program enrollment is limited to three years. Services are selected and ordered by the family on-line using an allocation of funds that they can track. The selection is made from a list of independent providers who specialize in a variety of services appropriate to people with ASD. Provider's bill A&I Avenues at market rates and A&I Avenues pays from each family's allocation.

Services can include:

- Behavior therapy, planning and intervention for social and emotional support.
- Family-Recruited Providers who follow social integration or behavior support plans.
- Social integration activities.

- Speech therapy, Occupational Therapy, or Physical Therapy.
- Psychological, psychiatric, and other services from licensed professionals.
- Therapeutic recreation activities including therapeutic summer camps.
- Remedial tutoring.
- Alternative Intervention Therapies.*

**At its discretion, A&I Avenues may agree to fund a professional service or program for alternative therapies, but does not endorse, verify, recommend or vouch for the safety, quality or efficacy of a particular provider, program, or treatment.*

Individuals with Autism Spectrum Disorder are not eligible for Home and Community Based Services Medicaid waivers, so they are funded with local dollars. The ASD Program Reporting includes what was funded and how it impacted families in a positive way who are caring for a child/young adult with ASD. A&I Avenues shall submit a copy of the client satisfaction survey results to BCHS upon execution of Contract.

Total request for funding the ASD program is \$146,754.00 which includes \$30,927.00 for 1.33 FTE, \$109,500.00 for direct grants to families and \$2,461.25 for IT and occupancy costs.

IQ and/or Adaptive Testing

The state of Colorado requires IQ and Adaptive testing to complete an IDD determination for individuals aged 5 and up. Each year, A&I Avenues is contacted by families who do not currently have the documentation they need, nor the funds necessary to obtain the testing that is required. We anticipate serving approximately 15 families in the second half of this year who will require assistance in funding these required assessments. A&I Avenues is requesting \$5,000 to support these tests.

Organized Healthcare Delivery System (OHCDS)

A&I Avenues acts as an OHCDS to support the needs of its consumers. When program approved provider agencies (PASAs) are not available to provide a service that is indicated on a consumer's service plan, A&I Avenues will contract with qualified providers to provide that service. Only those providers that meet the standards of our mission and code of conduct will be afforded the relationship with A&I Avenues. Items purchased include products (assistive technology, home accommodations, weighted blankets, etc.) and a wide variety of services (dental, vision, behavioral, mental health, music therapy, and hippotherapy, etc.).

This is an unfunded service provided by A&I Avenues. A&I Avenues is requesting \$14,916.00 to support this service which is for 0.77 FTE in the business office.

A&I Avenues Indirect Costs

A&I Avenues indirect supports include finance, human resources, information technologies, building costs, community outreach, provider contracts management, and corporate integrity. The administrative overhead is fixed at 10%.

EXHIBIT A-7
DATA COLLECTION AND EVALUATION IN SUPPORT OF GENERAL OPERATING FUNDED PROGRAMS

The following evaluation efforts and reports shall be conducted as described below, in support of the IDD Mill Levy funding. Annual reports summarizing the results of evaluation efforts A through C below shall be submitted yearly HHImpactreporting@bouldercounty.gov.

- A. Family Support Services use annual satisfaction surveys in conjunction with an Individual Family Support Plan which is reviewed annually for each person enrolled.
- B. Case Management conducts annual satisfaction surveys and develops an Individualized plan for each recipient of service.
- C. Intake for determination of IDD also conducts family satisfaction with the intake process immediately after completion of the process regardless of determination outcome and will report quarterly.