



Administration Building  
West Hearing Room  
5334 S. Prince St.  
Littleton, CO 80120  
303-795-4630  
303-738-7915 TTY

Nancy A. Doty, Chair, District 1  
Nancy Sharpe, District 2  
Rod Bockenfeld, District 3  
Nancy Jackson, Chair Pro-Tem, District 4  
Bill Holen, District 5

## **Study Session**

### **March 22, 2016**

The Arapahoe County Board of County Commissioners typically holds weekly Study Sessions on Monday and Tuesday. Study Sessions (except for Executive Sessions) are open to the public and items for discussion are included on this agenda. Agendas (except for Executive Sessions agendas) are available through the Commissioners' Office or through the County's web site at [www.arapahoegov.com](http://www.arapahoegov.com). Please note that the Board may discuss any topic relevant to County business, whether or not the topic has been specifically noticed on this agenda. In particular, the Board typically schedules time each Monday under "Committee Updates" to discuss a wide range of topics. In addition, the Board may alter the times of the meetings throughout the day, or cancel or reschedule noticed meetings. Questions about this agenda? Contact the Commissioners' Office at 303-795-4630 or by e-mail at [commissioners@arapahoegov.com](mailto:commissioners@arapahoegov.com)

### **Study Session Topics**

#### **10:00 A.M. \*Aid To Agencies Application And Scorecard Update (WHR)**

Discussion and request for approval of the 2017 Aid to Agencies revised Application and Score Sheet to be utilized in April 2016, for the 2017 grant cycle

*Request: Information/Direction*

*Beverly Head, Executive Assistant, BoCC Administration*  
*Diana Maes, BoCC Administration Manager, BoCC Administration*  
*Linda Haley, Senior Resources Division Manager, Community Resources*  
*Don Klemme, Director, Community Resources*  
*Jessica Gapuzan, Performance Management Analyst, Human Services*  
*Cheryl Ternes, Director, Human Services*  
*Janet Kennedy, Director, Finance*  
*John Christofferson, Deputy County Attorney*

Documents: [2017\\_A2A\\_APP REVISION\\_BSR\\_3 22 16.DOCX](#), [2017\\_A2A\\_APPLICATION FINAL.DOCX](#), [2017 A2A SCORESHEET 8.DOCX](#)

#### **10:30 A.M. \*Aid To Agencies/Lutheran Family Services Modification Request (WHR)**

Discussion of a request from Lutheran Family Service to modify their 2016 Aid to Agencies funding and a staff recommendation that the BOCC increase funding to

Lutheran Family Services (LFS) by \$8,000

*Request: Information/Direction*

*Beverly Head, Executive Assistant, BoCC Administration*

*Diana Maes, BoCC Administration Manager, BoCC Administration*

*Linda Haley, Senior Resources Division Manager, Community Resources*

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*Janet Kennedy, Director, Finance*

*John Christofferson, Deputy County Attorney*

Documents: [A2A STUDY SESSION - LUTHERAN FAMILY SERVICES.DOC, 2016](#)  
[LUTHERAN FAMILY SRVS MODIFICATION.PDF](#)

**\* To Be Recorded As Required By Law**

WHR - West Hearing Room

*Arapahoe County is committed to making its public meetings accessible to persons with disabilities.*

*Assisted listening devices are available. Ask any staff member and we will provide one for you.*

*If you need special accommodations, contact the Commissioners' Office at 303-795-4630 or 303-738-7915 TTY.*

*Please contact our office at least 3 days in advance to make arrangements.*



**ARAPAHOE COUNTY**  
COLORADO'S FIRST

## **BOARD SUMMARY REPORT**

**Date:** March 22, 2016  
**To:** Board of County Commissioners  
**Through:** Diana Maes, Administration Manager, BoCC Administration  
**From:** Beverly Head, Executive Assistant, BoCC Administration  
**Subject:** 2017 Arapahoe County Aid to Agencies Application Revision

### **Purpose and Recommendation**

The purpose of this BoCC Study Session is to review the 2017 Aid to Agencies revised Application and Score Sheet, and to seek approval prior to the April 2016 timeline for a News Release and posting of the new application to the website. The goal is for applicants to meet a June 8, 2016 deadline for submission of applications.

### **Discussion**

Beginning in 2012, a Review Team consisting of BoCC Administration, Community Resources and Human Services staff was designated to review Aid to Agencies Program applications and rank them. This Review Team would then present recommendations to the Board of County Commissioners at a Study Session later in the year. This process has continued every year since 2012. Last year, the Board of County Commissioners met three times for decisions on the 2016 Aid to Agencies applications, largely due to the impacts of the Affordable Care Act.

During those Study Sessions, it was recommended that the application be evaluated for its effectiveness in receiving more concise answers from applicants. The Review Team also felt that if the scoresheet matched the application more closely it would save time in their evaluation process.

Below is a summary list of major changes that were made to the application and score sheet from the 2016 version:

- There were several questions on the 2016 Application that weren't specific enough and left the agency answers very open-ended and difficult to score. The Review Team re-worded the questions on the Application so that they are more specific, align with Arapahoe County's Mission, Vision and Values, and also relate to one of the following rating categories:
  1. Agency Review Expense Summary Budget
  2. Organization as a Whole
  3. Program Specifics
  4. General Information

- Once the categories were established, the questions were re-ordered on the application in the above listed categories and re-vetted to ensure that they specifically related to the topics that are being asked about. By categorizing questions in a logical order, this increases the ease of reading by the Review Team, and the BoCC.
- Once the Review Team felt comfortable with the revised questions and the order of the Application, each question on the Aid to Agencies Application was reviewed in relation to the Score Sheet, as well as to the points range assigned to each. The 2016 Scoresheet was difficult to utilize while reviewing the Application and it forced the reviewer to unnecessarily look in many places for the answer to a question in order to rate it. The 2016 Scoresheet point ranges and wording were also open-ended and yielded a wide range of results by the scorers based upon their individual interpretation. The goal was to reign this in, and make scoring specific and measureable. The Review Team discussed this reduction in possible points in great detail. As a result, the point range changed from a 100 point scale to a 45 point scale. Though this is a reduction in possible points, from an analytical point of view, the questions are more specific than in the past, and this will allow for differentiation between applicants when ranking them.

### **Fiscal Impact**

There should be no fiscal impact, the purpose of the revisions is only to increase efficiency in the review and decision process.

### **Reviewed by:**

Beverly Head, Executive Assistant, BoCC Administration

Diana Maes, Administration Manager, BoCC Administration

Linda Haley, Senior Resources Division Manager, Community Resources

Don Klemme, Director, Community Resources

Jessica Gapuzan, Performance Management Analyst, Human Services

Cheryl Ternes, Director, Human Services

Janet Kennedy, Director, Finance

John Christofferson, Deputy County Attorney



# 2017 Grant Application

## Aid to Agencies Program

**APPLICATION DEADLINE:** JUNE 8, 2016

**SUBMIT APPLICATION TO:** Arapahoe County Commissioners' Office  
Beverly Head at [bhead@arapahoe.gov](mailto:bhead@arapahoe.gov), (for questions call 303.734.5459).  
**Note: All applications must be submitted electronically in PDF format.**

**PROGRAM PROPOSAL SOLICITATION NOTICE:** The Aid to Agencies Program provides funding to public and non-profit organizations which provide necessary services that benefit the citizens of Arapahoe County. These programs are deemed necessary by the County though are not mandated by statute. The program grants are service level funding arrangements between Arapahoe County Government and a service provider. The Board of County Commissioners will determine the level of grant funding provided by Arapahoe County. This application is for a one-year period and must be resubmitted annually.

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### Grant Agency Name

### Address

City State County Zip

Phone Fax E-Mail

Grant Agency is Non-profit 501 (C)  501 (C) 3  Federal ID Number

Grant Director Phone

Chief Executive Officer (Or Authorizing Official) Phone

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Signature

Contact Name if different than above Phone

**Program(s) Summary:** Briefly (in 150 words or less) provide a description of the program(s) for which funding is requested.

**Primary Program Recipients** Identify the population that this program will serve.

**Primary Issue(s) Addressed** (Human Services, Health & Wellness, Crisis Intervention)

**Has your agency received funds in the past from Arapahoe County or any other government entity?**

Yes  No

**Fiscal (accounting) Year of Agency**                      **Name of Auditing Firm** (if any)

**Provide a copy of your most recent Financial Audit.**

\* For those organizations with a budget of \$20,000 and over, a copy of the most recent financial statements and audit must be included with the application. Those organizations with a total budget under \$20,000, must submit a record of income and expenses for the previous year.

**PERFORMANCE AUDITS** The Board of County Commissioners may direct a team or representative to implement onsite audits of the agencies receiving County funds to verify the information outlined in the annual application and contract. These audits should be expected to continue in future years.



	\$	\$	\$
<i>Operating Expenses</i>			
	\$	\$	\$
<i>Capital Outlay</i>			
	\$	\$	\$
<b><i>Total Expenses</i></b>			
	%	%	%
<i>Percentage of Revenue Used for Administrative Costs</i>			
	%	%	%
<i>What percentage of revenue is received from fund-raising?</i>			

**II. NARRATIVE (be sure that each question is answered completely):**

Please answer the following questions to help Arapahoe County learn more about your program or service. Responses in this section should be typed, single spaced, with double spacing between paragraphs. In the event that a question does not pertain to your program, please write “Not Applicable” as the response.

**A. ORGANIZATION AS A WHOLE**

1. Describe the organization’s Mission, Vision and Values.
2. Briefly (in 150 words or less) provide a summary of the services your agency offers and how they align with Arapahoe County’s Mission, Vision and Values. For more information see <http://www.arapahoegov.com/index.aspx?NID=138>.
3. List the main components from job descriptions for key personnel and what role each position will play in the program.
4. Is your organization moving in the direction of self-sufficiency with plans to reduce your request for Aid to Agencies funding in future years?
5. If agency received funding in the previous year, and is asking for an increase, please explain clearly to what purpose the additional funds would be used.

**B. PROGRAM SPECIFICS** Agencies with more than one program can copy questions 5-14 for each program.

6. Does this program fill a gap? Describe the community assessment or information gathering process to determine the need for this program. Describe the specific topics and issues identified.
7. Describe the program goals and activities for which you are applying for funds. Outline the goals, timetable, format(s), and schedule. Identify how this addresses the needs identified above. Identify specific population demographics. Include as much detail as is necessary to give the Board of County

*Commissioners a thorough picture of what the program intends to do as well as when and how the program is conducted/implemented.*

- 8. Explain how the program is evaluated to ensure identified goals are met.**
- 9. Describe recent program accomplishments.** *If this program was in existence last year, did you meet your goals? Please explain why or why not. If this is a new program, describe how your organization has met other goals in the past.*
- 10. If this program does not serve all of Arapahoe County, what exact geographic area does it serve?**
- 11. Please provide a percentage of Arapahoe County unique individuals served last year, or expected to be served in the coming year, in relation to total population served.**
- 12. How does your fee structure accommodate low-income or indigent populations?** *Please describe the pay structure.*
- 13. How do you work with other organizations or governments to avoid duplication of services?**
- 14. Provide any additional information that is pertinent to this application.**

**AID TO AGENCIES SCORE SHEET**

<b>Project name:</b>	<b>Applicant:</b>	<b>Point range</b>	<b>Earned</b>
<b>Agency Revenue Expense Summary Budget (max. 7 points)</b>			
Has organization managed government grants in past funding cycles? (pp. 2 & 3)		0 to 1	
Does agency demonstrate financial stability, including a viable budget? (p. 3)		0 to 1	
Percentage of fees used for administrative costs (p. 3)			
1. 10% or less		1. 3	
2. 11% - 15%		2. 2	
3. 16% - 20%		3. 1	
4. 21% or over		4. 0	
Has it sought out other funds for the project? (p. 3)		0 to 1	
Is the financial documentation appropriate to the request? (p. 3 and supplements)		0 to 1	
<b>Organization as a Whole (max. 16 points) Narrative Part A beginning on p. 4</b>			
1. Are Mission, Vision and Values clearly identified? (one point for each well-defined part)		0 to 3	
2. Does summary of services align with the County's Mission, Vision and Values?		0 to 10	
3. Does organization have appropriate positions in place to accomplish their goals?		0 to 1	
4. Are there plans to reduce the request from the County in future years?		0 to 1	
5. Is agency not requesting an increase? (1) If requesting an increase, is purpose clear? (1) If requesting an increase, is purpose vague? (0)		0 to 1	
<b>Program Specifics (max. 16 points) Narrative Part B beginning on p. 5</b>			
6. Does this program fill a gap? Does the application clearly identify the need(s) this project will meet?		0 to 1	
7. Are there reasonable quantifiable goals with measurable community impact(s)?		0 to 1	
8-9. Is there an existing evaluation process to determine program goals are met?		0 to 1	
10. Does program extend county-wide or is geographic area appropriate?		0 to 1	
11. What percentage of unique clients from Arapahoe County are served?			
1. 40% and higher		1. 9-10	
2. 30% - 39%		2. 7-8	
3. 20% - 29%		3. 5-6	
4. 10% - 19%		4. 3-4	
5. 0% - 9%		5. 0-2	
12. Are services affordable to low income or indigent?		0 to 1	
13. Do they work with other organizations to avoid duplication?		0 to 1	
<b>General info (max. 6 points)</b>			
Is application complete, responding to all questions?		0 to 1	
Overall, does the program serve a need and does it meet Align Arapahoe Directives?		0 to 5	
<b>Total points: _____ (45 Points Possible)</b>			
<b>Professional Experience with Organization:</b>			
<b>Notes:</b>			



## Board Summary Report

**Date:** 3/10/16  
**To:** Board of County Commissioners  
**Through:** Don Klemme, Community Resources Department Director  
**From:** Linda Haley, Senior Resources Division Manager  
**Subject:** Aid to Agencies Funding Modification Request by Lutheran Family Services

### Direction/Information:

The purpose of this study session is to provide information to the Board of County Commissioners regarding Lutheran Family Service's request to modify their 2016 Aid to Agencies funding and to seek direction regarding this request. Given the analysis presented in this Board Summary Report, staff recommend that the BOCC increase funding to Lutheran Family Services (LFS) by \$8,000.

### Background

In 2013 LFS began receiving funding through Aid to Agencies to provide Case Management Services to vulnerable older adults who did not meet the criteria of Arapahoe County's Adult Protective Services but who did need assistance determining needs for services, accessing those services, and solving problems such as housing. These services were targeted toward low income older adults and filled an identified gap in services. At the time, the Denver Regional Council of Governments (DRCOG), functioning as the Area Agency on Aging, was in a transition period between funding outside agencies such as Lutheran Family Services to do Case Management and taking that service in-house and providing it themselves. As the senior population has increased and the housing costs have significantly increased, referrals for and calls from, low income seniors who do not have support systems to access services on their own have continued to increase.

### Links to Align Arapahoe

Providing access to case management services links to Align Arapahoe through Service First and Quality of Life by improving the life situations for vulnerable older adults through connections to services needed to maintain their safety and self-sufficiency.

### Discussion

In their 2016 Aid to Agencies application, LFS requested an increase from \$25,000 to \$33,000 for their Geriatric Case Management program, citing in part the fact that the average amount of time spent per client in resolving their needs had increased from 31 hours to 85 hours. This increase can largely be tied to the housing needs of the population being served. It requires significant case management time to solve housing problems for low income seniors in the current housing market. This funding increase was

not met in the Aid to Agencies process which resulted in LFS making the determination that they could no longer operate this program for the funding provided.

LFS' grant modification request is to move these funds to their African American Caregiver Program, which serves a significant number of Arapahoe County seniors. This program is an excellent program and does in fact provide some case management services to the clientele participating. It does not, however, meet the gap that we continue to see in case management services for low income, vulnerable seniors that don't fit within Adult Protective Services criteria.

The changes in staffing at Arapahoe Douglas Mental Health Network (ADMHN) have also had an impact on the ability to make connections to services for seniors. Prior to December 2015, the Senior Reach program was staffed with an outreach person who answered information and assistance calls and also made home visits to clients and was able to reach out and try to connect this vulnerable population with services. That position no longer exists and the Senior Reach Program is now just an information and assistance call line. This has increased the gap in services.

As noted in LFS' request for modification of their grant (attached), DRCOG is providing case management services to seniors age 60 and over. Staff has reached out to Amy Pulley, Case Management Manager at DRCOG related to their wait list and were provided with the information regarding DRCOG's belief that their wait list would settle in at about four weeks when they complete the hiring process for two additional case management staff. Four weeks is too long to wait to initiate action when someone is under eviction or needs assistance with applications to provide home care or food stamps. Staff also has spoken with Carri Ratazzi, Program Director for Older Adult and Caregiver Services at Lutheran Family Services to determine whether or not they could operate the Case Management Program with \$33,000 and her response was that they could. In an effort to explore other alternatives, staff also met with Human Services staff to determine whether or not there were any possibilities within the Tri County Health Nurse Support Partnership being utilized by Adult Protective Services for clients that don't meet Adult Protective criteria. However, this case management is done by Registered Nurses and the cost far exceeds funds available and brings a specialty, i.e. an RN, into the equation when an RN isn't necessary for the activities that need to be accomplished.

## **Alternatives**

Alternatives include:

1. Approving the increase to \$33,000 to allow LFS to continue providing case management services to vulnerable seniors.
2. Not providing the increase to \$33,000 to LFS and not having case management services available.
3. Allowing LFS to modify their grant by submitting a new application detailing the request for the African American Caregivers Program.
4. Continue to work to seek out other alternatives to provide this service.

**Fiscal Impact**

A balance of funds in the amount of \$20,050 was held back from distribution during the Aid to Agencies process for 2016. The purpose for holding back these funds was to have them available should an emergency occur during the year. \$8,000 from these funds could potentially be used which would reduce the emergency funds to \$12,050.

**Concurrence**

The Aid to Agencies review committee has discussed the alternatives and supports increasing the LFS grant to \$33,000.

**Reviewed By:**

Linda Haley, Senior Resources Division Manager  
Don Klemme, Community Resources Department Director  
Janet Kennedy, Finance Department Director  
John Christofferson, Deputy County Attorney



**LUTHERAN  
FAMILY SERVICES**  
*Rocky Mountains*

*Services that heal, strengthen, and provide hope*

February 1, 2016

Arapahoe County  
Board of County Commissioners  
5334 South Prince Street  
Littleton, CO 80120-1136

Dear Members of the Board of County Commissioners:

Thank you for approving our request for 2016 Aid to Agencies funding and providing a grant to Lutheran Social Services of Colorado (dba Lutheran Family Services Rocky Mountains or LFSRM). We sincerely appreciate the support and partnership provided by the Arapahoe County Board of County Commissioners over the past several years.

I am writing you to request a modification to our award. LFSRM originally applied and received funding to provide no-cost Geriatric Care Management services to 54 adults aged 55 or older in Arapahoe County. Since submitting our application, the Denver Regional Council of Governments (DRCOG) has expanded its no-cost case management services for older adults in the county. Because the need for these critical services is being met by DRCOG, we feel that using our grant award to offer Geriatric Care Management services would result in an unnecessary duplication of services.

We are requesting approval to instead use the \$25,000 Aid to Agencies grant award to expand our African American Caregiver Support Program (AACSP) in Arapahoe County. African Americans comprise 21% of the nation's caregivers. In the African American community, caregiving is a complex issue. Cultural traditions, such as the commitment to taking care of family at home rather than at a facility and resistance to asking for help, conflict with the need to obtain expertise to care for loved ones and pay attention to one's own health while caregiving. Family caregiving is a demanding and emotionally draining task, and caregivers need support and respite to prevent burnout, depression, serious illness, and premature institutionalization of the care recipient. Many caregivers also do not understand the legal and financial implications of caregiving. Indeed, they often provide care to their loved one to the detriment of their own legal and financial security.

To help address this issue, LFSRM offers the African American Caregiver Support Program (AACSP). The program targets African American caregivers of frail, older adults in the Denver metro area, and takes into consideration the cultural mores, social norms, family structure, and traditional values of the African American community. The goal of this program is to assist caregivers in maintaining good physical and mental health. After receiving services, caregivers are better equipped to continue providing care to their elderly family members, contributing to the care recipient's ability to remain in his/her home. The AACSP offers information and referrals, one-on-one counseling, support groups, training workshops throughout the year, an intensive training conference on a Saturday in May, and respite care to caregivers of older adults.

By participating in the AACSP, caregivers receive education and support regarding the various roles they play in the lives of their older loved ones, therapeutic and supportive counseling, and respite services

Based on its history of supporting members of the African American community for more than one decade, LFSRM is a highly trusted community resource, as evidenced by the program's growing number of referrals received in recent years and the increase in word-of-mouth referrals. Since it began in 2002, the AACSP has experienced a 50% increase in clients served throughout the Denver metro area. The program has an average of 150 caregivers enrolled at any given time, all of whom provide around the clock care for loved ones in the home. Since 2011, the AACSP has seen a 48% increase in enrolled caregivers living in northern Arapahoe County and currently 37% of AACSP clients live in Arapahoe County.

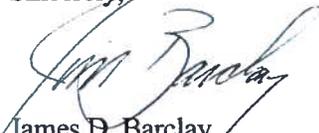
There are other support groups targeting caregivers in Arapahoe County. However, these support groups focus on a specific care recipient ailment (e.g., caregivers of those with Alzheimer's disease or caregivers of stroke survivors). LFSRM's African American Caregiver Support Program is the only program that provides assistance, counseling, support groups, and caregiver training targeted to African American caregivers of any older adult in the metro area.

The AACSP targets African American caregivers of older adults due to the gap of services in the Denver metro area. However, the program welcomes and serves caregivers from all racial/ethnic backgrounds. Indeed, LFSRM has provided AACSP services to Caucasian and Hispanic caregivers. We welcome and serve individuals of all ages, races, religions, creeds, cultures, national origins, marital statuses, genders, disability statuses, sexual orientations, sexes, military/veteran statuses, and economic statuses in the AACSP, as well as in all of the other LFSRM programs.

If we were able to use the Aid to Agencies grant funds toward the AACSP, LFSRM would utilize the funds to target more caregivers throughout Arapahoe County. AACSP believes, with this funding, it will be able to serve an additional 50 caregivers.

Please accept our sincere gratitude for the generous grant from the Arapahoe County Aid to Agencies fund and your past support and partnership. We hope that you will consider this modification to our grant, which will allow us to significantly expand the AACSP in Arapahoe County. If you have questions or would like to discuss the OACS transition in more detail, please do not hesitate to contact Carri Ratazzi, LFSRM Older Adult and Caregiver Services Program Director, at 970-682-2815 or [carri.ratazzi@lfsrm.org](mailto:carri.ratazzi@lfsrm.org).

Sincerely,



James D. Barclay  
President and CEO