



**COLORADO OFFICE
OF THE STATE
AUDITOR**

A REQUEST FOR PROPOSAL

**FOR AN EVALUATION OF THE FORT LYON
SUPPORTIVE RESIDENTIAL COMMUNITY PROGRAM**

August 26, 2016

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SECTION I

ADMINISTRATIVE INFORMATION

A. ISSUING OFFICE

This request for proposal (RFP) is issued by the Colorado Office of the State Auditor (OSA). The terms State Auditor, OSA, State, and State of Colorado are used interchangeably. As an agency within the Legislative Branch, the OSA and this solicitation are exempt from the State Procurement Code and State Procurement Rules. *All communications regarding this RFP should take place directly with the OSA's assigned contract monitor listed in this RFP.*

B. BACKGROUND INFORMATION

The OSA is soliciting proposals to conduct an evaluation of the Fort Lyon Supportive Residential Community Program (Fort Lyon or Program). Fort Lyon opened in September 2013 to provide transitional housing and supportive services to homeless individuals from across Colorado, with an emphasis on serving homeless veterans. Fort Lyon is located at the former Fort Lyon Veterans Administration Hospital in Bent County, Colorado, on a 520 acre campus. Fort Lyon was opened as part of a state and community effort to re-purpose the facility and to meet the needs of homeless individuals across the state. Fort Lyon operates as a result of interagency collaboration among the Colorado Departments of Local Affairs, Human Services, Corrections, and Health Care Policy and Financing; federal Department of Energy; Bent County; and Colorado Coalition for the Homeless (CCH).

The Division of Housing (Division), within the Colorado Department of Local Affairs (Department), is responsible for managing Fort Lyon. The Division contracts with CCH to administer the Program and Bent County is the property manager for the facility. The Program is operated using both Housing First and Trauma Informed Care approaches. The Housing First approach centers on providing housing to homeless individuals as quickly as possible. It then provides supportive services and community supports to assist residents to maintain housing. The Trauma Informed Care approach recognizes the impact that trauma has on individuals in their everyday life.

Fort Lyon provides housing and food to participants and requires that they remain drug and alcohol free during their stay. The Program describes itself as a peer-support model and clients are required to set personal goals, such as for sobriety (required for all), permanent housing, education/training, and employment. The Program provides the following services to participants:

- **Case management** – CCH provides intensive case management to participants in conjunction with each participant's individual assessment/reintegration plan. This

support includes ensuring access to primary, oral, and mental health services; ensuring access to substance abuse treatment and support; housing case management and advocacy; and ensuring access to vocational training, employment, and educational services.

- **Permanent housing reintegration** – CCH works with residents to access permanent housing upon exit from Fort Lyon.
- **Vocational and educational training** – CCH offers life skills and basic employment skills classes including resume writing, interviewing skills, and other job readiness proficiencies, as well as vocational training. Program participants also receive opportunities for vocational training by helping with the overall operations of the campus such as food services, facilities maintenance, grounds maintenance, housekeeping, and waste water management. Additionally, Lamar Community College and Otero Junior College provide customized educational and vocational training in areas such as computer technology, construction industries, health services, and agricultural sciences.
- **On-site support** – CCH provides support groups that are open to participants and members of the public. Fort Lyon does not offer clinical treatment and activities are based on individual choices. Clients typically participate in peer-led Alcoholics Anonymous (AA) or similar meetings and, at their discretion, in various educational, employment, and arts activities.

Participants

To participate in the Fort Lyon Program, an individual must be referred by a homeless service or health care provider and meet the following entrance requirements:

1. Be homeless or be at imminent risk of homelessness.
2. Be at least 21 years or older.
3. Have a documented substance use disorder with previous failed attempts at treatment and express a strong motivation and desire to change.
4. Be detoxed from their drug of choice prior to program entry – meeting the American Society of Addiction Medicine (ASAM) Level I Detox Criteria. (The ASAM criteria provide guidelines for placement, continued stay and transfer/discharge of patients with addiction and co-occurring problems.)
5. If there is a mental health diagnosis, participants must have stable symptoms and have a 30-day supply of all prescription medications at the time of transportation to the Fort Lyon campus.
6. If there are chronic health conditions, participants must be medically cleared to enter the program and have a 30-day supply of any required medication.
7. Be a resident of Colorado.
8. Must not have open warrants or cases, be a registered sex offender, or have a history of sexual offenses or recent violent offences.
9. Must agree to live in a communal living environment and comply with the Resident Handbook and Fort Lyon Policies and Procedures.

Fort Lyon has served a total of 762 individuals from when it opened in September 2013 through August 4, 2016. In general, most participants are males over the age of 45 years and about half of the participants stayed in the Program for 6 months or longer. The following table provides participant data for the second full year the Program was in operation—September 2014 through August 2015.

Fort Lyon Supportive Residential Community Participant Data September 2014 Through August 2015		
	Number	Percentage
Total participants served	363	100%
Length of residency		
<30 days	31	8%
31-60 days	39	11%
61-180 days	111	31%
181-365 days	107	29%
>366 days	75	21%
Total	363	100%
Length of homelessness prior to program entry	12 months+	91%
Residence prior to Program entry		
Staying with others	81	22%
Emergency shelter	68	19%
Place not meant for habitation	58	16%
Detox	37	10%
Transitional housing	33	9%
Other ¹	86	24%
Total	363	100%
Participated in job training while in the Program	219	60%
Participated in higher education while in the Program	105	29%
Participated in GED preparation while in the Program	30	8%
Obtained employment while in the Program	43	12%
Destination at Program exit²		
Permanent housing	42	40%
Temporary housing	57	54%
Other ³	7	6%
Total	106	100%
Reason for leaving Program		
Completed Program	46	28%
Non-compliance with Program	40	25%
Needs could not be met by Program	22	14%
Other ⁴	54	33%
Total	162	100%
Source: Colorado Coalition for the Homeless - Fort Lyon Supportive Residential Community September 2014 – August 2015 Annual Report.		
¹ “Other” residences prior to Program entry include hotel/motel, jail, permanent supportive housing for homeless persons, rentals, psychiatric facility, safe haven, hospital, owned, and other.		
² For participants staying in the Program for more than 90 days.		
³ “Other” destinations at Program exit include unknown and death.		
⁴ “Other” reasons for leaving Program include unknown/disappeared, disagreement with rules/person, left for housing opportunity, criminal activity, death, and other.		

Program Costs

Fort Lyon costs the State approximately \$5 million annually. Of this amount, about \$2.6 million is paid to the CCH for Program services, about \$2.1 million to Bent County for facility maintenance, and about \$300,000 to the Division for program oversight and contingency. The Division estimates that the average annual cost per participant is \$23,107 to provide housing and services only, and \$31,007 when medical costs are added (Fort Lyon participants typically access Medicaid benefits).

C. SERVICES REQUIRED – DELIVERABLES AND TIMELINES

This study, which is required by Section 24-32-725(2)(a), C.R.S., will focus on conducting a longitudinal evaluation of the Fort Lyon Supportive Residential Community Program. The OSA is seeking proposals from qualified organizations or individual(s) to conduct the planned evaluation work to gain sufficient, appropriate evidence necessary to conclude on the evaluation's objectives and to develop related findings. The OSA will provide the engaged organization or individual(s) general guidance and oversight; however, the engaged organization or individual(s) will be responsible for planning and conducting the work, developing complete written conclusions/findings, and writing the report. Specific details regarding the project scope, evaluation objectives, and planned work are described later in this section.

Statute anticipates that the study will take place over a 2-year period, with a preliminary report due August 1, 2017 and a final report due August 1, 2018. However, at this time, the General Assembly has appropriated funding to conduct the study for only the first year. Therefore, the second year of the study is contingent upon additional funds being appropriated by the General Assembly for that specific purpose.

In their proposals, bidders should specifically detail the work that can be completed during the first year of the study to address the objectives listed below, including the areas where conclusions can be drawn, as well as any limitations in their ability to draw conclusions. Proposals should also address what additional work could be completed during the second year of the study to further address the objectives, assuming the study is funded for the second year. The contract resulting from this RFP will be for the first year of the study. If the second year of the study is funded by the General Assembly, the contract will be amended to include the additional work at the stated price proposed in response to this RFP for the second year of the study and agreed upon by the OSA and the engaged organization. This amendment would be initiated by the OSA by May 2017 or before, once the funding is in place. If the funding is not approved, the contractor will be notified by or before May 2017.

The timelines listed below assume that the second year of the study will be conducted. The planning and fieldwork phases for the first year of the study will take place from approximately November 2016 to April 2017, and from September 2017 to April 2018 for the second year of the study. The engaged organization or individual(s) will be

required to complete the following tasks in the planning and fieldwork stages:

Planning and Fieldwork			
Tasks	Details	Completed No Later Than	
		First Year Study	Second Year Study
Contract in Place	Contract is signed by the engaged organization or individual(s) and the OSA.	October 31, 2016	June 2017
Hold Planning Meeting with OSA Staff	Hold a planning meeting with OSA staff prior to the entrance conference. This meeting could be in person or by conference call.	Prior to the Entrance Conference	Not applicable
Hold Entrance Conference with OSA, Division Staff, and Advisory Committee	Hold an in-person entrance conference with the OSA, Division of Housing, and Fort Lyon Study Advisory Committee to discuss the project, timeline, and logistics. The engaged organization or individual(s) is responsible for scheduling this meeting. The OSA contract monitor can assist the engaged organization in contacting the Division, identifying appropriate staff, and coordinating schedules for OSA staff with respect to this meeting.	Week of November 7, 2016 ¹	Not Applicable
Provide Updates to OSA Contract Monitor	Provide routine updates regarding the status of the engaged organization's work, preliminary conclusions/findings, etc. to the OSA contract monitor throughout the duration of the engagement. The engaged organization should notify the OSA contract monitor immediately of any problems or delays in gathering information, completing the analyses, or communicating with the Division. Updates may include conference calls and/or written progress updates. The update format and schedule will be determined by the contract monitor and the engaged organization or individual(s).	Week of November 7, 2016 through completion of the contract	Week of September 4, 2017 through completion of the contract
Maintain Communication with Division and Advisory Committee	Maintain ongoing communications with the Division of Housing throughout fieldwork. Hold update meetings periodically throughout the study with the OSA, Division of Housing, and Fort Lyon Advisory Committee. The frequency of communications will be determined by the contract monitor and the engaged organization or individual(s).	Ongoing through completion of contract	Ongoing through completion of contract
Complete Fieldwork	Complete the work required to conclude on the scope of work.	April 30, 2017	April 30, 2018
<p>¹ Note: This is an estimated start date. Work could begin sooner or later depending on how long it takes to route and execute the contract. No work can begin until the contract is approved and signed by the engaged firm(s) and by the State Auditor or her designee.</p>			

Preliminary Findings and Final Reports

The OSA has a very rigorous report review process, which includes review and revisions at multiple levels of the organization. Prospective bidders should plan on making multiple revisions to the report draft and take this into consideration when preparing a proposed calendar and budget. We have included a link in Section IV of this RFP to several recent studies issued by the OSA. Prospective bidders should review these reports to gain an understanding of the OSA's expectations for written reports.

The findings and report phases of the study are expected to take place from approximately May 2017 to August 2017 for the first year of the study and May 2018 to August 2018 for the second year of the study. The engaged organization will be required to complete the following tasks in the findings and report phases:

Findings and Reporting			
Tasks	Details	Completed No Later Than	
		First Year Study	Second Year Study
Hold Preliminary Conclusions/Findings Meeting with OSA, Division Staff, and Advisory Committee	Hold an in-person meeting with OSA, Division staff, and the Fort Lyon Study Advisory Committee to discuss preliminary conclusions/findings. The engaged organization or individual(s) should attend this meeting in person. The engaged organization is responsible for scheduling this meeting. The OSA contract monitor can assist the engaged organization or individual(s) in contacting the Department, identifying appropriate staff, and coordinating schedules for OSA staff with respect to this meeting.	Week of April 17, 2017	Week of April 16, 2018
Submit Draft Report to OSA Contract Monitor	Submit the draft reports to the contract monitor for review. Allow approximately 7 weeks for the contract monitor, Deputy State Auditor, and State Auditor to review each of the draft reports and for the engaged organization or individual(s) to make revisions. The engaged organization or individual(s) should be prepared to make and budget for multiple revisions to each report draft resulting from the different levels of OSA review.	Week of May 1, 2017	Week of April 30, 2018
Submit Draft Report to the Division	Once the draft reports are approved by the State Auditor, coordinate with the OSA contract monitor to submit the draft reports to the Division for review prior to the exit conferences. The draft reports should be provided to the Division at least one week prior to the exit conferences.	Week of June 19, 2017	Week of June 18, 2018

Findings and Reporting			
Tasks	Details	Completed No Later Than	
Hold Exit Conference with OSA and Division Staff	Hold an exit conference with OSA and Division staff to discuss the draft reports and Division feedback. The engaged organization or individual(s) is responsible for scheduling this meeting and should attend this meeting in person. The OSA contract monitor can assist the engaged organization or individual(s) in contacting the Division, identifying appropriate staff, and coordinating schedules for OSA staff with respect to this meeting. The engaged organization or individual(s) should attend this meeting in person. The engaged organization or individual(s) is responsible for making any required revisions to the report and obtaining the approval for any changes from OSA staff before submitting changes to the Division.	Week of June 26, 2017	Week of June 25, 2018
Obtain Written Feedback from the Division	Work with the Division to obtain final written feedback on the report drafts and work with the OSA contract monitor to determine if any requested changes should be made.	Week of July 3, 2017	Week of July 2, 2018
Submit Final Reports to OSA Contract Monitor	Prepare the final reports. Review the reports and ensure the accuracy of all information contained in the reports. Submit the reports to the contract monitor for OSA staff's final review and approval.	Week of July 10, 2017	Week of July 9, 2018
Submit Printed Reports to OSA Contract Monitor	Once the State Auditor has approved the final reports, provide the OSA contract monitor with the following: <ul style="list-style-type: none"> o An electronic copy of the final print-ready version of the reports (in unprotected PDF format) prior to printing. o Up to 100 hard copies of the bound printed reports. The exact number of copies will be determined by the OSA at the time of report finalization. Acceptable binding formats are limited to spiral, comb, and glued bindings; 3-ring bindings are not acceptable. The OSA will be responsible for distributing the reports to the Legislative Audit Committee and to the Division.	August 1, 2017	August 1, 2018

Findings and Reporting			
Tasks	Details	Completed No Later Than	
Conduct Dry Run of Oral Presentations with OSA Staff	Coordinate with the OSA contract monitor regarding the format and content of the Legislative Audit Committee presentations. This may include providing a written script of the engaged organization's or individual(s)' presentations and/or conducting a preliminary dry runs and incorporating revisions requested by the contract monitor. Conduct a dry run of the engaged organization's or individual(s)' presentations with the OSA contract monitor and Deputy State Auditor and incorporate suggested revisions. The engaged organization or individual(s) could attend these meetings in person or via conference call.	Week of August 7 th or 14 th , 2017	Week of August 6 th or 13 th , 2018
Provide Oral Presentations at the Legislative Audit Committee Hearing	Provide in-person oral testimony to the Legislative Audit Committee. The engaged organization or individual(s) will be required to testify for about 1½ to 2 hours for each report, providing an oral summary of the reports and answering questions from Committee members.	August 2017	August 2018

Project Scope

The engaged organization or individual(s) shall design the study to include a pre- and post-evaluation of the Program, with 1 to 2 years prior to and after the participants' time in the Fort Lyon Program, and to the extent possible to utilize a matched-comparison group. The engaged organization may use various program and administrative data sources and comparable studies or reports for the study. As mentioned above, proposals should detail what work and associated conclusions could be completed to address the objectives below for the first year of the study and the preliminary findings report and what additional work and associated conclusions could be completed to address the objectives for the second year of the study and the final report.

The objectives of the study shall include:

1. Define and quantify the costs and benefits of the Fort Lyon Program on both the individual and statewide level.
 - Costs should include (1) the annual direct cost of the Program; (2) any indirect costs associated with the Program, including life-cycle costs related to the buildings and grounds; (3) the annual amount spent on the Program by the Division or any other state agency; any money spent on the Program from the federal government or any local government; any gifts, grants, or donations to the

Program; and the value of any free programs, whether at the Fort Lyon facility or off-site, provided for Program participants.

- Benefits should include any savings, including cost avoidance, and benefits to the State, federal government, any local government, and any service providers supported with public funds that can be compared with the costs and benefits from other programs that serve a similar population. For example, benefits may include cost shifts due to changes in healthcare utilization; reduction in government expenditures, such as the criminal justice system, homeless services, and emergency and behavioral healthcare; and increases in individual income through employment, as well as non-monetary social benefits such as reduced crime, increased housing stability, and overall well-being including improved or maintained physical and behavioral health.
2. Define and quantify the impact on outcomes for participants in the Fort Lyon Program in relationship to participant variables, such as length of time in the Program, service availability, substance use status and history, mental health disorders, etc. Identify any programmatic adjustments that could be made to improve Program outcomes and/or lower operating costs.
 3. Compare outcomes, costs, and benefits for the Fort Lyon Program with (1) a population that is similar to the Fort Lyon participants and that is not receiving any care, and (2) other residential programs that serve a similar client population and have similar goals for improving client well-being and reducing client homelessness over the long-term. Identify any programmatic adjustments that could be made to improve Program outcomes and/or lower operating costs.

Optional Objective – The following objective is optional. If included in your bid, please price this objective separately from the objectives listed above.

4. Establish a plan for ongoing program evaluation, including methods for data collection, program metrics, roles and responsibilities, costs, time frame, etc.

D. INQUIRIES

Prospective bidders may make written inquiries concerning this RFP to obtain clarification of requirements. Please address all inquiries to Michelle Colin, Contract Monitor, at michelle.colin@state.co.us. No inquiries will be accepted after **5:00 p.m. MST/MDT on September 6, 2016.**

E. SUBMISSION

All proposals become the property of the State Auditor upon receipt and will not be returned to the bidder. The State Auditor shall have the right to use all ideas, or adaptations of these ideas, contained in any proposal received in response to this RFP.

Selection or rejection of the proposal will not affect this right.

F. ACCEPTANCE OF PROPOSAL

This RFP does not commit the State Auditor to award a contract, to pay any costs incurred in the preparation of a bid submitted in response to this request, or to procure or contract for services or supplies. The State Auditor reserves the right to accept or reject, in part or in its entirety, any or all bids received as a result of this RFP if, in the opinion of the State Auditor, it is in the best interest of the State to do so. The lowest cost proposal will not necessarily be selected. Final scope and price may be negotiated after selection of the engaged organization.

G. PROPOSALS - SCHEDULE

The following schedule will be followed:

- | | |
|--|---------------------------|
| 1. RFP available to prospective bidders | August 26, 2016 |
| 2. Prospective bidder's inquiry deadline (5:00 p.m. MST/MDT) | September 6, 2016 |
| 3. OSA response to inquiry deadline | September 12, 2016 |
| 4. Proposal submission deadline (5:00 p.m. MST/MDT) | September 26, 2016 |
| 5. Bidder oral presentations | October 7, 2016 |
| 6. Approximate bid selection date | October 11, 2016 |
| 7. Approximate contract date | October 31, 2016 |

Any proposal received after *September 26, 2016* will not be considered. The proposal must be submitted via email to Michelle Colin, Contract Monitor, at michelle.colin@state.co.us. The proposal must be signed by a person legally authorized to bind the bidder.

H. ADDENDUM OR SUPPLEMENT TO REQUEST FOR PROPOSAL

The State Auditor reserves the right to issue amendments to this RFP prior to the closing date for submission of proposals. In the event that it becomes necessary to revise any part of this RFP, an addendum to this RFP will be provided to each prospective bidder.

I. AWARD WITHOUT DISCUSSION

The State Auditor reserves the right to make an award without further discussion of proposals received. Therefore, it is important that the proposal be submitted in the most complete terms possible from both the technical and cost standpoint.

J. AWARD INFORMATION TO UNSUCCESSFUL FIRMS

The State Auditor will notify all unsuccessful bidders after the award. No information will be released after the proposal submission deadline until an award has been made.

K. JOINT VENTURES

No joint venture proposals will be accepted. However, this requirement does not preclude the use of outside special consultants if deemed necessary by the engaged organization.

L. STATE AUDITOR LIAISON

The OSA's assigned contract monitor will be the liaison to the engaged organization throughout the evaluation. This individual will attend entrance/exit conferences and assist the engaged organization in understanding State Auditor requirements and reporting guidelines.

M. AWARD OF BID

The contract will be awarded to the bidder whose proposal will be most advantageous to the State of Colorado, price and other factors considered. The successful bidder will be awarded a contract for the scope detailed in this RFP for the first year of the study or the scope negotiated through further discussion. The OSA will amend the contract to include the proposed scope of work for the second year of the study, if it is funded by the General Assembly. *The successful bidder is expected to execute and adhere to the terms and conditions in the OSA's standard contract and its related exhibits. A copy of the OSA's standard contract and its related exhibits is included in Section IV - Supplemental Information of this RFP.*

N. SUBMISSION OF INVOICES

The engaged organization should submit monthly invoices for work completed. The State Auditor will withhold 10 percent of the total contract amount for each year pending satisfactory completion of each of the evaluation reports.

SECTION II

INFORMATION THAT MUST BE INCLUDED IN PROPOSAL

All proposals *must* include the information requested in this section and be organized in the same manner as this section.

All proposals submitted to the OSA in response to this RFP are subject to the Colorado Open Records Act (CORA). *Any proprietary information your firm includes in the proposal should be clearly and specifically designated in the proposal.* Such information will be redacted from the proposal pursuant to 24-72-204(3)(a)(IV), C.R.S., allowing for the denial of inspection of records including trade secrets, before providing the proposal in response to a CORA request.

A. TITLE PAGE

The proposal will identify the RFP subject, organization's name, address, telephone number, name of contact person, and date.

B. TABLE OF CONTENTS

The proposal will include a clear identification of the material included in the bid proposal by section and page number.

C. TRANSMITTAL LETTER

Please limit the transmittal letter to two or three pages. Provide the names of individuals authorized to make representations for the organization and their titles, addresses, and telephone numbers.

D. PROFILE OF THE ORGANIZATION

The proposal must:

1. State whether the organization is local, national, or international.
2. Give the location of the office from which the work would be done and number of partners, shareholders, and managers and other professional staff employed at that office.
3. Describe the range of activities performed by the office from which the work would be done.
4. Describe the proposed evaluation team's experience with similar studies and capabilities, including the number and classifications of personnel who will work on the evaluation.

5. Affirm that the organization is independent for this evaluation engagement.
6. Describe any work performed for the Colorado Department of Local Affairs, Division of Housing, Colorado Coalition for the Homeless, or the State of Colorado within the past 2 years (August 2014 through August 2016), and any work planned for the Department, Division, CCH, or the State of Colorado, and explain why this work would not impair the organization's independence in performing this evaluation of the Fort Lyon Supportive Residential Community Program.
7. Affirm that the organization does not have any past history of substandard work (e.g., a prior engagement has been terminated for poor performance).
8. Provide information on any past, current, or anticipated claims (i.e., knowledge of pending claims) on respondent contracts; explain the litigation, the issue, and its outcome or anticipated outcome.
9. Provide three references for similar work performed.

E. QUALIFICATIONS OF ASSIGNED PERSONNEL

The proposal must identify the principal staff (i.e., principals, managers, and supervisors/in-charges) who will work on the evaluation, including any specialists or subcontractors to be used. The proposal must include a resume of all principal staff highlighting their professional qualifications and similar evaluation work that they have performed. Resumes must be included in an appendix.

F. ORGANIZATION'S APPROACH TO THE EVALUATION

The proposal must include separate, detailed descriptions of the methodology, approach, tools, and resources to be used to conduct each year of the study. The proposal should set forth the specific steps that the organization will take during the first and the second years of the study to achieve each of the specific objectives outlined in this RFP and to develop conclusions and findings.

G. COMPENSATION

1. The proposal must state the number of professional staff hours estimated to complete the work for the first year of the study and for the second year of the study by staff level, the hourly rate, and the resulting total cost for each year. The prospective bidder is advised that travel costs incurred in the performance of evaluations are reimbursable only as a part of the hourly rate and must be covered under said rate and will not be separately reimbursed.

2. The proposal should break out total hours for both the first and second years of the study that are estimated to: (1) complete each objective and (2) write and revise the preliminary findings report and the final report.
3. The proposal must state the total inclusive maximum fee for which the work requested will be done; broken out for the first and second years of the study.
4. The proposal should affirm that all prices, terms, and conditions will be held firm for at least 90 days after the bid opening.

H. DELIVERY SCHEDULE

The proposal must include a detailed proposed schedule of the work to be performed for both the first and second years of the study and deliverable due dates for the project milestones discussed in Section I, Part C of this RFP.

I. ADDITIONAL DATA

Since the preceding sections are to contain information that is specifically requested, the organization may include any additional information considered essential to the proposal in this section. The organization should not include general information publications, such as directories or client lists.

SECTION III

PROPOSAL EVALUATION PROCESS

A. GENERAL

An OSA evaluation team will judge the merits of proposals received in accordance with the general criteria defined below. The bidder is responsible for providing all information requested in this RFP. Failure to do so may result in disqualification of the proposal.

During the evaluation process, the OSA will request the three highest scoring bidders to make oral presentations to the OSA, the Division, and Fort Lyon Study Advisory Committee and answer questions about their proposals. Not all bidders will be asked to make such oral presentations. Oral presentations are scheduled for October 7, 2016.

The State Auditor will select the bidder whose proposal is most responsive to the OSA's needs, while being within available resources. The specifications within this RFP represent the minimum performance necessary for response.

B. MANDATORY CRITERIA

1. The organization is independent for the evaluation engagement.

C. GENERAL CRITERIA

1. Adequacy and completeness of the proposal with regard to the information specified in Section II of this RFP.
2. Experience and stability of the organization.
3. Qualifications and experience of staff, including subcontractors, specialists, and consultants to be assigned to the evaluation.
4. Comprehensiveness and appropriateness of the proposed work plan.
5. Proposed costs (number of hours and hourly rate).
6. Proposed time frame for meeting project milestones and completing the evaluation.

D. TOTAL SCORE

The evaluation team will assign scores to the proposals based on the established criteria. The State Auditor will make the final decision on the contract award.

SECTION IV

SUPPLEMENTAL INFORMATION

Enclosed with this RFP are the following:

1. Standard OSA contract and related exhibits. *The successful bidder is expected to execute and adhere to the terms and conditions in the OSA's standard contract and its related exhibits.*
2. House Bill 16-1411 – Authorizes the Fort Lyon Supportive Residential Community Program Study.
3. Colorado Coalition for the Homeless – Fort Lyon Supportive Residential Community Program Annual Reports 2014 and 2015.
4. Links to recent examples of other OSA studies:
 - [http://www.leg.state.co.us/OSA/coauditor1.nsf/All/28BEEB4920844C9E87257ED50050B878/\\$FILE/1416S%20Colorado%20PERA%20Sensitivity%20Analysis%20Report,%20Hybrid%20Defined%20Benefit%20Plan%20Actuarial%20Assumptions,%20October%202015.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/28BEEB4920844C9E87257ED50050B878/$FILE/1416S%20Colorado%20PERA%20Sensitivity%20Analysis%20Report,%20Hybrid%20Defined%20Benefit%20Plan%20Actuarial%20Assumptions,%20October%202015.pdf)
 - [http://www.leg.state.co.us/OSA/coauditor1.nsf/All/10A3590D2063592E87257E70004B7FBD/\\$FILE/1409S%20Colorado%20Public%20Employees'%20Retirement%20Association%20\(PERA\)%20Hybrid%20Defined%20Benefit%20Plan%20Study.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/10A3590D2063592E87257E70004B7FBD/$FILE/1409S%20Colorado%20Public%20Employees'%20Retirement%20Association%20(PERA)%20Hybrid%20Defined%20Benefit%20Plan%20Study.pdf)
 - [http://www.leg.state.co.us/OSA/coauditor1.nsf/All/E5214710B77C878487257D320050F29A/\\$FILE/1354S%20-%20Colorado%20Childrens'%20Welfare%20Workload%20Study%20Report%20August%202014.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/E5214710B77C878487257D320050F29A/$FILE/1354S%20-%20Colorado%20Childrens'%20Welfare%20Workload%20Study%20Report%20August%202014.pdf)

STATE OF COLORADO
State Auditor and
Legislative Audit Committee
Performance Evaluation Contract for the
Audit of the INSERT NAME OF ENTITY
With
INSERT NAME OF CONTRACTOR

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1. PARTIES

This Contract (“Contract”) is entered into by and between [redacted] (“Contractor”), and the STATE OF COLORADO acting by and through and for the use and benefit of the State Auditor and the Legislative Audit Committee (the “State”). Contractor and the State hereby agree to the following terms and conditions.

2. EFFECTIVE DATE AND NOTICE OF NONLIABILITY

This Contract shall be effective and enforceable once it is approved and signed by the State Auditor or designee (the “Effective Date”). The State shall not be liable to pay or reimburse Contractor for any performance hereunder including costs or expenses incurred, or be bound by any provision hereof prior to the Effective Date.

3. RECITALS

A. Authority, Appropriation, And Approval

Authority to enter into this Contract exists in CRS §2-3-103(1) and funds have been budgeted, appropriated and otherwise made available pursuant to Fund 1000, Appropriation Code MGFCC4010, Contract Encumbrance Number 20[redacted]-[redacted], and a sufficient unencumbered balance thereof remains available for payment. Required approvals, clearance and coordination have been accomplished from and with appropriate agencies.

B. Consideration

The Parties acknowledge that the mutual promises and covenants contained herein and other good and valuable consideration are sufficient and adequate to support this Contract.

C. Purpose

The State desires to engage Contractor to render certain professional evaluation services.

D. References

All references in this Contract to sections (whether spelled out or using the § symbol), subsections, exhibits or other attachments, are references to sections, subsections, exhibits or other attachments contained herein or incorporated as a part hereof, unless otherwise noted.

4. DEFINITIONS

The following terms as used herein shall be construed and interpreted as follows:

A. Evaluation Report

“Evaluation Report” means [redacted].

B. Agency

“Agency” means [redacted], hereinafter referred to as “[redacted]”, which is/are subject to evaluation under this Contract.

C. Contract

“Contract” means this Contract, its terms and conditions, attached exhibits, documents incorporated by reference under the terms of this Contract, and any future modifying agreements, exhibits, attachments or references incorporated herein pursuant to Colorado State law.

D. Contract Funds

“Contract Funds” means funds available for payment by the State to Contractor pursuant to this Contract as set forth in §7(A) (Maximum Amount).

E. Exhibits and other Attachments

The following are attached hereto and incorporated by reference herein: **Exhibit A** (Statement of Work), **Exhibit B** (Request for Proposal), **Exhibit C** (Modifications to Contractor’s Proposal), **Exhibit D** (Contractor’s Proposal), **Exhibit E** (Information Security Policy for Contractors), **Exhibit F** (Compensation and Procedures for Billing),

Exhibit G (Developing and Presenting Findings), and **Exhibit H** (Reporting Requirements and Format for Separately Issued Reports).

F. Modifications to Proposal

“Modifications to Proposal” means the modifications to Contractor’s Proposal, dated [REDACTED].

G. Party or Parties

“Party” means the State or Contractor and “Parties” means both the State and Contractor.

H. Proposal

“Proposal” means Contractor’s Proposal dated [REDACTED].

I. Request for Proposal or RFP

“Request for Proposal” or “RFP” means the State’s Request for Proposal, issued [REDACTED], including the supplement to the RFP, dated [REDACTED].

J. Services

“Services” means the required performance evaluation services to be performed by Contractor pursuant to this Contract.

K. State Auditor

“State Auditor” means the Colorado State Auditor. The Office of the State Auditor may be referred to as “OSA.”

L. Subcontractor

“Subcontractor” means a third-party, if any, engaged by Contractor to aid in performance of its obligations.

M. Work

“Work” means the tasks and activities Contractor is required to perform to fulfill its obligations under this Contract and the **Exhibits**, including the performance of the Services and delivery of the Work Product.

N. Work Product

“Work Product” means the tangible or intangible results of Contractor’s Work, including the Evaluation Report, work papers subject to §18 herein, and reports, which are specified in Exhibit H.

5. TERM AND EARLY TERMINATION

A. Term-Work Commencement

The Parties’ respective performances under this Contract shall commence on the Effective Date. This Contract shall terminate thirty (30) days after the Evaluation Report has been released by the Legislative Audit Committee, but in no event later than [REDACTED], unless sooner terminated as specified herein. The State may terminate this Contract for any reason, without penalty to the State, upon thirty (30) days prior written notice to Contractor.

B. Early Termination

Upon early termination, Contractor shall not incur further obligations or render further performance hereunder past the effective date of such notice, and shall terminate outstanding subcontracts with third parties. Contractor shall complete and deliver to the State all Work, Services, and Work Product to the extent completed as of the date of termination. Contractor shall take timely, reasonable and necessary action to protect and preserve property in the possession of Contractor in which the State has an interest. All materials owned by the State in the possession of Contractor shall be immediately returned to the State. The State shall reimburse Contractor for accepted performance up to the date of termination.

6. STATEMENT OF WORK

A. Completion

Contractor shall complete the Work and its other obligations as described herein and in the **Exhibits** on or before _____.

B. Services and Work Product

Contractor shall provide the Services and deliver the Work Product necessary to complete the Work. Such procurement shall be accomplished using the Contract Funds and shall not increase the maximum amount payable hereunder by the State.

C. Employees

All persons employed by Contractor or Subcontractors to perform Work under this Contract shall be Contractor's or Subcontractors' personnel for all purposes hereunder and shall not be employees of the State for any purpose as a result of this Contract.

7. PAYMENTS TO CONTRACTOR

The State, in accordance with the provisions of this §7, shall pay Contractor in the amounts and using the methods set forth below:

A. Maximum Amount

The maximum amount payable under this Contract to Contractor by the State is \$_____, as determined by the State from available funds. Payments to Contractor are limited to the unpaid obligated balance of the Contract set forth in **Exhibit F** (Compensation and Procedures for Billing). The maximum amount payable by the State to Contractor during State Fiscal Year 20__-20__ shall be \$_____. The maximum payable by the State to Contractor during State Fiscal Year 20__-20__ shall be \$_____.

B. Payment

i. Interim and Final Payments

Contractor shall initiate any payment requests by submitting invoices to the State in the form and manner approved by the State.

ii. Interest

The State shall fully pay each invoice within 45 days of receipt thereof if the amount invoiced represents performance by Contractor previously accepted by the State. Uncontested amounts not paid by the State within 45 days shall bear interest on the unpaid balance beginning on the 46th day at a rate not to exceed one percent per month until paid in full; provided, however, that interest shall not accrue on unpaid amounts that are subject to a good faith dispute. Contractor shall invoice the State separately for accrued interest on delinquent amounts. The billing shall reference the delinquent payment, the number of day's interest to be paid, and the interest rate.

iii. Erroneous Payments

At the State's sole discretion, payments made to Contractor in error for any reason, including overpayments or improper payments, and unexpended or excess funds received by Contractor, may be recovered from Contractor by deduction from subsequent payments under this Contract or other contracts, grants or agreements between the State and Contractor or by other appropriate methods and collected as a debt due to the State. Such funds shall not be paid to any party other than the State.

C. Use of Funds

Contract Funds shall be used only for costs identified herein and in the **Exhibits**.

8. REPORTING - NOTIFICATION

Reports required under this §8 shall be in accordance with the procedures of and in such form as prescribed by the State.

A. Performance, Progress, Personnel, and Funds

Contractor shall comply with all reporting requirements, if any, set forth in the **Exhibits**.

B. Litigation Reporting

To the extent permitted by law, within ten (10) days after being served with any pleading in a legal action filed with a court or administrative agency, related to this Contract or which may affect Contractor's ability to perform its obligations hereunder, Contractor shall notify the State of such action and deliver copies of such pleadings to the State's principal representative as identified herein. If the State's principal representative is not then serving, such notice and copies shall be delivered to the State Auditor.

C. Noncompliance

Contractor's failure to provide reports and notify the State in a timely manner in accordance with this §8 may result in the delay of payment of funds, termination, or both, as provided under this Contract.

D. Subcontracts

Copies of any and all subcontracts entered into by Contractor to perform its obligations hereunder shall be submitted to the State or its principal representative upon request by the State. Any and all subcontracts entered into by Contractor related to its performance hereunder shall comply with all applicable federal and state laws and shall provide that such subcontracts be governed by the laws of the State of Colorado.

9. CONTRACTOR RECORDS

A. Maintenance

Contractor shall make, keep, maintain, and allow inspection and monitoring by the State of a complete file of all work papers and reports pertaining in any manner to the Work or the delivery of Services or Work Product hereunder. Unless Contractor receives written notice of an extension from the State, the federal government or another duly authorized agent of a governmental agency, Contractor shall maintain such records for a period of at least five (5) years after (i) the date the Evaluation Report is accepted by the State or (ii) the sooner expiration or termination of this Contract (collectively, the "Record Retention Period").

B. Inspection

Contractor, at no additional charge, shall permit the State, the federal government and any other duly authorized agent of a governmental agency to audit, inspect, examine, excerpt, copy and transcribe Contractor's work papers and reports related to this Contract during the Record Retention Period to assure compliance with the terms hereof, to evaluate performance hereunder, or for any other purpose required by the State. The State reserves the right to inspect the Work at all reasonable times and places during the term of this Contract, including any extensions or renewals.

C. Monitoring

Contractor shall permit the State, in its sole discretion, to monitor all activities and Work conducted by Contractor pursuant to the terms of this Contract using any reasonable procedure.

10. WORK PRODUCT-CONFIDENTIAL INFORMATION-STATE RECORDS

The Work Product developed by Contractor during the performance of the Services shall be confidential to Contractor and the State; except as otherwise may be required by law, regulation, judicial, or administrative process, or in accordance with applicable professional standards or rules, or in connection with litigation pertaining hereto, Contractor shall not provide the Work Product to parties other than the State without the written approval of the State as provided by CRS §2-3-103(3). Contractor shall forward immediately to the State any requests for Work Product the Contractor receives pursuant to CRS §24-70-201, et seq. (the Colorado Open Records Act).

11. CONFLICTS OF INTEREST

A. Agency

Contractor shall not discuss, arrange for, or accept auditing (financial or performance) or non-auditing work not identified in this Contract with the Agency during the term of this Contract, without the express written approval of the State.

B. Other State Agencies

Contractor shall provide written notice to the State, in accordance with §17 (Notices and Representatives) of this Contract, before entering into a contract or engagement with another State agency, department, or division subject to audit or evaluation by the State.

12. REPRESENTATIONS AND WARRANTIES

Each Party has relied on the representations and warranties of the other Party set forth below in entering into this Contract.

A. Qualifications, Standards and Manner of Performance

Contractor warrants that it is qualified to perform the Services and the Work Product.

B. Legal Authority – Contractor Signatory

Contractor warrants that it possesses the legal authority to enter into this Contract and that it has taken all actions required by its procedures, by-laws, and applicable laws to exercise that authority, and to lawfully authorize its undersigned signatory to execute this Contract, or any part thereof, and to bind Contractor to its terms. If requested by the State, Contractor shall provide the State with proof of Contractor’s authority to enter into this Contract within fifteen (15) days of receiving such request.

C. Licenses, Permits, Etc.

Contractor represents and warrants that as of the Effective Date it has, and that at all times during the term hereof it shall have and maintain, at its sole expense, all licenses, certifications, approvals, insurance, permits, and other authorizations required by law to perform its obligations hereunder. Contractor warrants that it shall maintain all necessary licenses, certifications, approvals, insurance, permits, and other authorizations required to properly perform this Contract, without reimbursement by the State or other adjustment in Contract Funds. Additionally, all employees, agents, and Subcontractors of Contractor performing Services under this Contract shall hold all required licenses or certifications, if any, to perform their responsibilities. Contractor, if a foreign corporation or other foreign entity transacting business in the State of Colorado, further warrants that it currently has obtained and shall maintain any applicable certificate of authority to transact business in the State of Colorado and has designated a registered agent in Colorado to accept service of process. Any revocation, withdrawal or non-renewal of licenses, certifications, approvals, insurance, permits or any such similar requirements necessary for Contractor to properly perform the terms of this Contract is a material breach by Contractor and constitutes grounds for termination of this Contract.

D. Contractor Independence

Contractor should be independent in performing the evaluation engagement. The State represents and warrants that it shall not request or require Contractor to surrender Contractor’s “independence” as such term is professionally understood.

E. Disclaimer

Except for the representations and warranties expressly stated in this Contract, the Parties disclaim all representations and warranties, written or oral, express or implied.

13. INSURANCE

Contractor and its Subcontractors shall obtain and maintain, at all times during the term of this Contract, insurance policies issued by insurance companies satisfactory to Contractor and the State, in form and amount reasonably acceptable to the State, providing coverage for Worker’s Compensation Insurance as required by State statute, Employer’s Liability Insurance covering all of their respective employees acting within the course and scope of

their employment, Commercial General Liability Insurance, and Professional Liability/Errors & Omissions. Upon request of the State, Contractor and all Subcontractors shall provide to the State certificates showing insurance coverage required hereunder.

14. DISPUTE RESOLUTION

Disputes concerning the performance of this Contract, which cannot be resolved by the designated Contract representatives, shall be referred in writing to the State Auditor and the Contractor's [corresponding executive level (i.e. "managing partner at the xx office")] for resolution. The State Auditor and the Contractor's [corresponding executive level (i.e. "managing partner at the xx office")] shall discuss the problem without the necessity of a formal proceeding and attempt to resolve the matter in dispute. In the event the State Auditor and the Contractor's [corresponding executive level (i.e. "managing partner at the xx office")] are able to agree to a mutual resolution of the dispute, such resolution will be formalized in writing in accordance with this Contract. Either Party may find, at any time, that the attempted resolution of the dispute has failed, at which time each Party shall be free to pursue any and all remedies available to such Party, including without limitation, those available under this Contract, at law or in equity.

15. BREACH

A. Defined

In addition to any breaches specified in other sections of this Contract, the following shall constitute a breach of this Contract:

i. Material Obligations

The failure of Contractor to perform any of its material obligations hereunder, to the satisfaction of the State, in whole or in part or in a timely or satisfactory manner; or

ii. Satisfactory Performance

The State, in its reasonable discretion, determines that satisfactory performance of Contractor's obligations under this Contract is substantially endangered; or

iii. Bankruptcy

The institution of proceedings under any bankruptcy, insolvency, reorganization or similar law, by or against Contractor, or the appointment of a receiver or similar officer for Contractor or any of its property, which is not vacated or fully stayed within twenty (20) days after the institution or occurrence thereof; or

iv. Material Misrepresentation

Any statement, representation, or certification furnished by Contractor in connection with the RFP, Contractor's Proposal, Modifications to Contractor's Proposal or this Contract is false, deceptive, incorrect or incomplete in any material respects; or

v. Failure to Timely Deliver Reports

Failure by Contractor to complete and deliver the Evaluation Report or Work Product by the date specified in §6(A) (Statement of Work), unless Contractor can show that the delinquency resulted from causes beyond its control such as failure of the Agency to provide, by the date specified in a written request from Contractor: requested documentation, records, or information; records that are in a reviewable format; or responses to Contractor's findings and recommendations. Contractor shall allow a reasonable amount of time for the Agency to provide the requested information and responses.

B. Notice and Cure Period

In the event of a breach, notice specifying the nature of such breach shall be given in writing by the aggrieved Party to the other Party in the manner provided in §17 (Notices and Representatives). If such breach is not cured within twenty (20) days of receipt of written notice, or if a cure cannot be completed within twenty (20) days and such cure has

not begun within twenty (20) days and pursued with due diligence, the State may exercise any of the remedies set forth in §16 (Remedies). Notwithstanding anything to the contrary herein, the State, in its sole discretion, need not provide advance notice of a cure period and may immediately terminate this Contract in whole or in part if reasonably necessary to preserve public safety or to prevent immediate public crisis.

16. REMEDIES

If Contractor fails to cure a breach under any provision of this Contract in accordance with §15(B) (Breach), the State may exercise any or all of the remedies available to it, in its sole discretion, concurrently or consecutively.

A. Termination for Breach

The State may terminate this Contract upon written notice to Contractor. Exercise by the State of this right shall not be a breach of its obligations hereunder.

B. Liquidated Damages

Failure by Contractor to complete and deliver the Evaluation Report by the date specified in Exhibit A (Statement of Work) shall result in liquidated damages of \$100 per day for each day delinquent. To the extent Contractor’s failure is excused under §15(A)(v) (Breach), liquidated damages shall not be due to the State. The Parties agree that the damages from Contractor’s failure to timely deliver the Evaluation Report is difficult to provide or estimate, and the amount of liquidated damages specified herein represents a reasonable estimation of damages that will be suffered by the State from late performance. Assessment of liquidated damages shall not be exclusive or in any way limit the remedies available to the State, at law or in equity, for other breaches by Contractor under this Contract.

C. Withhold Payment

Withhold payment to Contractor until corrections in Contractor’s performance are satisfactorily made and completed.

D. Deny Payment

Deny payment for obligations not performed, that due to Contractor’s actions or inactions, cannot be performed or, if performed, would be of no value to the State; provided, that any denial of payment shall be reasonably related to the value to the State of the obligations not performed.

17. NOTICES AND REPRESENTATIVES

Each individual identified below is the principal representative of the designating Party. All notices required to be given hereunder shall be hand delivered with receipt required or sent by certified or registered mail to such Party’s principal representative at the address set forth below. In addition to, but not in lieu of a hard-copy notice, notice also may be sent by e-mail to the e-mail addresses, if any, set forth below. Either Party may from time to time designate by written notice substitute addresses or persons to whom such notices shall be sent. Unless otherwise provided herein, all notices shall be effective upon receipt.

A. State:

Kerri Hunter Deputy State Auditor
Office of the State Auditor
1525 Sherman St., 7 th Floor
Denver, Colorado 80203-1700
kerri.hunter@state.co.us

B. Contractor:

Name

Address
City, State Zip
Email

C. Media

The State shall be the official spokesperson to the news media pertaining to the engagement, Work Product, and Evaluation Report. Contractor shall forward immediately to the State any inquiries from the news media pertaining to the engagement, Work Product, or Evaluation Report.

18. RIGHTS IN DATA AND DOCUMENTS

The work papers developed by Contractor during the performance of the Services shall be the exclusive property of Contractor. The State shall have the right to copy the work papers. Except as provided in §9B and §10, Contractor shall not provide the work papers to third-parties or permit third parties to review, access or use the work papers, without the prior written consent of the State as provided by CRS §2-3-103(3). Contractor shall forward immediately to the State any requests for work papers the Contractor receives pursuant to CRS §24-70-201, et seq. (the Colorado Open Records Act).

19. GOVERNMENTAL IMMUNITY

Liability for claims for injuries to persons or property arising from the negligence of the State of Colorado, its departments, institutions, agencies, boards, officials, and employees is controlled and limited by the provisions of the Governmental Immunity Act §24-10-101, et seq., and the risk management statutes, CRS §24-30-1501, et seq., as amended.

20. GENERAL PROVISIONS

A. Assignment and Subcontracts

Contractor’s rights and obligations hereunder are personal and may not be transferred, assigned or subcontracted without the prior, written consent of the State. Any subcontract entered into subsequent to the Effective Date must be approved by the State in writing before it is reimbursable. Any attempt at assignment, transfer, subcontracting without such consent shall be void. All assignments, subcontracts, or subcontractors approved by Contractor or the State are subject to all of the provisions hereof. Contractor shall be solely responsible for all aspects of subcontracting arrangements and performance, including compliance with all applicable federal and state laws.

B. Binding Effect

Except as otherwise provided in §20(A) (Assignment and Subcontracts), all provisions herein contained, including the benefits and burdens, shall extend to and be binding upon the Parties’ respective heirs, legal representatives, successors, and assigns.

C. Captions

The captions and headings in this Contract are for convenience of reference only, and shall not be used to interpret, define, or limit its provisions.

D. Counterparts

This Contract may be executed in multiple identical original counterparts, all of which shall constitute one agreement.

E. Entire Understanding

This Contract represents the complete integration of all understandings between the Parties and all prior representations and understandings, oral or written, are merged herein. Prior or contemporaneous additions, deletions, or other changes hereto shall not have any force or affect whatsoever, unless embodied herein.

F. Jurisdiction and Venue

All suits or actions related to this Contract shall be filed and proceedings held in the State of Colorado and exclusive venue shall be in the City and County of Denver.

G. Modification

i. By the Parties

Except as specifically provided in this Contract, modifications of this Contract shall not be effective unless agreed to in writing by both Parties in an amendment to this Contract, properly executed and approved in accordance with applicable Colorado State law.

ii. By Operation of Law

This Contract is subject to such modifications as may be required by changes in federal or Colorado state law, or their implementing regulations. Any such required modification automatically shall be incorporated into and be part of this Contract on the effective date of such change, as if fully set forth herein. If any such modification materially and adversely affects Contractor, Contractor may terminate this Contract upon 30 days prior notice without incurring liability, penalty, or recourse related thereto.

H. Order of Precedence

The provisions of this Contract shall govern the relationship of the State and Contractor. In the event of conflicts or inconsistencies between this Contract and its exhibits and attachments, including those provided by Contractor, such conflicts or inconsistencies shall be resolved by reference to the documents in the following order of priority:

- i.** Colorado Special Provisions,
- ii.** The remaining provisions of the main body of this Contract,
- iii.** Exhibit A (Statement of Work),
- iv.** Exhibit B (Request for Proposal),
- v.** Exhibit C (Modifications to Contractor's Proposal),
- vi.** Exhibit D (Contractor's Proposal),
- vii.** Exhibit E (Information Security Policy for Contractors),
- viii.** Exhibit F (Compensation and Procedures for Billing),
- ix.** Exhibit G (Developing and Presenting Findings),
- x.** Exhibit H (Reporting Requirements and Format for Separately Issued Reports).

I. Severability

Provided this Contract can be executed and performance of the obligations of the Parties accomplished within its intent, the provisions hereof are severable and any provision that is declared invalid or becomes inoperable for any reason shall not affect the validity of any other provision hereof, provided that the Parties can continue to perform their obligations under this Contract in accordance with its intent.

J. Survival of Certain Contract Terms

Notwithstanding anything herein to the contrary, provisions of this Contract requiring continued performance, compliance, or effect after termination hereof, shall survive such termination and shall be enforceable by the State if Contractor fails to perform or comply as required.

K. Taxes

- i.** The State is exempt from all federal excise taxes under IRC Chapter 32 (No. 84-730123K) and from all State and local government sales and use taxes under CRS §§39-26-101 and 201 et seq. Such exemptions apply when materials are purchased or services are rendered to benefit the State; provided however, that certain political subdivisions (e.g., City of Denver) may require payment of sales or use taxes even though the product or service is provided to the State. Contractor shall be solely liable for paying such taxes as the State is prohibited from paying or reimbursing Contractor for such taxes.

- ii. Contractor shall be responsible for all withholding taxes, social security, unemployment, workers' compensation, or other taxes incidental to its employees, and shall hold the State harmless for any claims for the same.

L. Third Party Beneficiaries

Enforcement of this Contract and all rights and obligations hereunder are reserved solely to the Parties. Any services or benefits which third parties receive as a result of this Contract are incidental to the Contract, and do not create any rights for such third parties.

M. Waiver

Waiver of any breach under a term, provision, or requirement of this Contract, or any right or remedy hereunder, whether explicitly or by lack of enforcement, shall not be construed or deemed as a waiver of any subsequent breach of such term, provision or requirement, or of any other term, provision, or requirement.

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21. COLORADO SPECIAL PROVISIONS

A. FUND AVAILABILITY. CRS §24-30-202(5.5).

Financial obligations of the State payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available.

B. GOVERNMENTAL IMMUNITY.

No term or condition of this Contract shall be construed or interpreted as a waiver, express or implied, of any of the immunities, rights, benefits, protections, or other provisions, of the Colorado Governmental Immunity Act, CRS §24-10-101 et seq., or the Federal Tort Claims Act, 28 U.S.C. §§1346(b) and 2671 et seq., as applicable now or hereafter amended.

C. INDEPENDENT CONTRACTOR

Contractor shall perform its duties hereunder as an independent contractor and not as an employee. Neither Contractor nor any agent or employee of Contractor shall be deemed to be an agent or employee of the State. Contractor and its employees and agents are not entitled to unemployment insurance or workers compensation benefits through the State and the State shall not pay for or otherwise provide such coverage for Contractor or any of its agents or employees. Unemployment insurance benefits shall be available to Contractor and its employees and agents only if such coverage is made available by Contractor or a third party. Contractor shall pay when due all applicable employment taxes and income taxes and local head taxes incurred pursuant to this Contract. Contractor shall not have authorization, express or implied, to bind the State to any contract, liability or understanding, except as expressly set forth herein. Contractor shall (a) provide and keep in force workers' compensation and unemployment compensation insurance in the amounts required by law, (b) provide proof thereof when requested by the State, and (c) be solely responsible for its acts and those of its employees and agents.

D. COMPLIANCE WITH LAW.

Contractor shall strictly comply with all applicable federal and State laws, rules, and regulations in effect or hereafter established, including, without limitation, laws applicable to discrimination and unfair employment practices.

E. CHOICE OF LAW.

Colorado law, and rules and regulations issued pursuant thereto, shall be applied in the interpretation, execution, and enforcement of this Contract. Any provision included or incorporated herein by reference which conflicts with said laws, rules, and regulations shall be null and void. Any provision incorporated herein by reference which purports to negate this or any other Special Provision in whole or in part shall not be valid or enforceable or available in any action at law, whether by way of complaint, defense, or otherwise. Any provision rendered null and void by the operation of this provision shall not invalidate the remainder of this Contract, to the extent capable of execution.

F. BINDING ARBITRATION PROHIBITED.

The State of Colorado does not agree to binding arbitration by any extra-judicial body or person. Any provision to the contrary in this contract or incorporated herein by reference shall be null and void.

G. SOFTWARE PIRACY PROHIBITION. Governor's Executive Order D 002 00.

State or other public funds payable under this Contract shall not be used for the acquisition, operation, or maintenance of computer software in violation of federal copyright laws or applicable licensing restrictions. Contractor hereby certifies and warrants that, during the term of this Contract and any extensions, Contractor has and shall maintain in place appropriate systems and controls to prevent such improper use of public funds. If the State determines that Contractor is in violation of this provision, the

State may exercise any remedy available at law or in equity or under this Contract, including, without limitation, immediate termination of this Contract and any remedy consistent with federal copyright laws or applicable licensing restrictions.

H. EMPLOYEE FINANCIAL INTEREST. CRS §§24-18-201 and 24-50-507.

The signatories aver that to their knowledge, no employee of the State has any personal or beneficial interest whatsoever in the service or property described in this Contract. Contractor has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of Contractor's services and Contractor shall not employ any person having such known interests.

I. VENDOR OFFSET. CRS §§24-30-202 (1) and 24-30-202.4.

Subject to CRS §24-30-202.4 (3.5), the State Controller may withhold payment under the State's vendor offset intercept system for debts owed to State agencies for: (a) unpaid child support debts or child support arrearages; (b) unpaid balances of tax, accrued interest, or other charges specified in CRS §39-21-101, et seq.; (c) unpaid loans due to the Student Loan Division of the Department of Higher Education; (d) amounts required to be paid to the Unemployment Compensation Fund; and (e) other unpaid debts owing to the State as a result of final agency determination or judicial action.

J. PUBLIC CONTRACTS FOR SERVICES. CRS §8-17.5-101.

Contractor certifies, warrants, and agrees that it does not knowingly employ or contract with an illegal alien who shall perform work under this Contract and shall confirm the employment eligibility of all employees who are newly hired for employment in the United States to perform work under this Contract, through participation in the E-Verify Program or the State program established pursuant to CRS §8-17.5-102(5)(c), Contractor shall not knowingly employ or contract with an illegal alien to perform work under this Contract or enter into a contract with a subcontractor that fails to certify to Contractor that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Contract. Contractor (a) shall not use E-Verify Program or State program procedures to undertake pre-employment screening of job applicants while this Contract is being performed, (b) shall notify the subcontractor and the contracting State agency within three days if Contractor has actual knowledge that a subcontractor is employing or contracting with an illegal alien for work under this Contract, (c) shall terminate the subcontract if a subcontractor does not stop employing or contracting with the illegal alien within three days of receiving the notice, and (d) shall comply with reasonable requests made in the course of an investigation, undertaken pursuant to CRS §8-17.5-102(5), by the Colorado Department of Labor and Employment. If Contractor participates in the State program, Contractor shall deliver to the contracting State agency, Institution of Higher Education or political subdivision, a written, notarized affirmation, affirming that Contractor has examined the legal work status of such employee, and shall comply with all of the other requirements of the State program. If Contractor fails to comply with any requirement of this provision or CRS §8-17.5-101 et seq., the contracting State agency, institution of higher education or political subdivision may terminate this Contract for breach and, if so terminated, Contractor shall be liable for damages.

K. PUBLIC CONTRACTS WITH NATURAL PERSONS. CRS §24-76.5-101.

Contractor, if a natural person eighteen (18) years of age or older, hereby swears and affirms under penalty of perjury that he or she (a) is a citizen or otherwise lawfully present in the United States pursuant to federal law, (b) shall comply with the provisions of CRS §24-76.5-101 et seq., and (c) has produced one form of identification required by CRS §24-76.5-103 prior to the effective date of this Contract.

SPs Effective 1/1/09

22.SIGNATURE PAGE

Contract Routing Number 20XX-XX

THE PARTIES HERETO HAVE EXECUTED THIS CONTRACT

*** Persons signing for Contractor hereby swear and affirm that they are authorized to act on Contractor's behalf and acknowledge that the State is relying on their representations to that effect.**

<p style="text-align: center;">CONTRACTOR</p> <p style="text-align: center;">_____</p> <p>By: _____ Title: _____</p> <p>_____</p> <p style="text-align: center;">*Signature</p> <p>Date: _____</p>	<p style="text-align: center;">STATE OF COLORADO John W. Hickenlooper, GOVERNOR <i>Colorado Office of the State Auditor</i> Dianne E. Ray, State Auditor</p> <p>_____</p> <p style="text-align: center;">By: Dianne E. Ray, State Auditor</p> <p>Signatory avers that Contractor has not begun performance or that a Statutory Violation waiver has been requested</p> <p>Date: _____</p> <p>_____</p> <p style="text-align: center;">Legislative Audit Committee Chair</p> <p style="text-align: center;">LEGAL REVIEW Dan L. Cartin, Director Office of Legislative Legal Services</p> <p>By: _____</p> <p style="text-align: center;">Signature – Deputy State Auditor</p> <p>Date: _____</p>
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23. EXHIBIT A – STATEMENT OF WORK

1. GENERAL DESCRIPTION

Contractor shall conduct a performance evaluation of the Agency in a manner consistent with the terms and conditions of the Contract and the Exhibits.

2. CONTRACTOR’S OBLIGATIONS

The Work to be performed by Contractor shall include the following:

A. Scope

Contractor’s evaluation of the Agency shall include the following, as provided herein and in the Contract:

1. [ADD detailed description of work to be completed.]
2. Contractor shall maintain an awareness of any areas outside of the Services in which the Agency may not be carrying out the Agency’s programs in an effective and efficient manner. Contractor shall discuss any such areas with the State to determine whether the State desires Contractor to undertake additional performance evaluation services that are outside the scope of this Contract. The cost of such performance evaluation services are not included within the scope of this Contract, and any additional performance evaluation services shall be subject to negotiation and set forth in a separate agreement among Contractor, the State Auditor, and the Legislative Audit Committee.

B. Review by State

The State shall have access to and the right to review Contractor’s Evaluation Report, findings and recommendations, and work papers during the drafting stage of the Evaluation Report and prior to completion of the Evaluation Report in final form. Contractor may not submit the Evaluation Report to the Agency until the Evaluation Report is deemed acceptable and approved by the State.

C. Availability

Contractor, upon the request of the State, shall furnish copies of Contractor’s work programs developed pursuant to this Contract and make all other work papers available to the State for review or use in future evaluations or audits, at no additional charge to the State.

D. Reports

Contractor shall prepare and deliver the Evaluation Report to the State no later than (Month) (Day), (Year), unless an extension of time has been approved by the State. In the event Contractor becomes aware that the due date for the Evaluation Report cannot be met, for any reason, Contractor shall notify the State Auditor in writing of the reasons therefor and a specific date when the Evaluation Report will be delivered. For a separately issued Evaluation Report, Contractor shall deliver to the State up to 100 copies of the bound report. The exact number of copies will be determined by the State at the time of report finalization. Acceptable binding formats are limited to spiral, comb, or glued bindings; 3-ring bindings are not acceptable. Contractor shall also deliver to the State an electronic copy of the Evaluation Report in unprotected Adobe PDF format or other format prescribed by the State.

E. Oral Presentations

The Contractor shall make an oral presentation of Evaluation Report findings and recommendations to the Legislative Audit Committee and, if applicable, one other legislative committee selected by the State.

F. Entrance/Exit Conferences

The State shall participate in all entrance and exit conferences between the Agency and Contractor, as well as all major conferences dealing with evaluation work results, findings, and recommendations.

G. Fraud

Should Contractor become aware of fraud or indications of fraud affecting the Agency, Contractor shall notify the State Auditor immediately for consultation regarding further action.

3. PERSONNEL

A. Contract Monitor

Contractor's performance hereunder shall be monitored by [REDACTED], an employee or agent of the State, who is hereby designated as the contract monitor(s) of this Contract.

B. Other Key Personnel

The key personnel identified by Contractor in the Contractor's Proposal are deemed to be essential to the Work being performed under the Contract.

C. Replacement

Contractor shall immediately notify the State if any key personnel cease to be employed by Contractor. Prior to diverting any key personnel to other programs, Contractor shall give to the State fifteen (15) days advance notice and shall submit to the State justification, including proposed substitutions, in sufficient detail to permit evaluation of the impact on the evaluation by the State. No diversion shall be made by Contractor without consent of the State, which shall not be unreasonably withheld. Replacement of any key personnel shall be with personnel of substantially equal ability and qualifications to perform work under this Contract.

4. ACCEPTANCE CRITERIA

If the State determines that the Evaluation Report is unacceptable (either before or after a draft or a final Report is issued) for failure to comply with any of the requirements included in the Contract, Contractor, at the State's direction, shall be required to re-perform the evaluation work at its own expense and submit a revised report. The State's right to reject Contractor's drafts or final report because of the failure to comply and Contractor's obligation to re-perform or revise shall extend throughout the term of this Contract and continue for one (1) full year after the termination of this Contract.

5. PAYMENTS

Payments shall be made in accordance with the provisions set forth in the Contract and **Exhibit F** (Compensation and Procedures for Billing).

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24. EXHIBIT B – REQUEST FOR PROPOSAL

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25. EXHIBIT C – MODIFICATIONS TO CONTRACTOR’S PROPOSAL

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26. EXHIBIT D –CONTRACTOR’S PROPOSAL

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27. EXHIBIT E - INFORMATION SECURITY POLICY FOR CONTRACTORS

Applicability

This policy applies to all OSA Contractors at all locations who are conducting audits or professional services on behalf of the OSA using State of Colorado information, electronic or otherwise.

Definitions

Confidential information assets – are defined in paragraph 5. below.

OSA Contractor(s) or Contractor(s) – any business, company, corporation, partnership, or individual conducting business on behalf of or in cooperation with the OSA, whether via contract, purchase order, or other purchasing agreement. OSA Contractors include sub-contractors and their employees.

Protected information assets - are defined in paragraph 4. below.

State of Colorado information, information or audit information – any information, whether in electronic or hard copy form, obtained, utilized, or generated by an OSA Contractor while performing work on behalf of the OSA.

State Auditor Authority and Responsibility

The State Auditor's authority and responsibility for accessing and handling confidential information is set forth in the Colorado Revised Statutes. §2-3-107 (2) (a), C.R.S., provides that the State Auditor or his or her designated representative "shall have access at all times . . . to all of the books, accounts, reports, vouchers, or other records or information in any department, institution, or agency, including records or information required to be kept confidential or exempt from public disclosure upon subpoena, search warrant, discovery proceedings, or otherwise." Additionally, §2-3-103 (3), C.R.S., provides that "work papers of the office of the State Auditor shall be open to public inspection only upon approval of the majority of the members of the audit committee" and that "work papers that have not been specifically approved for disclosure by a majority vote of the committee shall remain confidential." Finally, §2-3-103.7 and §2-3-107 (2) (b), C.R.S., prescribe penalties for willful or unlawful release of confidential information and prohibit the release of information required to be kept confidential pursuant to any law. The volume and availability of confidential information in electronic and hardcopy format, along with the risk to the OSA should confidential information be inadvertently released or breached, heightens the need for rigorous procedures governing the receipt, storage, and destruction of confidential data.

Policy Compliance

1. All OSA Contractors and their personnel who are performing the Services or the Work are required to understand and abide by this policy.
2. By signing an OSA contract or purchase order, OSA Contractors agree to abide by this policy and require its personnel performing the Services or the Work under such OSA contract, including sub-contractors and their employees, understand and abide by this policy.

Data Classification

3. All State of Colorado information assets whether in hardcopy or electronic form (e.g., data, databases, reports, communications, manuals, documentation for systems, procedures, and plans) and used in the course of an audit on behalf of the OSA is considered either “Protected” or “Confidential,” unless expressly stated otherwise in writing by the State Auditor.
4. Protected information assets are defined as information that is required by federal, state, or local laws and statutes to be protected, or in the event of a breach of confidentiality, loss of integrity, or lack of availability, would have serious impact to the OSA or the State up to and including physical harm to individuals, or that which would cause significant hardship to the OSA, the State, or commercial entities that have entrusted this data to the OSA.
5. All OSA Contractor audit information assets not categorized as “Protected” are automatically classified as “Confidential”.

Use and Protection of Information Assets

6. Contractors are responsible for taking reasonable and prudent measures in the protection of all OSA audit information and the systems which process, store, and transmit such information from unauthorized disclosure and modification regardless of location.
7. All State of Colorado information systems (e.g., networks, intranets, internet connections, telephones, fax, etc.) are the property of the State of Colorado and are for State of Colorado business use only. Contractors must never use them to knowingly access, store, or distribute offensive material, such as pornography. Contractors may not use State of Colorado systems to knowingly compromise other systems, networks or safeguards.
8. Any unauthorized attempt to access information that is outside Contractor’s “need-to-know” for his/her operational purposes is prohibited.
9. Contractors must encrypt all “Protected” and “Confidential” information when stored on portable computers or removable media (e.g., laptops, external hard drives, CDs, USB drives.)
10. Contractors must, at all times, physically secure portable computers used in storing and processing audit information on behalf of the OSA through the use of cable locks or other security measures.
11. Contractors shall not leave any portable computers, removable media (e.g., laptops, external hard drives, CDs, USB drives), or hard copy information containing “Protected” and “Confidential” information unattended, such as in vehicles or in checked airport luggage.

Viruses and Malicious Code

12. Contractors must effectively deploy personal firewall security and up-to-date malicious code/virus protection software for all systems and devices used in carrying out official OSA business.

Telecommunications Security and Information Transmission

13. Contractors are responsible for being aware of and protecting against current and potential telecommunications (e.g., telephones, voice mail, mobile phones, conference calls, instant messaging, and facsimile machines) security risks in their given environment.

14. Contractors are prohibited from connecting to any state networks in connection with the Services hereunder without prior authorization from the OSA and the information security officer of the Audited Agency. In the case of executive branch agencies, Contractors should submit a request with their agency liaison to obtain permission through the Governor's Office of Information Technology access management team.
15. Contractors shall make every effort to ensure that all State of Colorado information is protected from inadvertent disclosure when being sent over the Internet or other non-State of Colorado networks.
16. Contractors shall not connect portable computers containing "Protected" or "Confidential" data to any public WiFi networks (e.g., internet cafes) without adequately protecting such information through the use of hard drive encryption and the use of an encrypted VPN tunnel.
17. Contractors must always consider information sensitivity and transmission security issues when selecting a transmission medium. "Protected" and "Confidential" data must only be transported or transmitted over a public network when protected by encryption.
18. When data is stored on electronic media or a mobile computing device, the data must be encrypted at all times during physical transport.
19. Transmission of Protected or Confidential data over a public network by unencrypted email is prohibited.

Information Storage and Disposal

20. Media or hard copy documents containing Protected or Confidential information are to be appropriately labeled and protected in accordance with this **Exhibit E**.
21. Contractors must maintain physical media security by using locking filing cabinets or drawers and locking them when left unattended. Media security may also be achieved through locking the door of a private office.
22. Personal computers, laptops, USB drives, mobile phones, personal digital assistants (PDAs), and other devices and media containing State of Colorado information must be secured by their users from loss, theft, and unauthorized use.
23. Contractors shall not leave unattended any device containing State of Colorado information unless a password-engaged screensaver is used. The screen saver must engage after 2 minutes of inactivity.
24. Contractors must ensure that once portable storage devices (e.g., external hard drives, CDs, USB drives) are no longer under their direct control all Protected or Confidential data will be cleaned and sanitized (i.e., cleared, purged, and destroyed) in conformance with NIST Special Publication 800-88 and/or other standard procedures and requirements set by the U.S. Department of Defense, such as DoD 5220.22-M.
25. Hard copy documents containing Protected or Confidential information must be shredded prior to disposal.
26. Data storage devices (CDs, DVDs, and floppy disks) containing Protected data must be physically destroyed at the end of the audit. For thumb drives and portable hard drives Contractor must either use an electronic shredding program to destroy the data or destroy the device at the end of the audit.

A record of disposal is to be maintained in the workpapers by the OSA Contractors. A record of disposal must contain the name of the individual disposing of the data, the method used to dispose of the data, identifying qualities of the data (such as the serial number of the media on which it was stored, if applicable), and the date of disposal.

Incident Reporting

27. All suspected loss or compromise of OSA audit information as a result of the loss of a desktop, portable, or mobile computing device or removable storage device by any means (e.g., theft, loss) used to store State of Colorado data shall be reported to the OSA Contract Manager within 24 hours of discovery.
28. In the event of the suspected loss or compromise of OSA audit information under control of Contractor, Contractor is responsible for working with the State Auditor and the Audited Agency with respect to recovery and remediation. Contractor is also responsible for working with the OSA and the Audited Agency to notify all Colorado residents and other affected parties whose sensitive data may have been compromised as a result of the breach. Contractor will bear all reasonable associated costs.

Personnel Security

29. Contractor is responsible for performing background checks consistent with Contractor's standard employment practices for Contractor personnel completing work on behalf of the OSA.

Policy Enforcement

30. If Contractor is deemed to be in noncompliance of this policy by the State Auditor, the State Auditor shall have the unilateral right to terminate the Contract.
31. Upon request by the State Auditor, Contractor agrees that it shall make available qualified individuals and a member of senior management responsible for security and data protection, for the purposes of discussing information technology controls, including those policies, procedures, and controls relevant to the provision of services and security obligations under this Contract.

28. EXHIBIT F - COMPENSATION AND PROCEDURES FOR BILLING

1. Contractor shall submit all invoices for services to the OSA. Payment will be made from the State Auditor’s appropriation.
2. Contractor may render monthly interim bills to the State until completion of the Work; provided that the aggregate amount of all bill shall not exceed the maximum compensation set forth in Section 3 below. The interim bills shall be promptly paid by the State except that the State reserves the right to withhold 10 percent of the total Contract amount until delivery and acceptance of the Evaluation Report. Release of the Evaluation Report by the Legislative Audit Committee constitutes acceptance of the Evaluation Report.
3. Maximum compensation for the Work shall be:

	<u>Total</u>	<u>Paid From State’s Budget Period</u>	
		<u>XXXX-XXXX</u>	<u>XXXX-XXXX</u>
<u>Contractor</u>	<u>\$XX,XXX.XX</u>	<u>\$XX,XXX.XX</u>	<u>\$XX,XXX.XX</u>
<u>Total Fee Not to Exceed</u>	<u>\$XX,XXX.XX</u>	<u>\$XX,XXX.XX</u>	<u>\$XX,XXX.XX</u>

4. The OSA shall not be required to provide staff time in connection with the evaluation of the Agency, except that OSA shall assign one (1) or more member(s) of the OSA staff to serve as a contract monitor and coordinator between the OSA and Contractor. The OSA contract monitor shall attend entrance and exit conferences and act as a liaison to Contractor for purposes of monitoring the contract and coordinating the evaluation engagement. In accordance with §10, §17C, and §18 of the Contract, all requests for Work Product or work papers pursuant to the Colorado Open Records Act or news media inquiries pertaining to the engagement shall be forwarded immediately to the OSA contract monitor.

29. EXHIBIT G - DEVELOPING AND PRESENTING FINDINGS

Title of Finding

Provide brief background information about the program in one or two paragraphs. Do not include criteria, condition, cause, or effect in this background section.

What work was performed and what was the purpose?

Briefly describe the work that was performed using bullets and/or one to two paragraphs. (i.e., describe the data and documents reviewed, individuals interviewed, and the sample selected and sample methodology).

Describe the purpose of the evaluation work in one sentence. (i.e., “The purpose of the evaluation work was to XXXX.”)

How were the results of the work measured? (*Criteria*)

The criteria are the standards against which the condition is measured. They are standards used to evaluate a particular event or process and describe “what should be.” Some examples of criteria include:

- Colorado Constitution
- Colorado Revised Statutes
- Colorado state agency rules and regulations
- federal laws and regulations
- State Fiscal Rules and Fiscal Procedures Manual
- Generally Accepted Accounting Principles
- program-specific written policies and procedures
- program-specific written goals and objectives
- good business practices
- unwritten policies, procedures, goals, and objectives as explained by the Agency’s personnel

If the criteria are not already set forth in writing, it may be necessary to find information to serve as evidence of criteria. When common sense or expert opinion is used as criteria, the development of the finding must be logical and convincing to the reader, who may not possess the same level of expertise. This is also important because such criteria are less authoritative than other types of criteria.

This section should briefly describe the criteria of the finding. Strive to provide the essential information in one or two short paragraphs, bullets, or in a table.

What problem did the evaluation identify? (*Condition*)

The first step in developing a finding is to identify the statement of condition. This occurs during the “fact-finding” process when the Contractor compares “what is” with “what should be.” When there is a difference between “what is happening” with “what should be happening,” the first element (condition) of a finding is identified. The condition should be a factual statement of what was found and be free of value judgments.

This section should describe the overall problem (the condition of the finding) in one or two sentences. Then provide specific examples that support the condition (e.g., exceptions identified during the evaluation work). Use bullets and tables to describe the types of exceptions identified.

Why did the problem occur? (*Cause*)

The cause is the element of the finding which explains why the “condition” exists. The cause represents what must be corrected to prevent the recurrence of the existing condition. As such, the Contractor must correctly identify the cause before a proper course of action can be devised. Developing the cause frequently requires a fairly extensive analysis of the problem. Often, there are multiple factors causing the problem. The human behavior aspect, which increases the difficulty in identifying the proper cause, is always present. Nevertheless, Contractors should make a reasonable effort to determine as closely as possible the real cause of the problem. Examples of cause include:

- negligence
- inadequate resources
- inadequate training
- poor communication
- inadequate guidelines or standards
- absence of good management techniques
- failure to follow established policies and procedures

This section should describe the cause of the finding in one or two paragraphs or in bullets that correspond to the bullets used in the condition section above.

Why does this problem matter? (*Effect*)

The effect represents the end result of the activity being measured. It is the impact of the difference between the statement of condition and the criteria. The attention given to a finding depends largely upon its significance, and significance is judged by effect. What is the result if nothing is done about the problem identified? The effect of an adverse finding is what motivates management to take needed action to correct the condition. When the effect is insignificant, the Contractor should consider eliminating the finding from the report or grouping it with other minor findings. Some examples of effect include:

- violation of law or regulation
- noncompliance with legislative intent
- loss of potential income
- program goals and objectives not being met
- increased costs
- poor service quality
- inefficient service delivery
- increased risk of fraud and abuse
- reduced effectiveness

When determining the effect of a finding, the Contractor should look at outcomes such as impacts on citizens, services, or public safety. In addition, the fiscal impact of the finding (e.g., increase or decrease in revenue or costs) should be quantified where possible. The estimated fiscal impact should be discussed with the Agency and reported as an estimate (e.g., we estimate this change will eliminate one administrative support position with an estimated annual cost of \$26,000).

This section should describe the effect of the finding in one or two paragraphs or bullets. Quantify the effect to the extent possible.

Recommendation No. X:

The recommendation is the action believed necessary to correct the adverse situation. Generally, each finding will result in one or more recommendations. The following are guidelines for developing recommendations:

- Write recommendations that address or solve the “cause” of the problem.
- Write recommendations as realistically and specifically as possible so they are more likely to be understood by and prove useful to the Agency.
- Present recommendations in a constructive tone and emphasize improvement rather than criticism of past activities. The Contractor should keep in mind that its objective is to motivate the Agency to take action. This can best be done by avoiding language that unnecessarily generates defensiveness and opposition.
- Write your recommendation so that it can be understood by itself (e.g., the reader will not have to refer to the finding to understand the recommendation).
- Avoid introducing new information in the recommendation that was not presented in the body of the finding. The recommendation should follow logically from what was presented in the finding.
- Avoid extreme language such as “immediately,” “without delay,” or “as soon as possible.” These phrases do not add to the substance of the recommendation. In situations where there is an urgency to correct a problem, include in the recommendation the consequence of delay (e.g., continued loss or waste of money).

The Department of XXXX should XXXX by:

- a.

b.

The written Evaluation Report, which contains all findings and recommendations, is issued to legislators and other state and federal officials who have limited time to read reports. Therefore, the Contractor should present findings as concisely as possible, but with enough clarity to be understood by the reader. In addition to being clear and concise, findings should be logical, convincing, and constructive. The findings should be presented in a way that will convince the reader of their significance and motivate the Agency to take action. This is accomplished by clearly presenting the five elements of a finding—condition, criteria, effect, cause, and recommendation.

For additional guidance regarding developing findings, please consult the current revision of *Government Auditing Standards* issued by the U.S. Comptroller General, which is available online at <http://www.gao.gov/>. Although this evaluation engagement is not being performed in accordance with *Government Auditing Standards*, these standards provide a best practices framework that the OSA will use when assessing and evaluating the Contractor's work and related findings.

30. EXHIBIT H - REPORTING REQUIREMENTS AND FORMAT FOR SEPARATELY ISSUED REPORTS

The final written Evaluation Report is required at the completion of the evaluation work. This Report will contain findings, conclusions, and results from the evaluation. It will also provide recommendations for changes or modifications to improve the efficiency and effectiveness of the Agency. Contractor shall deliver to the State up to 100 copies of the bound report. The exact number of copies will be determined by the State at the time of report finalization. Contractor shall also deliver to the State an electronic copy of the Report in unprotected Adobe PDF format or other format prescribed by the State.

The final Evaluation Report is due (Month) (Day), (Year) and will be prepared in the format delineated below.

REQUIRED REPORTING FORMAT

1. Addressee of Report

Each Evaluation Report should be addressed to “Members of the Legislative Audit Committee.”

2. Report Format

Contractor’s Evaluation Report will include all of the following sections bound together as a single report and shall be prepared using the OSA format to the extent possible. Acceptable binding formats are limited to spiral, comb, or glued bindings; 3-ring bindings are not acceptable.

Major sections of the Evaluation Report and their required order within the report are:

- Report Cover
- LAC, Staff, and Distribution Page
- Report Transmittal Letter
- Table of Contents
- Report Highlights
- Description of the Agency
- Findings and Recommendations (Including Agency Responses)

a. Report Cover

The report cover should contain the title and date of the Evaluation Report, including the name of the Contractor conducting the evaluation.

b. LAC, Staff, and Distribution Page

The reverse side of the report cover should contain a listing of the current members of the Legislative Audit Committee, OSA staff, and Contractor staff conducting the evaluation. The list of current Legislative Audit Committee members will be provided by the OSA. This page also contains information on how to obtain both electronic and bound versions of the report. The distribution information should include the Evaluation Report number. Contractor must contact the OSA for specific requirements of the distribution information before printing the report.

c. Report Transmittal Letter

A letter to the Legislative Audit Committee signifying transmission of the Evaluation Report and signed by the Contractor.

d. Table of Contents

This page is an index to the report, by topic and page number.

e. Report Highlights

The highlight sheet is a one-page overview of the important comments in the report. A template will be provided by the OSA.

g. Description of the Agency

A section of the Evaluation Report, typically presented as a separate chapter, intended to familiarize the reader with the Agency, including its statutory authority and purpose, key functions, organization, descriptive financial and non-financial statistics, etc. This section does not necessarily contain the specific background information necessary to establish the evaluation's findings, conclusions, and recommendations.

h. Findings and Recommendations

The report must contain this section reporting the Contractor's findings and recommendations relative to the Scope of Work (Exhibit A). The findings and recommendations are typically presented as one or more separate chapters.

The findings and recommendations included in the report should contain sufficient background to inform a lay reader of the facts and circumstances surrounding the finding. In addition, the finding should identify and emphasize the business effects resulting from the deficiency or instance of non-compliance. Finally, recommendations should focus on workable solutions which the Agency can effectively implement.

Recommendations are presented after the development section for each finding. Recommendations must be separately stated from the discussion of the finding. Recommendations are consecutively numbered in the report (i.e., 1, 2, 3, 4, etc).

i. Agency Responses

The Agency's officials will be given the opportunity to include the Agency's position regarding audit findings and recommendations in the report text. The OSA will provide the parameters for the Agency's responses; this could include a limit on the number of words or characters, which the Contractor will communicate to the Agency when requesting their responses. The Agency's responses will be included in the report after each recommendation. The Contractor is responsible for reviewing the Agency's responses for accuracy, responsiveness to the recommendations, and adherence to the OSA's established parameters. This review should include working with the Agency and the OSA to ensure the responses meet established requirements and are approved for inclusion in the Evaluation Report. Any "Partially Agree" or "Disagree" responses must include an Addendum, which is a rebuttal to the Agency's response. The language for all Addenda must be reviewed and approved by the OSA.

An Act

HOUSE BILL 16-1411

BY REPRESENTATIVE(S) Rankin, Hamner, Young, Duran, Esgar, Fields, Kraft-Tharp, Rosenthal, Williams, Court, Lontine, Ryden, Vigil; also SENATOR(S) Steadman, Grantham, Lambert, Aguilar, Baumgardner, Crowder, Garcia, Guzman, Heath, Jahn, Johnston, Kefalas, Kerr, Martinez Humenik, Merrifield, Newell, Scott, Sonnenberg, Todd.

CONCERNING THE SUPPORTIVE RESIDENTIAL COMMUNITY PROGRAM OPERATED AT THE FORT LYON PROPERTY, AND, IN CONNECTION THEREWITH, REQUIRING A LONGITUDINAL EVALUATION OF THE PROGRAM; AND MAKING AN APPROPRIATION.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. Legislative declaration. (1) The general assembly hereby finds and declares that:

(a) On September 12, 2002, the state of Colorado received the Fort Lyon property, which is over five hundred acres and includes over one hundred buildings;

(b) The department of corrections operated a correctional facility on the property until it was decommissioned on March 1, 2012;

(c) In 2013, the general assembly enacted legislation to create a supportive residential community for individuals who are homeless at the property, which served two purposes: It provided ongoing preservation and use of the Fort Lyon property and it addressed chronic homelessness statewide;

(d) The department of local affairs has contracted with a private contractor to establish the residential community to provide transitional housing and recovery-oriented supportive services;

(e) The program requires nearly five million dollars a year to pay for the ongoing operation and maintenance of the residential community, including payments to the Colorado Coalition for the Homeless and Bent County;

(f) The effectiveness of the program is unknown; and

(g) The full cost of the program, including the cost for long-term maintenance of the historic facility, is uncertain.

(2) Now, therefore, it is the intent of the general assembly to require a cost-benefit study of the program so that the general assembly has sufficient information to determine whether the program should be repealed by additional legislation.

SECTION 2. In Colorado Revised Statutes, 24-32-703, add (4.5) as follows:

24-32-703. Definitions. As used in this part 7, unless the context otherwise requires:

(4.5) "FORT LYON PROPERTY" MEANS THE REAL PROPERTY DESCRIBED IN THE QUITCLAIM DEED OF SEPTEMBER 12, 2002, THAT THE FEDERAL SECRETARY OF VETERANS AFFAIRS CONVEYED TO THE STATE OF COLORADO FOR THE PURPOSE OF OPERATING A CORRECTIONAL FACILITY.

SECTION 3. In Colorado Revised Statutes, 24-32-724, repeal (1); and add (3) as follows:

24-32-724. Fort Lyon property - supportive residential

community - definitions - repeal. (1) ~~As used in this section, "Fort Lyon property" means the real property described in the quitclaim deed of September 12, 2002, that the federal secretary of veterans affairs conveyed to the state of Colorado for the purpose of operating a correctional facility.~~

(3) THE GENERAL ASSEMBLY MAY ENACT LEGISLATION TO REPEAL THIS SECTION FOLLOWING ITS REVIEW OF THE STUDY PREPARED IN ACCORDANCE WITH SECTION 24-32-725.

SECTION 4. In Colorado Revised Statutes, add 24-32-725 as follows:

24-32-725. Fort Lyon supportive residential community - study - advisory committee - creation - definitions - repeal. (1) AS USED IN THIS SECTION, UNLESS THE CONTEXT OTHERWISE REQUIRES:

(a) "COMMITTEE" MEANS THE FORT LYON STUDY ADVISORY COMMITTEE CREATED IN PARAGRAPH (a) OF SUBSECTION (6) OF THIS SECTION.

(b) "CONTRACTOR" MEANS THE FIRM OR PUBLIC ENTITY THAT THE STATE AUDITOR CONTRACTS WITH TO PERFORM THE STUDY UNDER THIS SECTION.

(c) "PARTICIPANT" MEANS AN INDIVIDUAL WHO ENTERED INTO THE PROGRAM, REGARDLESS OF WHETHER HE OR SHE COMPLETES IT.

(d) "PROGRAM" MEANS THE SUPPORTIVE RESIDENTIAL COMMUNITY FOR INDIVIDUALS WHO ARE HOMELESS OPERATED UNDER SECTION 24-32-724 AT THE FORT LYON PROPERTY FOR THE PURPOSE OF PROVIDING SUBSTANCE ABUSE SUPPORTIVE SERVICES, MEDICAL CARE, JOB TRAINING, AND SKILL DEVELOPMENT FOR THE RESIDENTS.

(e) "STUDY" MEANS THE LONGITUDINAL EVALUATION FOR WHICH THE STATE AUDITOR CONTRACTS IN ACCORDANCE WITH SUBSECTION (2) OF THIS SECTION.

(2) (a) SUBJECT TO AVAILABLE APPROPRIATIONS, THE STATE AUDITOR, WITH THE CONCURRENCE OF THE DIVISION, SHALL CONTRACT WITH AN INDEPENDENT, THIRD PARTY TO CONDUCT A LONGITUDINAL

EVALUATION OF THE PROGRAM THAT COMPLIES WITH THE REQUIREMENTS OF THIS SECTION. THE STATE AUDITOR SHALL ADMINISTER A REQUEST FOR PROPOSALS PROCESS AND SOLICIT FIRMS OR PUBLIC ENTITIES WITH THE NECESSARY CREDENTIALS TO BID ON PERFORMING THE STUDY. THE STATE AUDITOR SHALL NOT ENTER INTO A CONTRACT WITH A FIRM OR PUBLIC ENTITY THAT IS INVOLVED IN THE OPERATION OF THE PROGRAM.

(b) IF, FOLLOWING GOOD-FAITH EFFORTS, THE STATE AUDITOR AND THE DIVISION DO NOT CONCUR REGARDING THE SELECTION OF THE FIRM OR FIRMS BY OCTOBER 1, 2016, THE STATE AUDITOR SHALL CONTRACT WITH THE FIRM OR FIRMS PREFERRED BY THE STATE AUDITOR. IN EITHER CIRCUMSTANCE, THE STATE AUDITOR SHALL ENTER INTO A CONTRACT BY OCTOBER 31, 2016.

(c) THE STATE AUDITOR SHALL NOTIFY THE JOINT BUDGET COMMITTEE OF THE GENERAL ASSEMBLY IF HE OR SHE DETERMINES THAT THE AMOUNT APPROPRIATED BY THE GENERAL ASSEMBLY TO CONDUCT THE STUDY IS INSUFFICIENT TO PROCURE A VENDOR TO COMPLETE THE SCOPE OF THE WORK REQUIRED. IF THIS OCCURS, THE STATE AUDITOR IS NOT REQUIRED TO ENTER INTO A CONTRACT FOR THE STUDY.

(3) A CONTRACTOR SHALL DESIGN THE STUDY TO INCLUDE A PRE- AND POST-EVALUATION OF THE PROGRAM, WITH ONE TO TWO YEARS PRIOR TO AND AFTER THE PARTICIPANTS' TIME IN THE PROGRAM, AND TO THE EXTENT POSSIBLE TO UTILIZE A MATCHED-COMPARISON GROUP. A CONTRACTOR MAY USE VARIOUS PROGRAM AND ADMINISTRATIVE DATA SOURCES AND COMPARABLE STUDIES OR REPORTS FOR THE STUDY.

(4) IN THE STUDY, THE CONTRACTOR SHALL:

(a) DESCRIBE THE ANNUAL DIRECT COST OF THE PROGRAM;

(b) DESCRIBE ANY INDIRECT COSTS ASSOCIATED WITH THE PROGRAM, INCLUDING LIFE-CYCLE COSTS RELATED TO THE BUILDINGS AND GROUNDS;

(c) IDENTIFY THE ANNUAL AMOUNT SPENT ON THE PROGRAM BY THE DIVISION OR ANY OTHER STATE AGENCY; ANY MONEY SPENT ON THE PROGRAM FROM THE FEDERAL GOVERNMENT OR ANY LOCAL GOVERNMENT; ANY GIFTS, GRANTS, OR DONATIONS TO THE PROGRAM; AND THE VALUE OF

ANY FREE PROGRAMS, WHETHER AT THE FACILITY OR OFF-SITE, PROVIDED FOR THE PROGRAM PARTICIPANTS;

(d) DESCRIBE ANY SAVINGS, INCLUDING COST AVOIDANCE, AND BENEFITS TO THE STATE AS A RESULT OF THE PROGRAM, INCLUDING REDUCTIONS FOR EXPENDITURES RELATED TO HEALTH CARE AND THE CRIMINAL JUSTICE SYSTEM;

(e) DESCRIBE ANY SAVINGS, INCLUDING COST AVOIDANCE, AND BENEFITS TO THE FEDERAL GOVERNMENT, ANY LOCAL GOVERNMENT, AND ANY SERVICE PROVIDERS SUPPORTED WITH PUBLIC FUNDS THAT CAN BE COMPARED WITH THE COSTS AND BENEFITS FROM OTHER PROGRAMS THAT SERVE A SIMILAR POPULATION;

(f) ANALYZE OUTCOMES FOR PARTICIPANTS FROM THE PROGRAM;

(g) ANALYZE OUTCOMES BASED ON THE PARTICIPANTS' LENGTH OF TIME IN THE PROGRAM OR SEVERITY OF SUBSTANCE ABUSE HISTORY;

(h) COMPARE OUTCOMES, COSTS, AND BENEFITS FOR THE PROGRAM WITH A POPULATION THAT IS SIMILAR TO THE PARTICIPANTS AND THAT IS NOT RECEIVING ANY CARE; AND

(i) COMPARE OUTCOMES, COSTS, AND BENEFITS FOR THE PROGRAM WITH OTHER PROGRAMS THAT SERVE A SIMILAR CLIENT POPULATION AND HAVE SIMILAR GOALS FOR IMPROVING CLIENT WELL-BEING AND REDUCING CLIENT HOMELESSNESS OVER THE LONG-TERM. THIS REQUIREMENT MAY INCLUDE A COMPARISON WITH ONE OR MORE RESIDENTIAL PROGRAMS.

(5) THE CONTRACTOR MAY INCLUDE INFORMATION FROM ANY AVAILABLE ECONOMIC DEVELOPMENT STUDY RELATED TO THE PROGRAM OR THE FORT LYON PROPERTY AS PART OF THE BENEFITS TO THE STATE SPECIFIED IN PARAGRAPH (d) OF SUBSECTION (4) OF THIS SECTION.

(6) (a) THE FORT LYON STUDY ADVISORY COMMITTEE IS CREATED WITHIN THE DEPARTMENT OF LOCAL AFFAIRS. THE STATE DIRECTOR OF HOUSING SHALL APPOINT AT LEAST THREE PEOPLE WHO ARE EXPERTS IN EVALUATING PROGRAMS FOR INDIVIDUALS WHO ARE HOMELESS TO SERVE ON THE COMMITTEE. MEMBERS SERVE AT THE PLEASURE OF THE STATE DIRECTOR AND SERVE WITHOUT COMPENSATION AND WITHOUT

REIMBURSEMENT FOR EXPENSES. MEMBERS ARE NOT ELIGIBLE TO RESPOND TO THE STATE AUDITOR'S REQUEST FOR PROPOSALS NOR BE AFFILIATED WITH ANY CONTRACTOR RESPONDING TO THE REQUEST FOR PROPOSALS.

(b) THE COMMITTEE SHALL MAKE RECOMMENDATIONS TO THE STATE AUDITOR REGARDING THE REQUEST FOR PROPOSALS PROCESS AND TO THE STATE AUDITOR AND DIVISION IN REVIEWING EVALUATOR PROPOSALS. THE COMMITTEE AND THE DIVISION SHALL ASSIST THE STATE AUDITOR IN EVALUATING THE CONTRACTOR'S PROGRESS ON THE STUDY.

(c) NOTWITHSTANDING SECTION 2-3-1203, C.R.S., THE COMMITTEE IS NOT SUBJECT TO THE REVIEW REQUIRED IN SECTION 2-3-1203, C.R.S., PRIOR TO REPEAL.

(7) THE CONTRACTOR SHALL SUBMIT A PRELIMINARY FINDINGS REPORT TO THE STATE AUDITOR ON OR BEFORE AUGUST 1, 2017, AND SHALL SUBMIT A FINAL REPORT TO THE STATE AUDITOR ON OR BEFORE AUGUST 1, 2018. AFTER REVIEW BY THE LEGISLATIVE AUDIT COMMITTEE IN ACCORDANCE WITH SECTION 2-3-103 (2), C.R.S., THE STATE AUDITOR SHALL PROVIDE COPIES OF THE REPORTS TO THE JOINT BUDGET COMMITTEE, THE LOCAL GOVERNMENT COMMITTEES OF THE HOUSE OF REPRESENTATIVES AND THE SENATE, OR THEIR SUCCESSOR COMMITTEES, THE HEALTH AND HUMAN SERVICES COMMITTEE OF THE SENATE, OR ITS SUCCESSOR COMMITTEE, THE HEALTH, INSURANCE, AND ENVIRONMENT COMMITTEE OF THE HOUSE OF REPRESENTATIVES, OR ITS SUCCESSOR COMMITTEE, THE OFFICE OF STATE PLANNING AND BUDGETING, AND THE DEPARTMENT OF LOCAL AFFAIRS.

(8) THE DIVISION MAY SOLICIT, ACCEPT, AND EXPEND GIFTS, GRANTS, OR DONATIONS TO BE USED TO PAY FOR THE REQUIRED PART OF THE STUDY AND MAY TRANSFER THIS MONEY TO THE STATE AUDITOR WHO MAY USE IT TO PAY THE CONTRACTOR.

(9) THIS SECTION IS REPEALED, EFFECTIVE JULY 1, 2019.

SECTION 5. Appropriation. (1) For the 2016-17 state fiscal year, \$200,000 is appropriated to the legislative department for use by the office of the state auditor. This appropriation is from the general fund. To implement this act, the office may use this appropriation to contract for a study of the Fort Lyon supportive residential community. Any money

appropriated in this subsection (1) not expended prior to July 1, 2017, is further appropriated to the legislative department for use by the office for the 2017-18 state fiscal year for the same purpose.

(2) For the 2016-17 state fiscal year, \$11,875 is appropriated to the department of corrections. This appropriation is from the general fund. To implement this act, the department may use this appropriation for contract services related to the parole subprogram. Any money appropriated in this subsection (2) not expended prior to July 1, 2017, is further appropriated to the department for the 2017-18 state fiscal year for the same purpose.

SECTION 6. Safety clause. The general assembly hereby finds,

determines, and declares that this act is necessary for the immediate preservation of the public peace, health, and safety.



Dickey Lee Hullinghorst
SPEAKER OF THE HOUSE
OF REPRESENTATIVES



Bill L. Cadman
PRESIDENT OF
THE SENATE



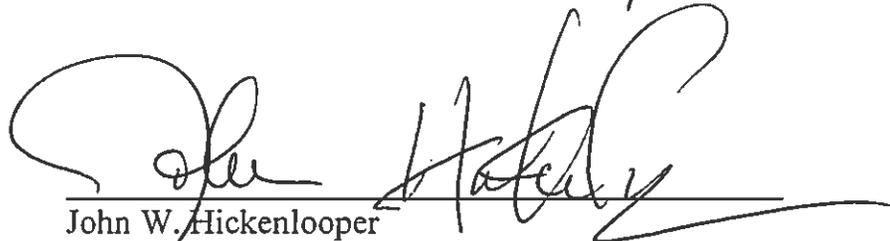
Marilyn Eddins
CHIEF CLERK OF THE HOUSE
OF REPRESENTATIVES



Effie Ameen
SECRETARY OF
THE SENATE

APPROVED 9:41 am

5/4/16



John W. Hickenlooper
GOVERNOR OF THE STATE OF COLORADO



EXECUTIVE SUMMARY

The Fort Lyon Supportive Residential Community provides transitional housing and supportive services to homeless individuals from across Colorado, with an emphasis on serving homeless Veterans. The Fort Lyon campus is situated on over 520 acres in rural Bent County and is representative of joint efforts to re-purpose the facility, stimulate the local economy and offer a supportive environment to homeless individuals.

In the two years since its inception, Fort Lyon has served 500 individuals. In the last year, Fort Lyon has served 363 people, 93 of those being Veterans. Through education, vocation, case management, and recovery-oriented peer support, Fort Lyon retains on average 93% of residents per month. Fort Lyon residents represent the entire state of Colorado, with large populations coming from Denver, El Paso, Larimer, Mesa and Weld counties. The average resident exiting the program stayed engaged in services at Fort Lyon for over 6 months, increasing their odds of obtaining long-term sobriety.¹

Last year alone, 135 people participated in education, either through our GED preparation program or by taking classes at Otero Junior College or Lamar Community College. Sixty percent, or 219 people, participated in vocational modules on campus, which help to improve and maintain the campus as well as provide residents with valuable work experience. A large majority of residents actively participated in Recovery-oriented services such as New Beginnings Drug and Alcohol Education, Relapse Prevention, Alcoholics/Narcotics Anonymous, and Community Meeting.

The average Fort Lyon resident arrives on campus with no cash income and multiple, untreated health conditions after experiencing homelessness for over a year. Fifty-nine percent of residents leave Fort Lyon for permanent or transitional destinations, with more than one-third securing permanent housing.

The following report details program information from the last year, including total resident and retention numbers, demographics, program participation, history of homelessness, income, health, and discharges.

¹ Broome, K., Flynn, P., & Simpson, D. (1999). Psychiatric Comorbidity Measures as Predictors of Retention in Drug Abuse Treatment Programs. *HSR: Health Services Research*, 34(3), 791-806.

EXECUTIVE SUMMARY

Key Findings:

Population Overview

- 363 residents served, September 2014–August 2015
- 93% average monthly retention rate
- 91% of residents were homeless 12 months or more prior to entering the program
- 33% exited to a permanent destination

Resident Characteristics

- 26% of residents served are Veterans
- 20% of residents served are female
- 56% enter the program with three or more known health conditions

Income/Benefits Sources

- 74% have one or more cash income source at exit

Job Training and Education

- 60% participate in job training opportunities
- 37% participate in educational opportunities

Health Outcomes

- Residents reported improvement across all health categories
- Quality of life scores improved by 45.2% from entry to exit.
- Depression scores decreased (improved) by 54.6% from entry to one month after exit.
- Generalized anxiety scores decreased (improved) by 60.4% from entry to one month after exit.
- Environmental quality of life scores improved by 65.4% from entry to one month after exit, exceeding the norm by 5.7 points

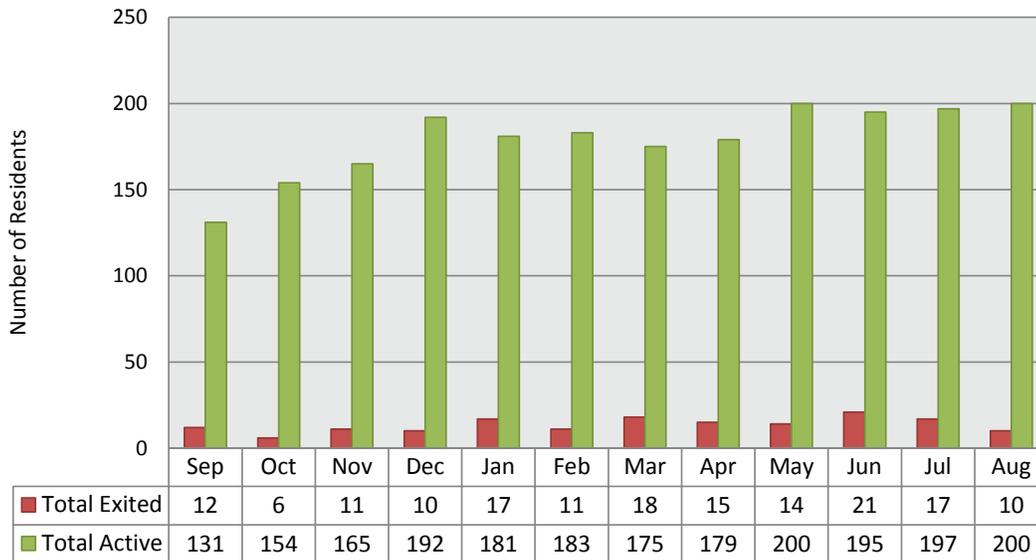
Residents' Satisfaction

- 98% of residents surveyed agreed that the services they received help them deal more effectively with their problems.



POPULATION OVERVIEW

1 Total Residents



93%

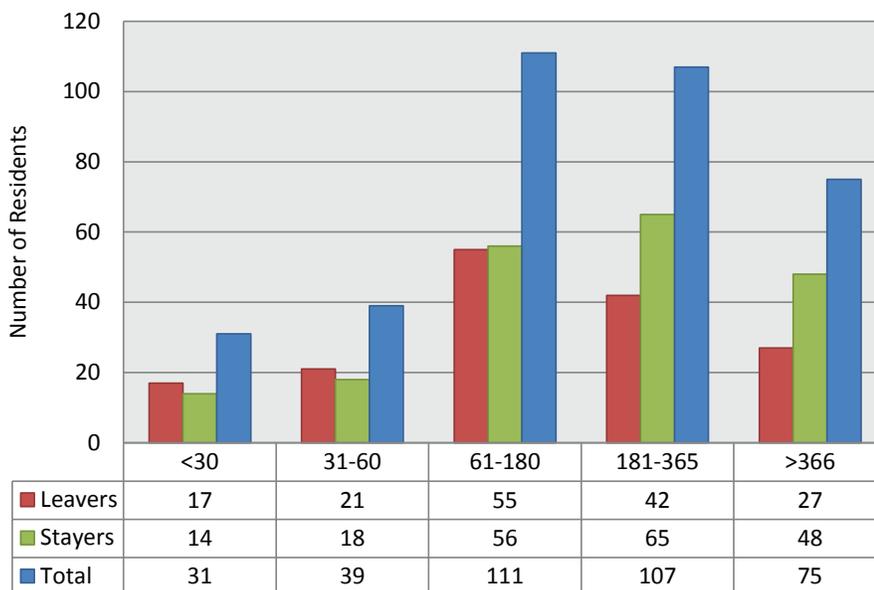
average monthly retention rate

363

total served by the program

2 Length of Residency

Length of stay, or residency, in programs like Fort Lyon is an indicator of improved health outcomes after discharge. Of the 162 residents who left the Fort Lyon program in 2014–2015, 69 individuals, or 42.6%, remained in the program for six months or longer. When compared to a study of a similarly-modeled program serving homeless adult men that reported 34% of participants stayed in the program six months or longer, Fort Lyon retained 25% more clients for at least six months.¹

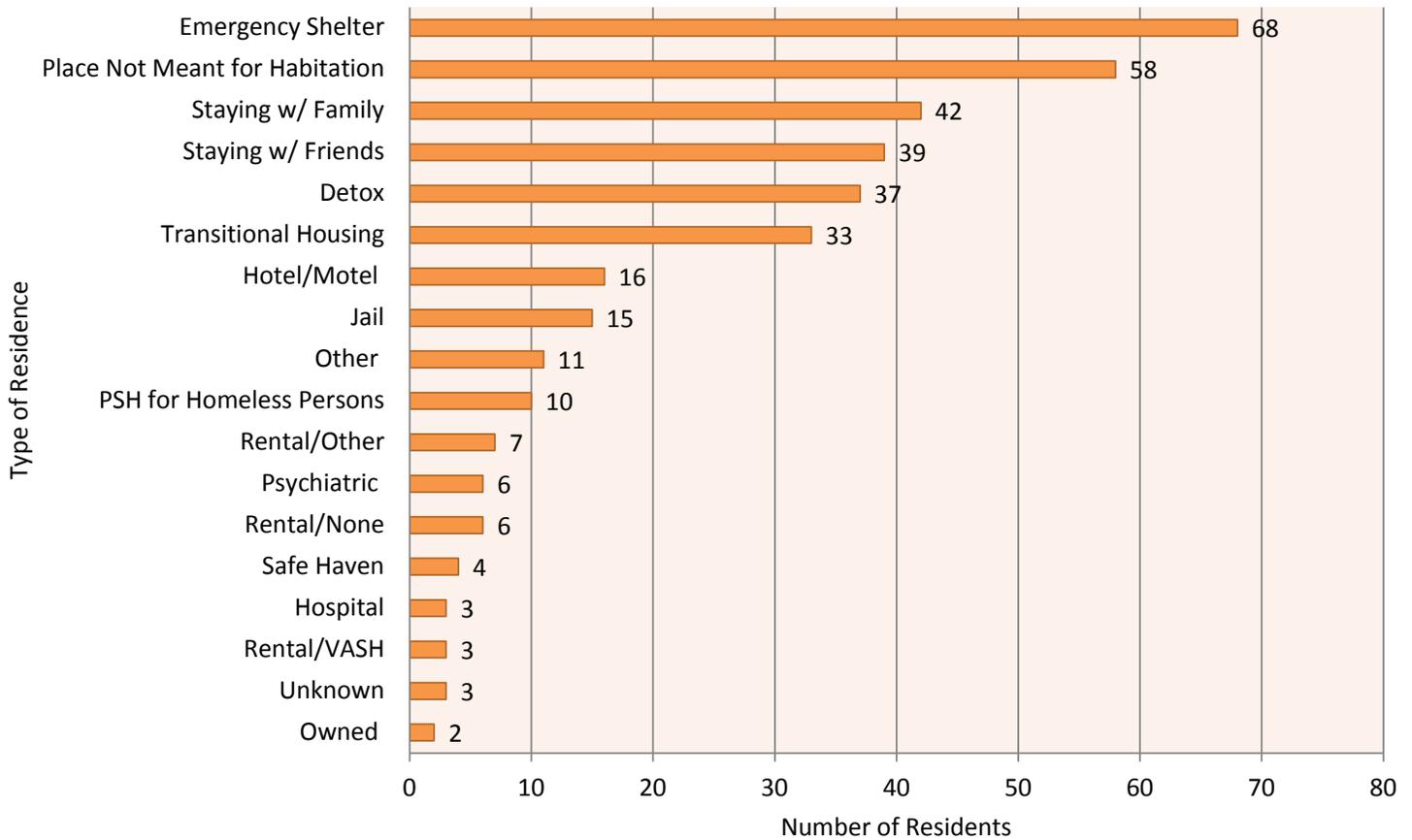


6 months

average time residents exiting the program stayed engaged in services

¹ Mierlak, D., Galanter, M., Spivack, N., Dermatis, H., Jurewicz, E., & De Leon, G. (1998). Modified Therapeutic Community Treatment for Homeless Dually Diagnosed Men. *Journal of Substance Abuse Treatment*, 117-121.

3 Residence Prior to Entry



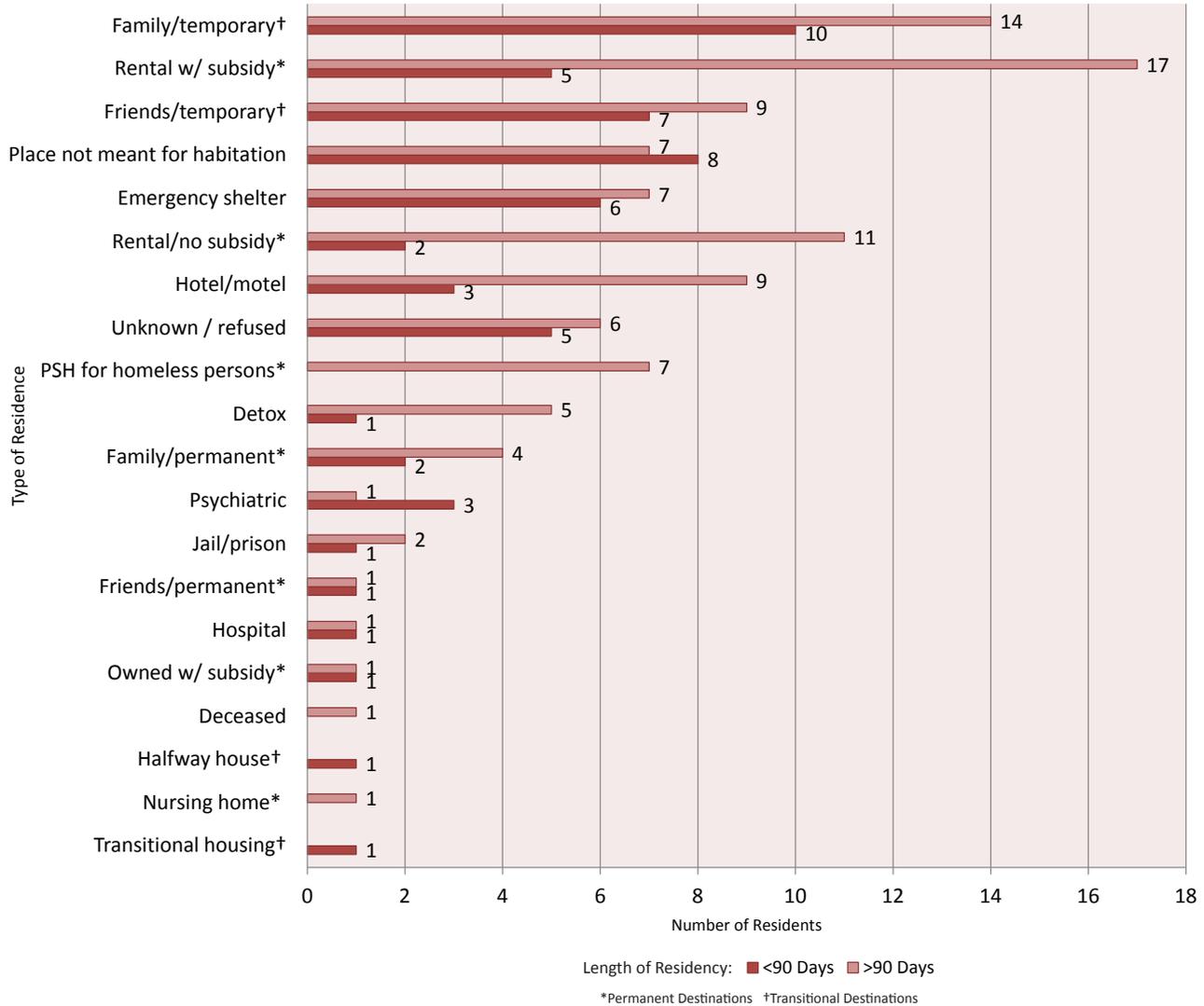
4 Length of Homelessness Prior to Entry

91%

of residents were homeless for 12 months or more prior to entry

5 Destination at Program Exit

Destination at Program Exit



Resident Exits to Permanent or Transitional Destinations

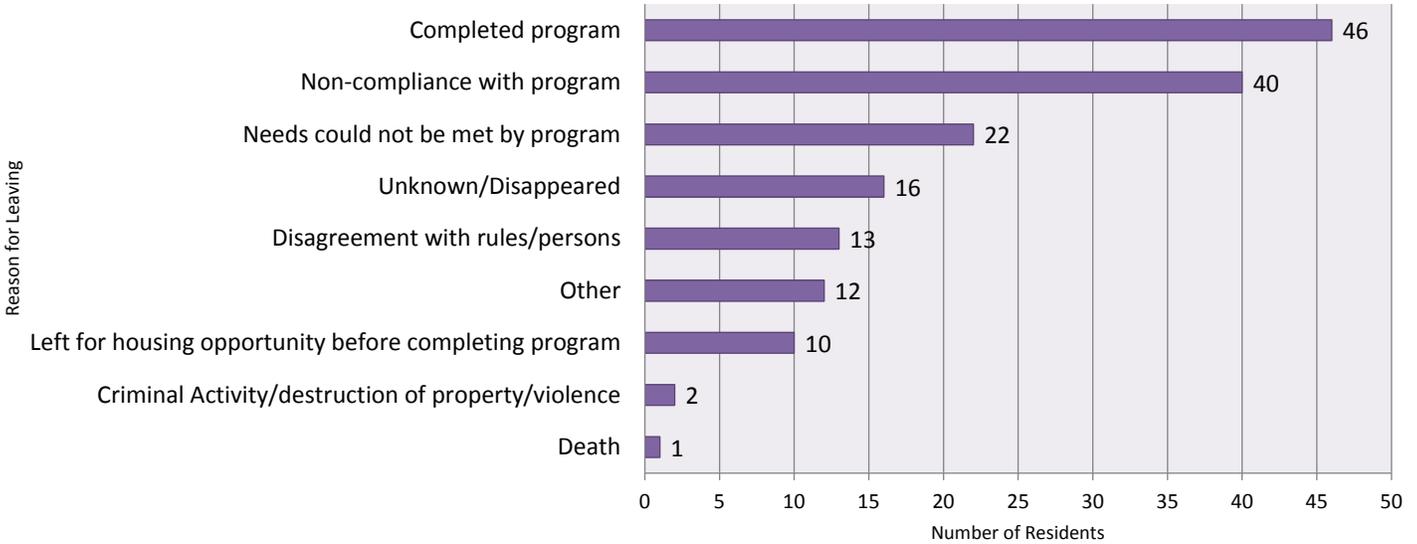
1 in 3

residents exited to a permanent destination

1 in 4

residents exited to a transitional destination

6 Residents' Exits: Reasons for Leaving



56

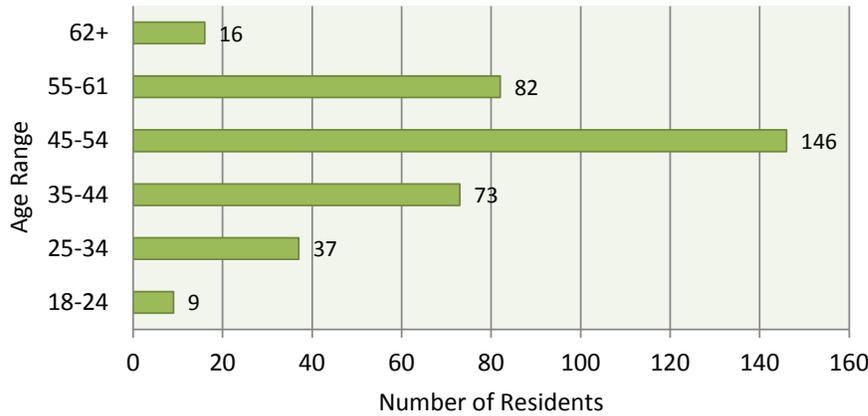
residents completed the program or left for housing opportunity

35%

of residents completed the program or left for housing opportunity

RESIDENT CHARACTERISTICS

7 Age



67%
of residents served are age 45 or older

8 Gender



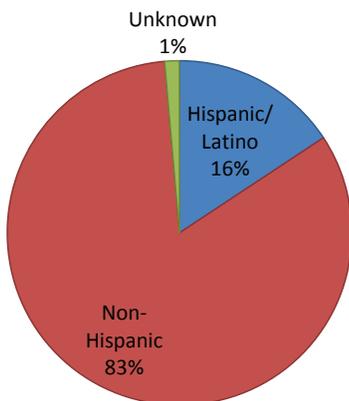
80%
of residents served are male (292 men)



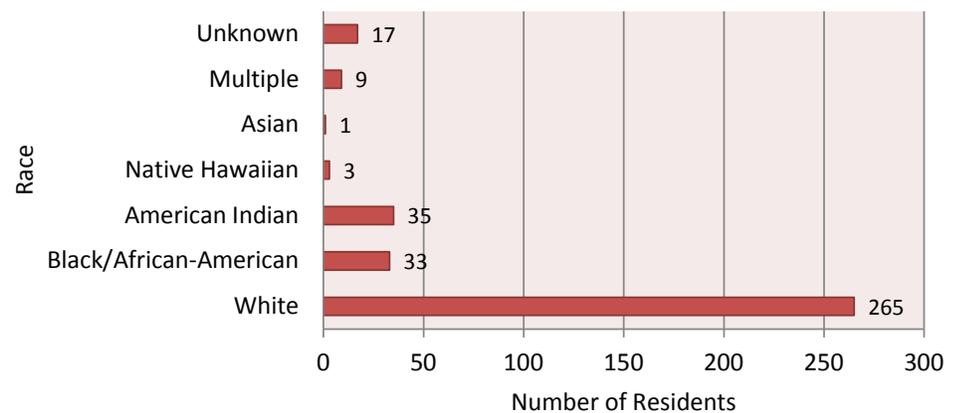
20%
of residents served are female (71 women)

9 Ethnicity and Race

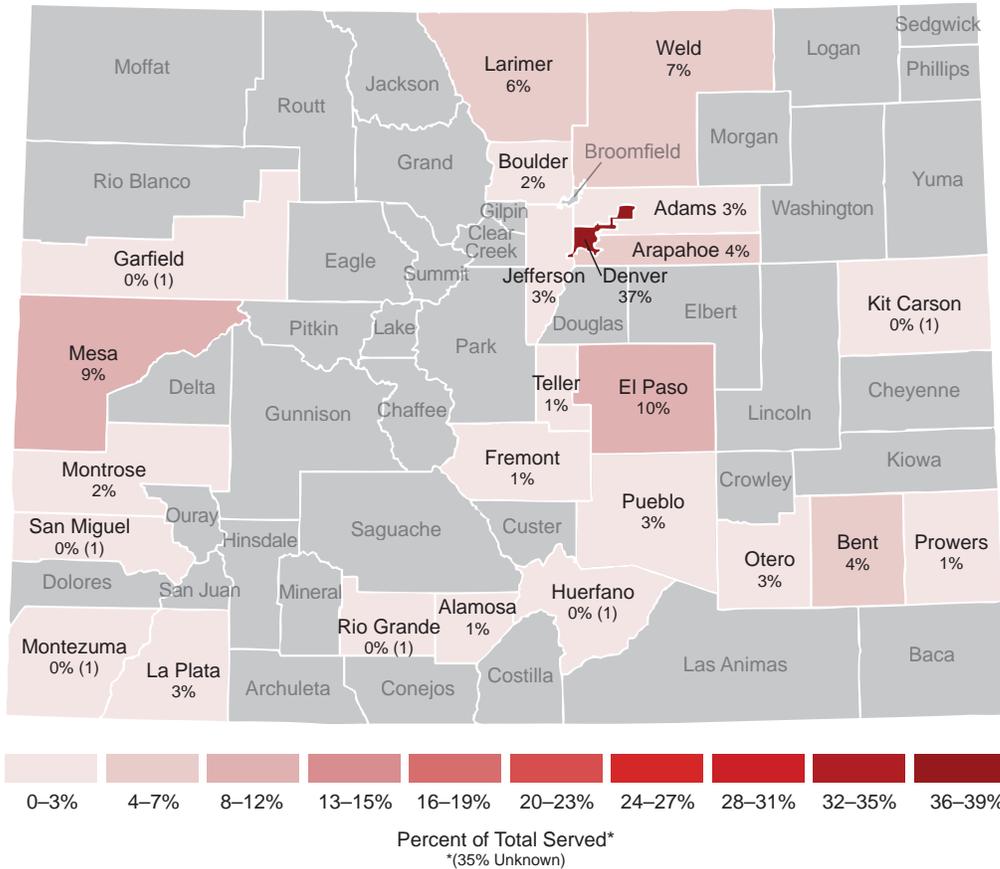
ETHNICITY



RACE



10 County of Origin



24
counties represented
among residents

38%
of Colorado counties
represented among residents

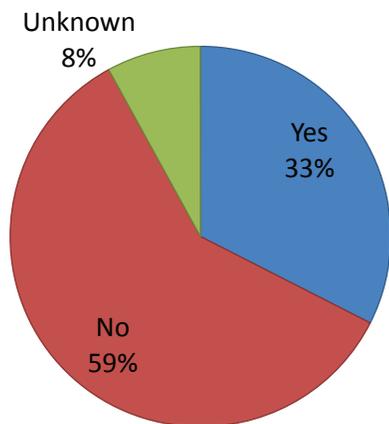
11 Veterans



26%

of residents served
are Veterans (56 Veterans)

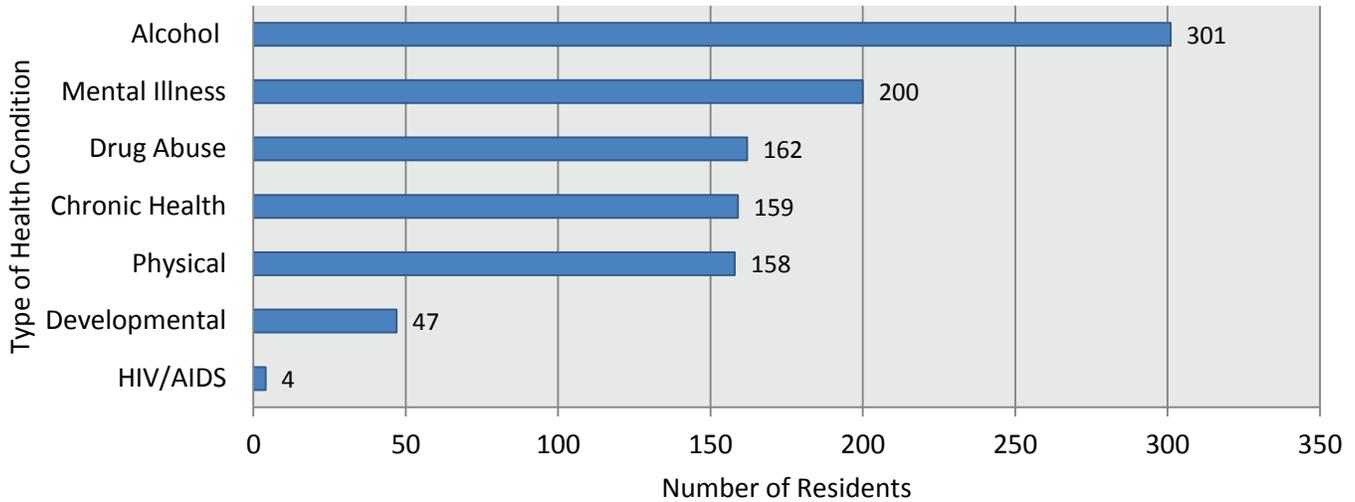
12 Domestic Violence Experience



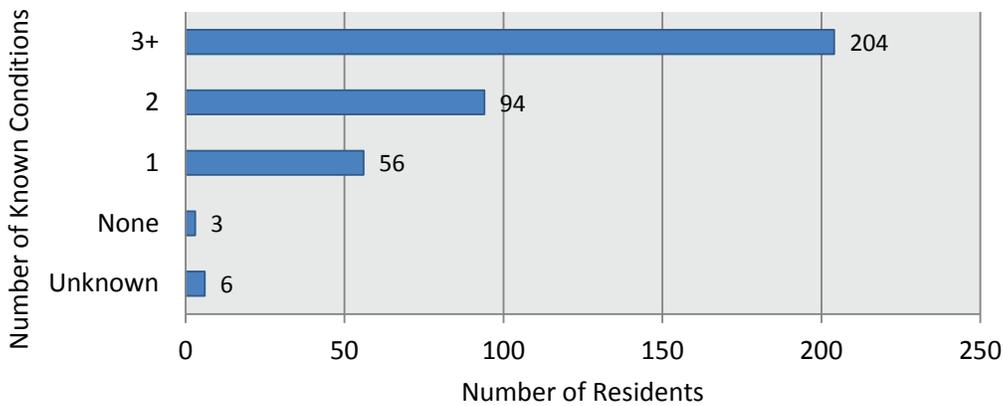
NOTE: Victims of domestic violence struggle to find permanent housing after fleeing abusive relationships. Many have left in the middle of the night, with nothing but the clothes on their backs, and must now entirely rebuild their lives.

13 Physical and Mental Health Conditions at Entry

Known Conditions at Entry



Number of Known Conditions at Entry



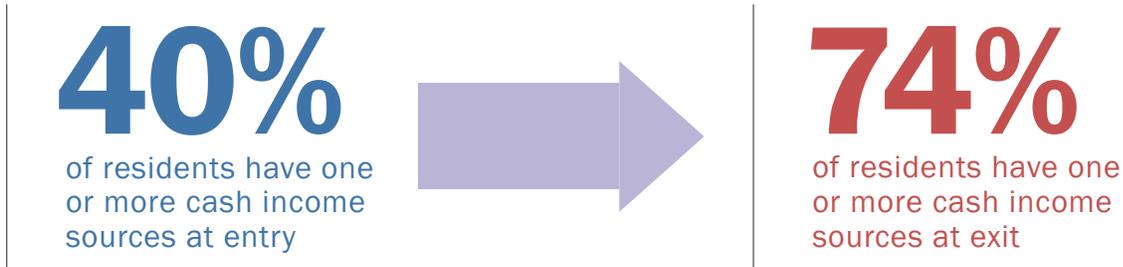
56%
of residents enter with 3 or more health conditions

INCOME/BENEFITS SOURCES

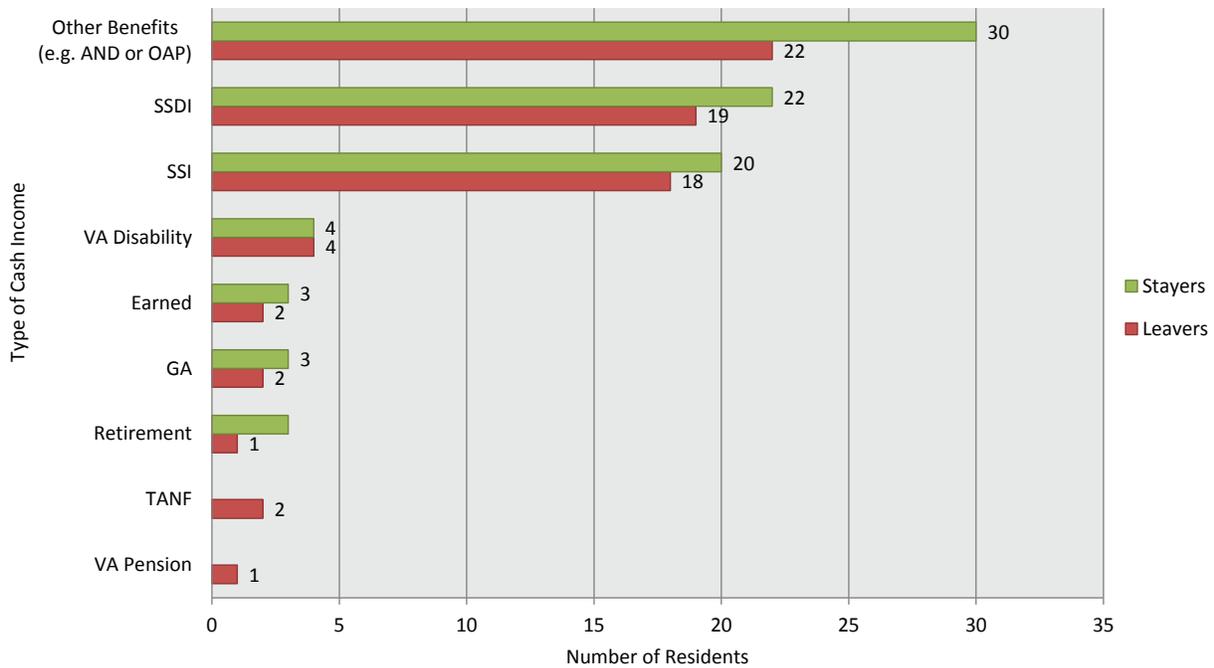
14 Cash Income Sources

Residents with Cash Income at Entry

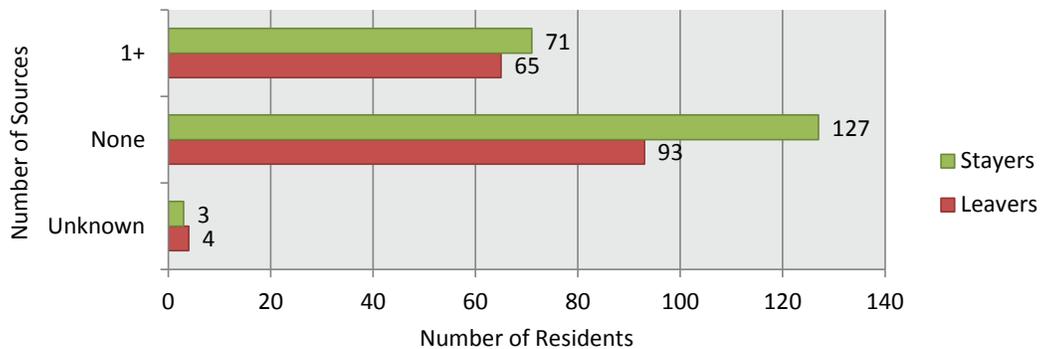
Residents with Cash Income at Exit



Type of Cash Income Sources

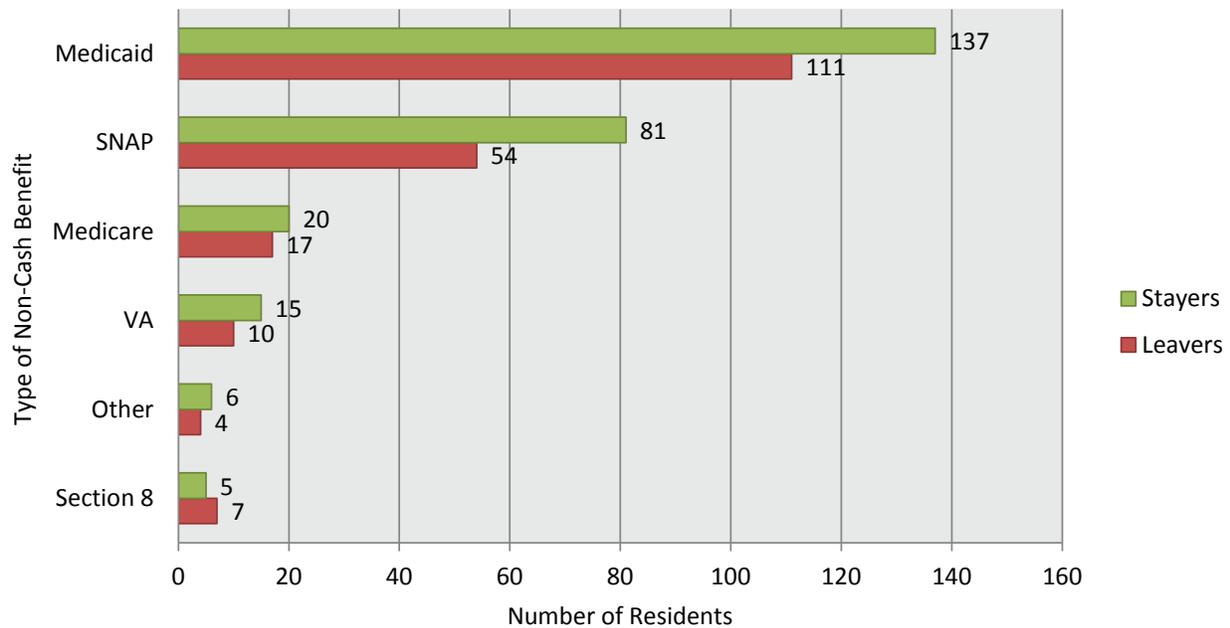


Number of Cash Income Sources

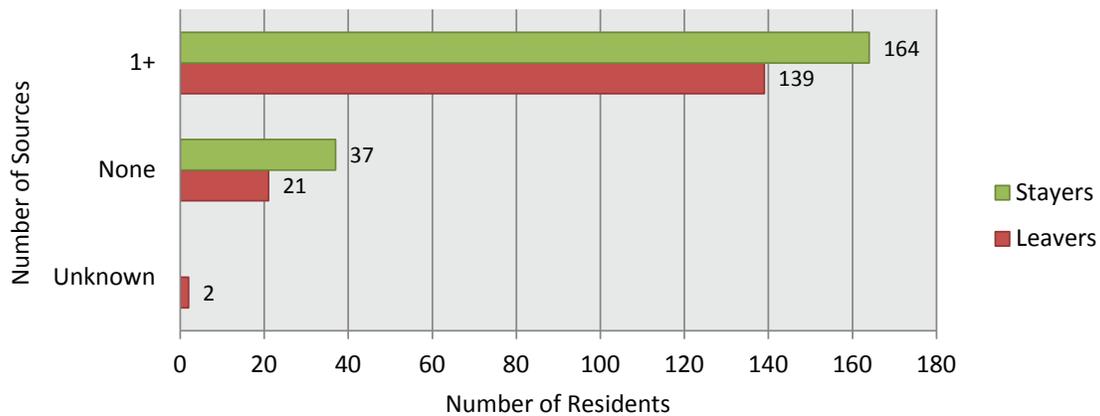


15 Non-Cash Benefit Sources

Type of Non-Cash Benefit Sources



Number of Non-Cash Benefit Sources



JOB TRAINING AND EDUCATIONAL PARTICIPATION

16 Job Training and Education

Residents Participating in Job Training

219
participants
in job training

60%
of residents participate
in job training opportunities

Residents Participating in Higher Education

105
participants
in higher education

29%
of residents participate in
higher education opportunities

Residents Participating in GED Preparation

30
participants
in GED preparation

8%
of residents participate
in GED preparation

HEALTH OUTCOMES

17 Health Outcomes from Entry to Exit

The average Fort Lyon client enters the program as homeless and substance addicted, making the consideration of overall quality of life highly relevant because, “Active substance abuse affects nearly all areas of functioning-vocational, social/familial, physical and mental health, residential status, and access to services.”¹ Fort Lyon residents reported improvement across all quality of life areas, as well as improvement in their depression and generalized anxiety disorder symptoms. Data is collected when clients enter the program, at intervals throughout their residency and at program exit when available. The following areas were evaluated and their outcomes are reported below:

- Overall Quality of Life Score
- Physical Health Score
- Psychological Health Score
- Social Relationships Score
- Environmental Quality of Life Score
- Depression Score
- Generalized Anxiety Disorder Score
- Health Outcomes One Month after Exiting the Program

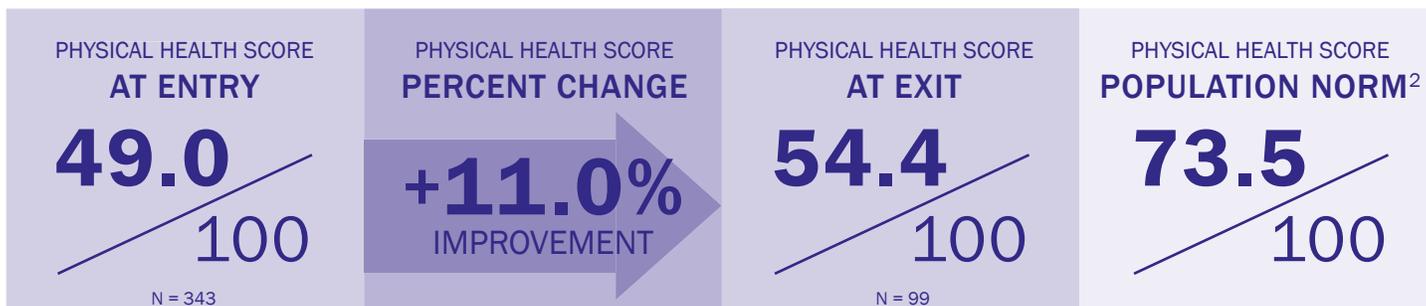
Overall Quality of Life Score

Residents rate their overall quality of life by answering the question, “How would you rate your quality of life?” Scores are tallied on a 5-point scale. **Quality of life scores increased (improved) by 45.2% from entry to exit.**



Physical Health Score

Residents rate their physical health by answering questions regarding pain, energy level, mobility, sleep and their ability to work. Scores are tallied on a 100-point scale. **Physical health scores increased (improved) by 11.0% from entry to exit.**



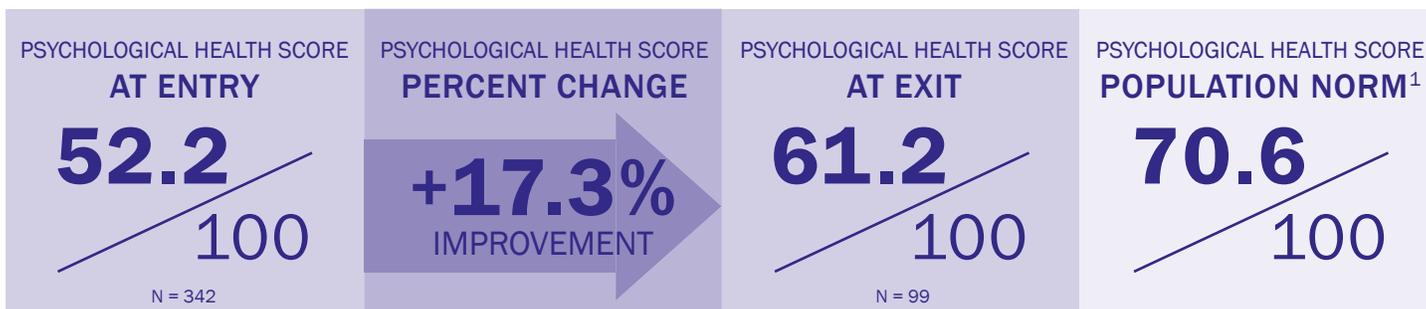
1 Laudet, A. (2011). The Case for Considering Quality of Life in Addiction Research. *Addiction Science & Clinical Practice*, 6 (1), 44-55.

2 Hawthorne, G., Herrman, H., & Murphy, B (2006). Interpreting the WHOQOL-Bref: Preliminary Population Norms and Effect Sizes. *Social Indicators Research*, 77 (1), 37-59.

Health Outcomes (cont'd)

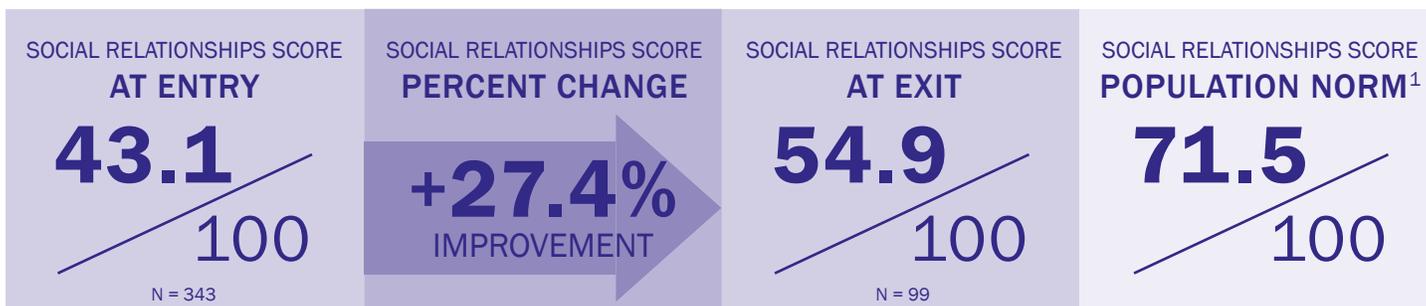
Psychological Health Score

Residents' psychological health is measured by asking questions regarding their self-esteem, body image, spirituality and presence of positive and negative feelings. Scores are tallied on a 100-point scale. **Psychological health scores increased (improved) by 17.3% from entry to exit.**



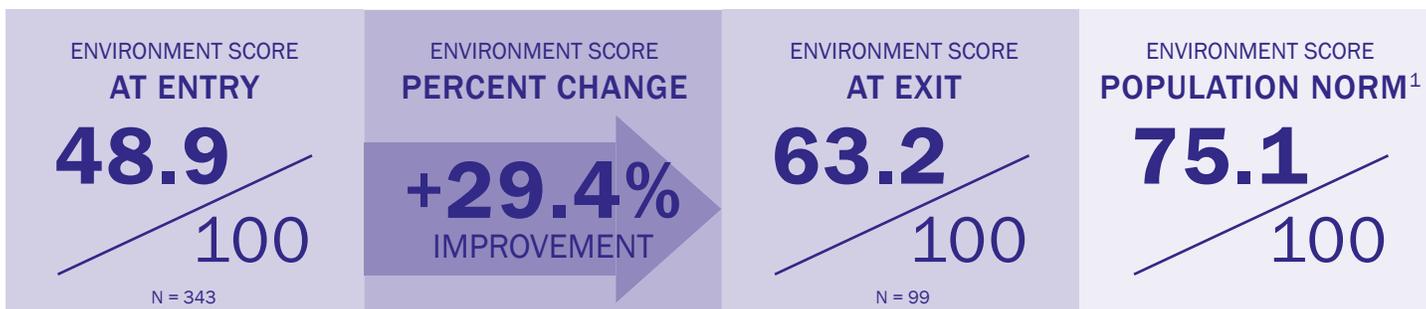
Social Relationships Score

Social relationships are measured by asking clients about their social support network, personal relationships and sex life. Scores are tallied on a 100-point scale. **Social relationships scores increased (improved) by 27.4% from entry to exit.**



Environmental Quality of Life Score

Environment scores are measured by looking at a variety of aspects that affect overall quality of life, such as safety and security, finance, leisure, transportation and physical environment. Scores are tallied on a 100-point scale. **Environment scores increased (improved) by 29.4% from entry to exit.**

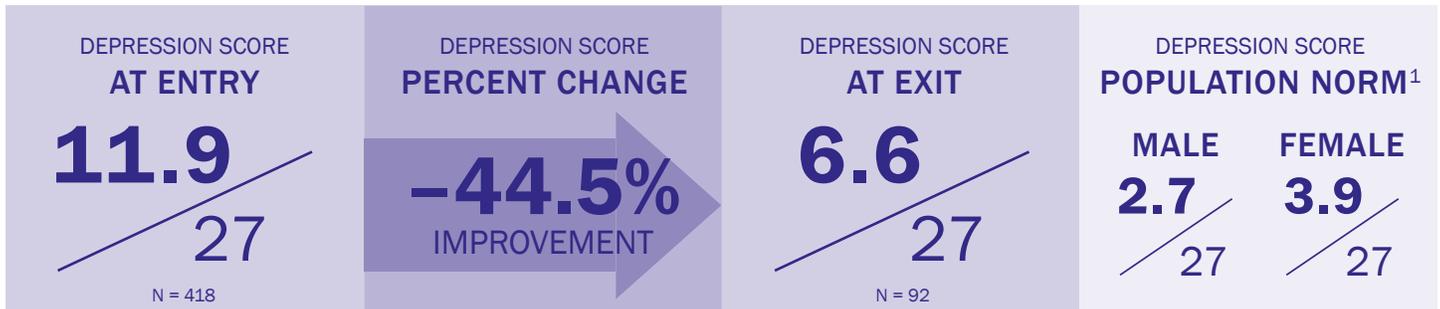


1 Hawthorne, G., Herrman, H., & Murphy, B (2006). Interpreting the WHOQOL-Bref: Preliminary Population Norms and Effect Sizes. Social Indicators Research, 77 (1), 37-59.

Health Outcomes (cont'd)

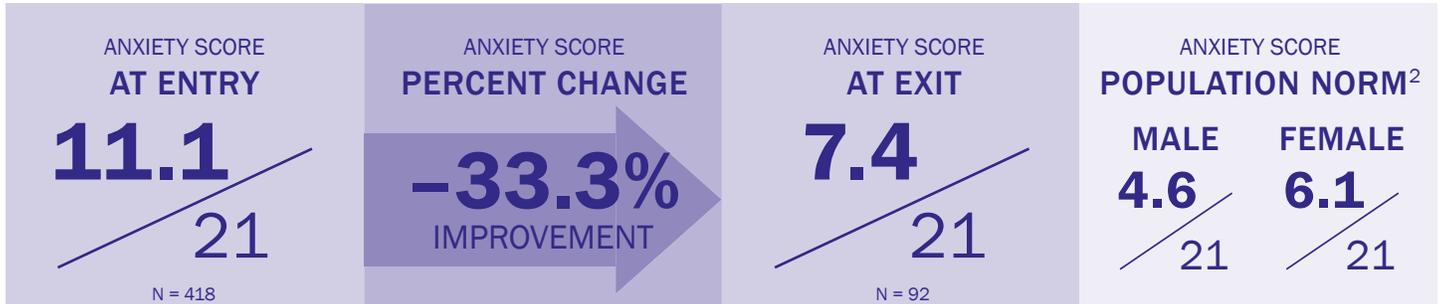
Depression Score (PHQ-9)

Depression scores are measured by asking clients about the prevalence of nine depression symptoms, such as suicidal ideation, the ability to sleep, concentrate, and appetite. Scores are tallied on a 27-point scale, with higher scores indicating a higher severity of symptoms. **Depression scores decreased (improved) by 44.5% from entry to exit.**



Generalized Anxiety Disorder Score (GAD-7)

Generalized anxiety scores are measured by asking clients about the prevalence of seven anxiety symptoms, such as becoming easily annoyed, feeling afraid, restlessness and worrying. Scores are tallied on a 21-point scale, with higher scores indicating a higher severity of symptoms. **Generalized anxiety scores decreased (improved) by 33.3% from entry to exit.**



1 Thibodeau, M., & Asmundson, G. (2014). The PHQ-9 assesses depression similarly in men and women from the general population. *Personality and Individual Differences*, 56, 149-153.

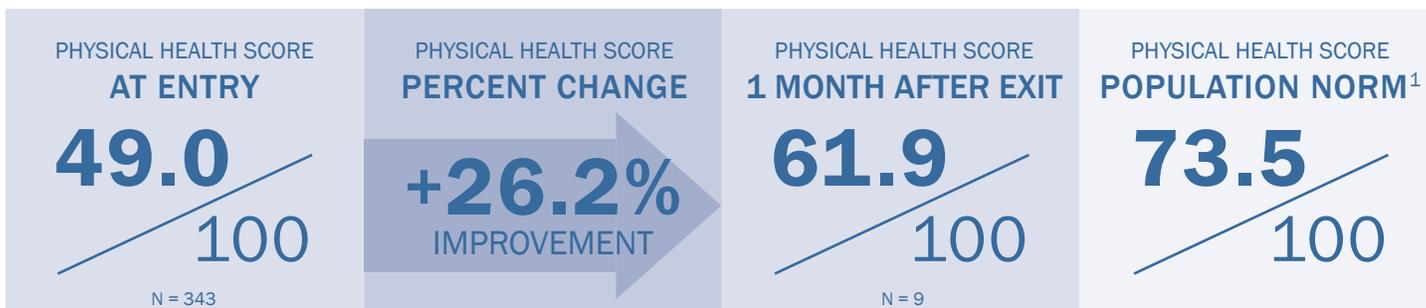
2 Spitzer, R., Kroenke, K., Williams, J., & Lowe, B. (2006). A Brief Measure for Assessing Generalized Anxiety Disorder. *Arch Intern Med.*, 166(10), 1092-1097.

Health Outcomes from Entry to One Month after Exiting the Program

HEALTH OUTCOMES ONE MONTH AFTER EXITING THE PROGRAM

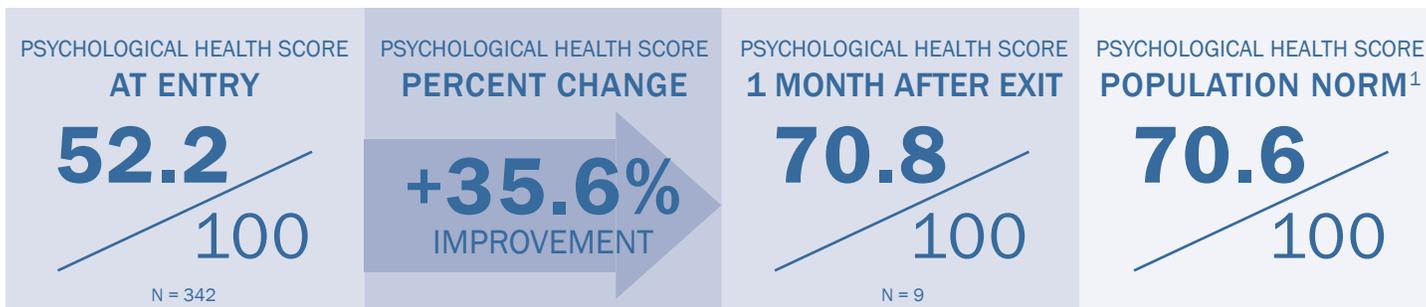
Physical Health Score

Residents rate their physical health by answering questions regarding pain, energy level, mobility, sleep and their ability to work. Scores are tallied on a 100-point scale. **Physical health scores increased (improved) by 26.2% from entry to one month after exit.**



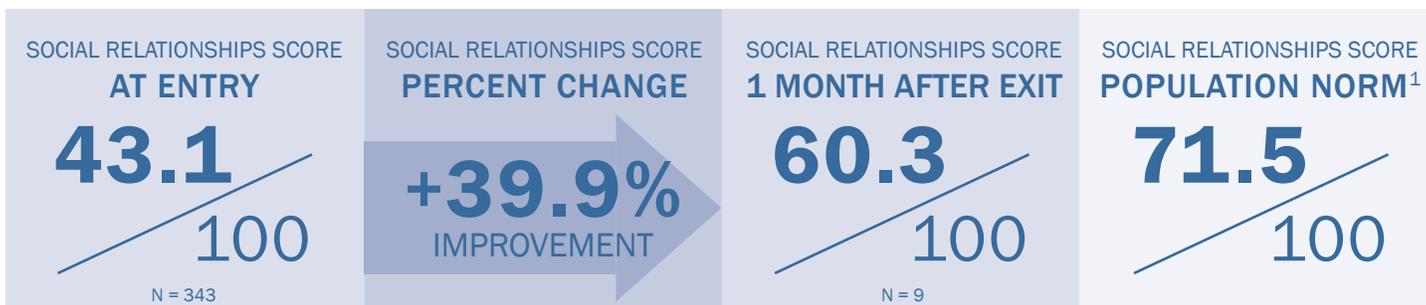
Psychological Health Score

Residents’ psychological health is measured by asking questions regarding their self-esteem, body image, spirituality and presence of positive and negative feelings. Scores are tallied on a 100-point scale. **Psychological health scores increased (improved) by 35.6% from entry to one month after exit.**



Social Relationships Score

Social relationships are measured by asking clients about their social support network, personal relationships and sex life. Scores are tallied on a 100-point scale. **Social relationships scores increased (improved) by 39.9% from entry to one month after exit.**

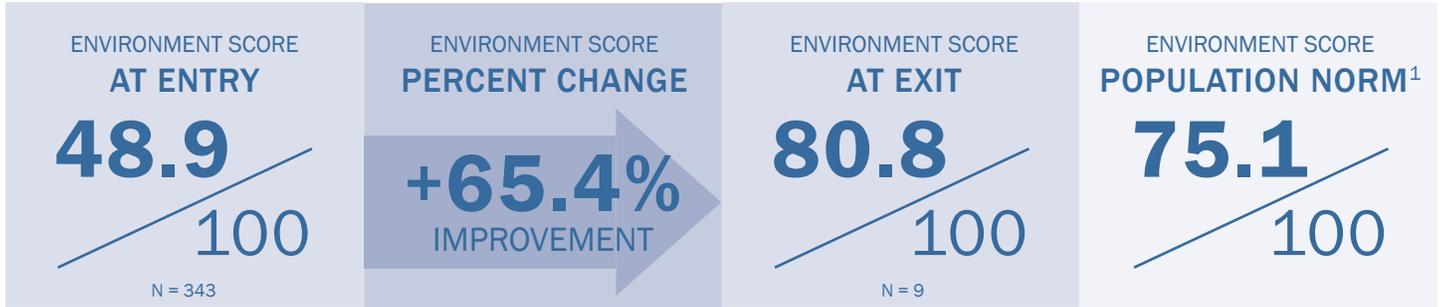


1 Hawthorne, G., Herrman, H., & Murphy, B (2006). Interpreting the WHOQOL-Bref: Preliminary Population Norms and Effect Sizes. Social Indicators Research, 77 (1), 37-59.

Health Outcomes (cont'd)

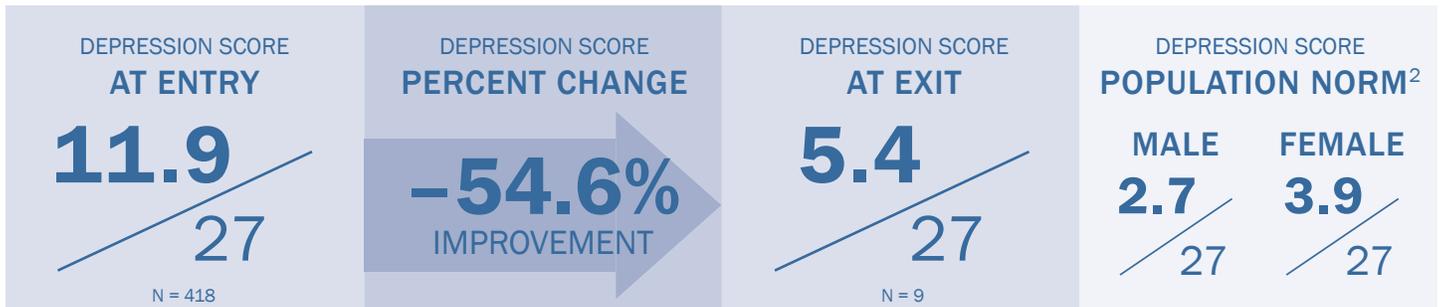
Environmental Quality of Life Score

Environment scores are measured by looking at a variety of aspects that affect overall quality of life, such as safety and security, finance, leisure, transportation and physical environment. Scores are tallied on a 100-point scale. **Environment scores increased (improved) by 65.4% from entry to one month after exit.**



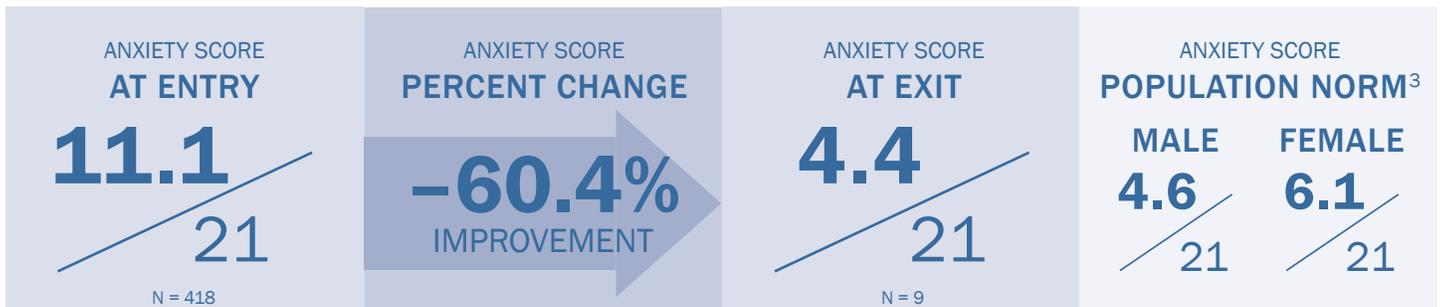
Depression Score (PHQ-9)

Depression scores are measured by asking clients about the prevalence of nine depression symptoms, such as suicidal ideation, the ability to sleep, concentrate, and appetite. Scores are tallied on a 27-point scale, with higher scores indicating a higher severity of symptoms. **Depression scores decreased (improved) by 54.6% from entry to one month after exit.**



Generalized Anxiety Disorder Score (GAD-7)

Generalized anxiety scores are measured by asking clients about the prevalence of seven anxiety symptoms, such as becoming easily annoyed, feeling afraid, restlessness and worrying. Scores are tallied on a 21-point scale, with higher scores indicating a higher severity of symptoms. **Generalized anxiety scores decreased (improved) by 60.4% from entry to one month after exit.**



1 Hawthorne, G., Herrman, H., & Murphy, B (2006). Interpreting the WHOQOL-Bref: Preliminary Population Norms and Effect Sizes. Social Indicators Research, 77 (1), 37-59.

2 Thibodeau, M., & Asmundson, G. (2014). The PHQ-9 assesses depression similarly in men and women from the general population. Personality and Individual Differences., 56, 149-153.

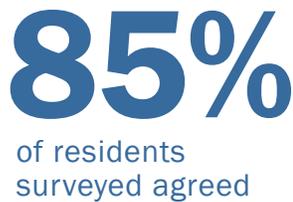
3 Spitzer, R., Kroenke, K., Williams, J., & Lowe, B. (2006). A Brief Measure for Assessing Generalized Anxiety Disorder. Arch Intern Med., 166(10), 1092-1097.

RESIDENT SATISFACTION SURVEY RESULTS

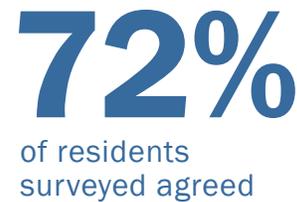
The Coalition’s Customer Satisfaction Survey asked residents of the Fort Lyon Program to rate their level of agreement with 10 statements using a five-point Likert scale (5 = strongly agree; 1 = strongly disagree). Derived from the Mental Health Statistics Improvement Program Consumer Survey, these items assess consumer perceptions about the appropriateness of services, the quality of services, their participation in treatment, and outcomes they have experienced. **When asked if they were satisfied with the quality of services, 72% of residents surveyed agreed. When asked if the services they received help them deal more effectively with their problems, 98% of residents surveyed agreed.**

19 Satisfaction Survey Results

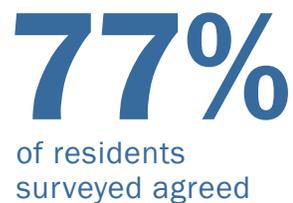
1) I feel physically safe at CCH



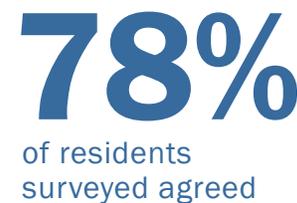
4) I was able to get the services I thought I needed



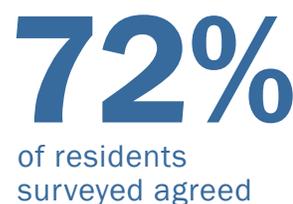
2) I feel emotionally safe at CCH



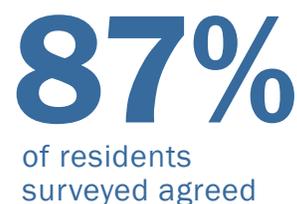
5) The staff showed sensitivity to my background (cultural, racial, special needs, sexual orientation)



3) I am satisfied with the quality of services I’ve received in this program



6) The staff treated me with respect and dignity



Satisfaction Survey Results (cont'd)

7) The staff had the knowledge and ability to help me

70%

of residents surveyed agreed

9) I was involved in the development of my own treatment goals

87%

of residents surveyed agreed

8) The resources/information provided to me by this program were helpful/useful

88%

of residents surveyed agreed

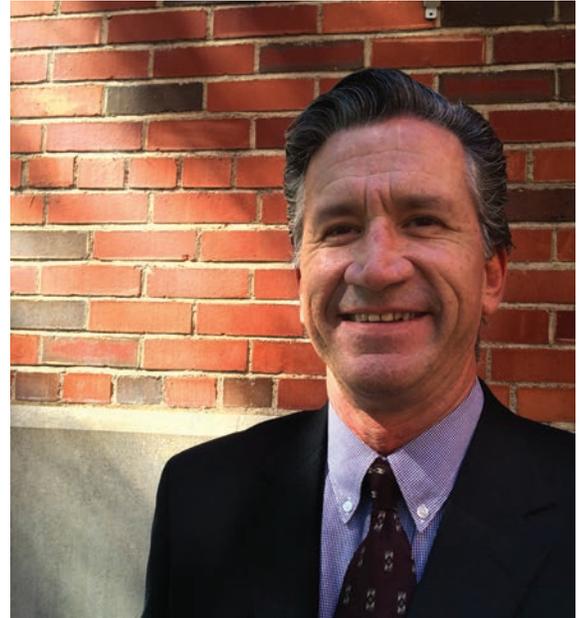
10) The services I've received have helped me deal more effectively with my problems

98%

of residents surveyed agreed

FROM THE RESIDENTS

20 Resident Profiles



CURRENT RESIDENT: BRUCE

Bruce showed up early to our appointment, dressed in a suit, tie and polished shoes. To those who know Bruce, this isn't a surprise—a former Marine, salesman and father from the Western Slope. But, Bruce also used to be homeless and was struggling with addiction.

Bruce was making six-figures with a wife and child before the tech bubble burst. He was laid off, got divorced and his savings quickly disappeared. Bruce says that his low point came when he had completely lost his relationship with his then 10-year-old son; and, he began experiencing serious health consequences because of his drinking that left the once athletic Marine walking with a cane.

Bruce arrived at Fort Lyon eighteen months ago and hasn't looked back. He has completed four semesters of his Associates of Applied Science with a 4.0 GPA. On top of his studies, Bruce has also been working on campus in the mail room, teaching himself guitar, and restoring his relationship with his son. Bruce has been so successful at Fort Lyon that he now lives in one of the houses on campus with two other peers.

Bruce's face softens when he speaks about his son, who recently came to visit him. "It's the happiest I've been in a long time. A very long time." Bruce says they watched football at the VFW and shot some pool. "He had a Shirley Temple, and I had an ice water," Bruce says with a smile. "I love him more than anything on this planet."

Looking toward the future, Bruce says that professionally, "my ultimate goal is to run a nonprofit for addicted Veterans who are homeless." But more importantly, "my goal after I leave is to build a relationship with my son."

It won't be easy, but Bruce says, "I have my son. What bigger carrot do you need to want to live?"

Resident Profiles (cont'd)



FORMER RESIDENT: ISRAEL

Israel found himself homeless on the streets of Denver a week before Christmas in 2009. Israel says, “I stopped caring and alcohol took over my entire life.” He spent the next four years camping along the South Platte River before he decided to get sober. “My low point was feeling a complete absence of God,” Israel says.

Israel knew that he wanted to get sober, but he didn’t know how. He says that every time he would try to stop, he would have seizures. He estimates that in the four years he was homeless he racked up over \$200,000 in emergency services.

Israel spent 18 months as a resident of Fort Lyon, leaving the summer of 2015 for his own apartment in Otero County which he obtained through the TBRA voucher program. He is currently enrolled in Otero Junior College where he is completing his associate’s degree to become a community health worker. When asked about his choice in career, Israel says, “By helping other people, it is going to keep me sober.” Israel’s ambitions don’t end there; he says that in five years he hopes to be working at Fort Lyon and continuing to help people by “spreading the message of strength and hope.”

“I wake up every day in my own home. I don’t have this obsession to drink anymore,” Israel says, “and not having that is beautiful. I am truly grateful to Fort Lyon for helping me save my life by giving me the time and space between me and my old life.”



Fort Lyon Supportive Residential Community celebrates one year with a visit from Governor Hickenlooper.

INTRODUCTION

The Fort Lyon Supportive Residential Community provides recovery oriented transitional housing combined with educational, vocational, and employment services for homeless individuals with substance abuse and mental health disorders. The program is located at the former Fort Lyon Veterans Administration Hospital in Bent County, Colorado. It represents state and local efforts to re-purpose the facility to meet the needs of homeless individuals from across Colorado, with an emphasis on homeless veterans.

This *Year One Annual Report* captures programmatic data identified from September 2013 through August 2014. The 20 charts that follow illustrate resident demographics; physical and mental health characteristics, including quality-of-life improvements; job training and educational participation; resident satisfaction survey results; and, income and/or public benefits sources. Resident statements complete the report—see page 17.

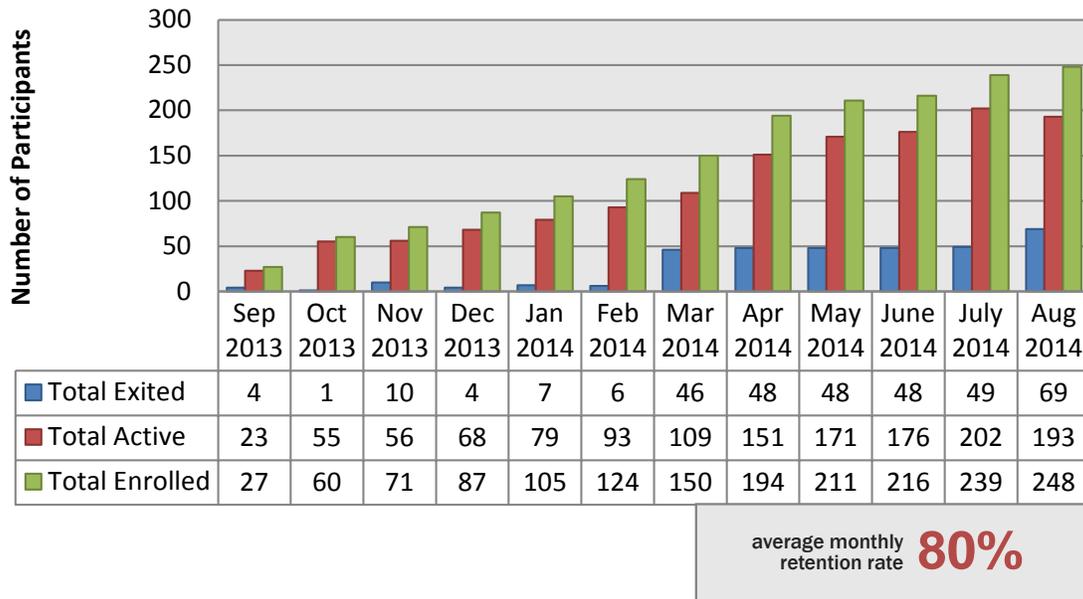
“Yeah, I’m proud of what I did and now I’ve got a future. I’ve got plans for when I leave. I want to get signed up for a barber school before I leave here. Alcohol was killing me and Fort Lyon saved my life.”



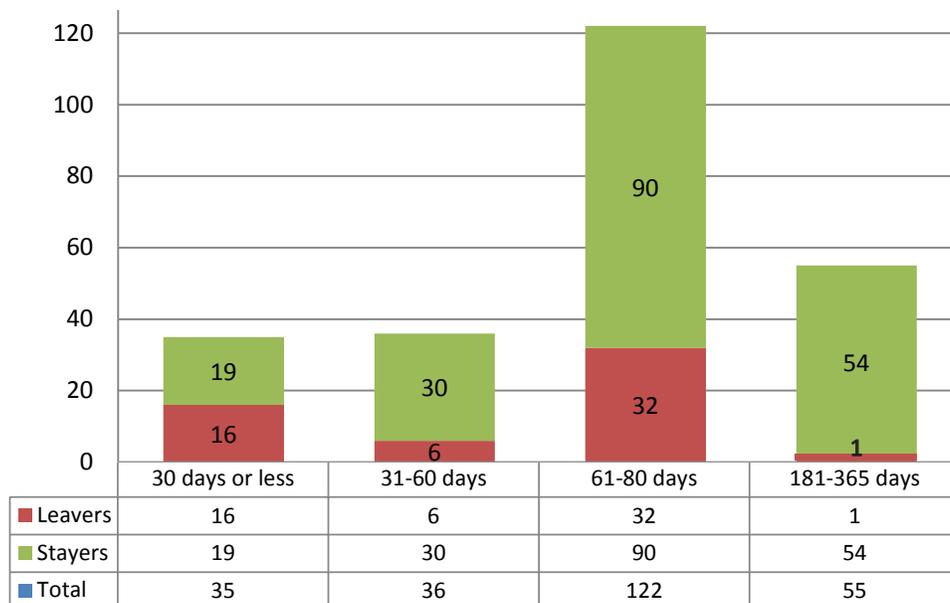
Darrell
Fort Lyon Resident

POPULATION OVERVIEW

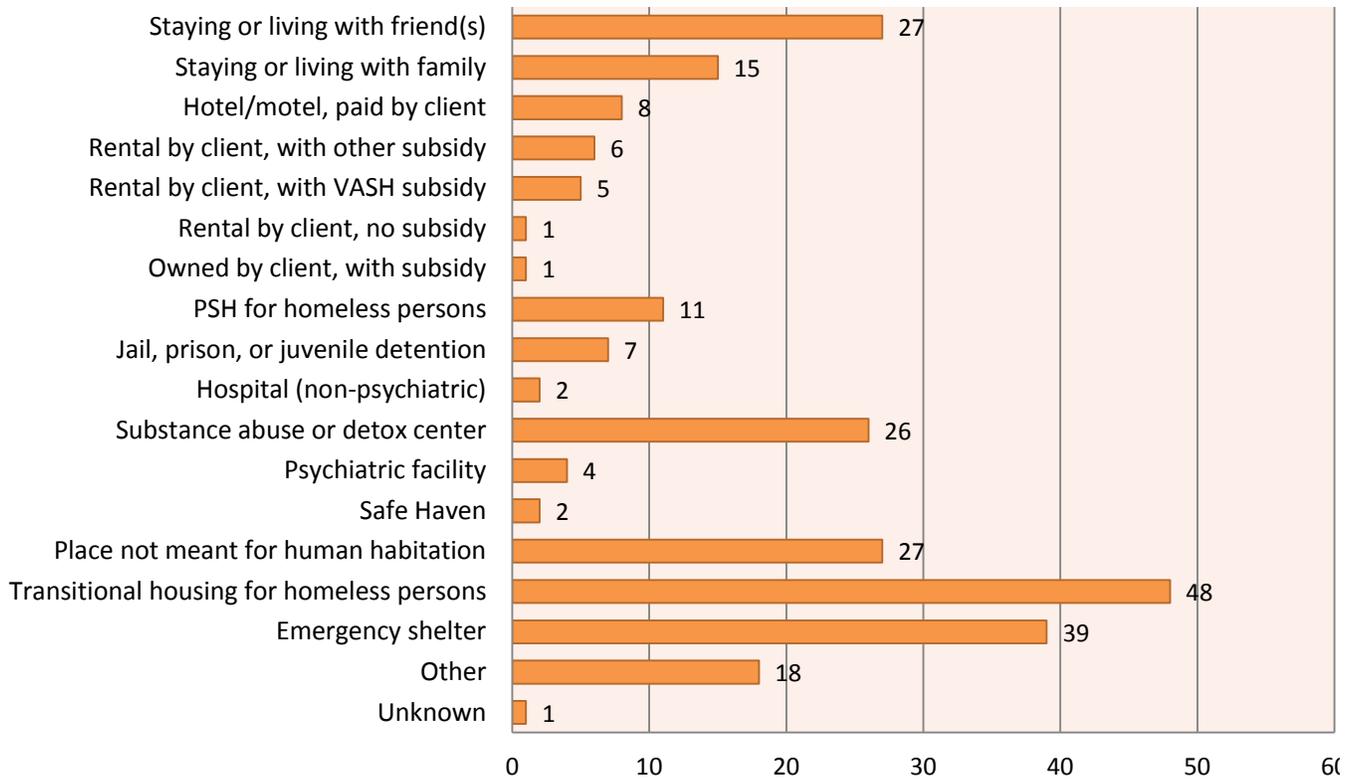
1 Total Residents



2 Length of Residency



3 Residence Prior to Program Entry



4 Residents' Exits: Reasons for Leaving

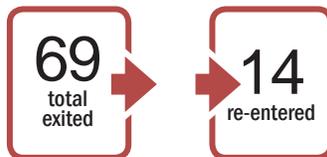
12
completed goals
or graduated

43
voluntarily
discharged

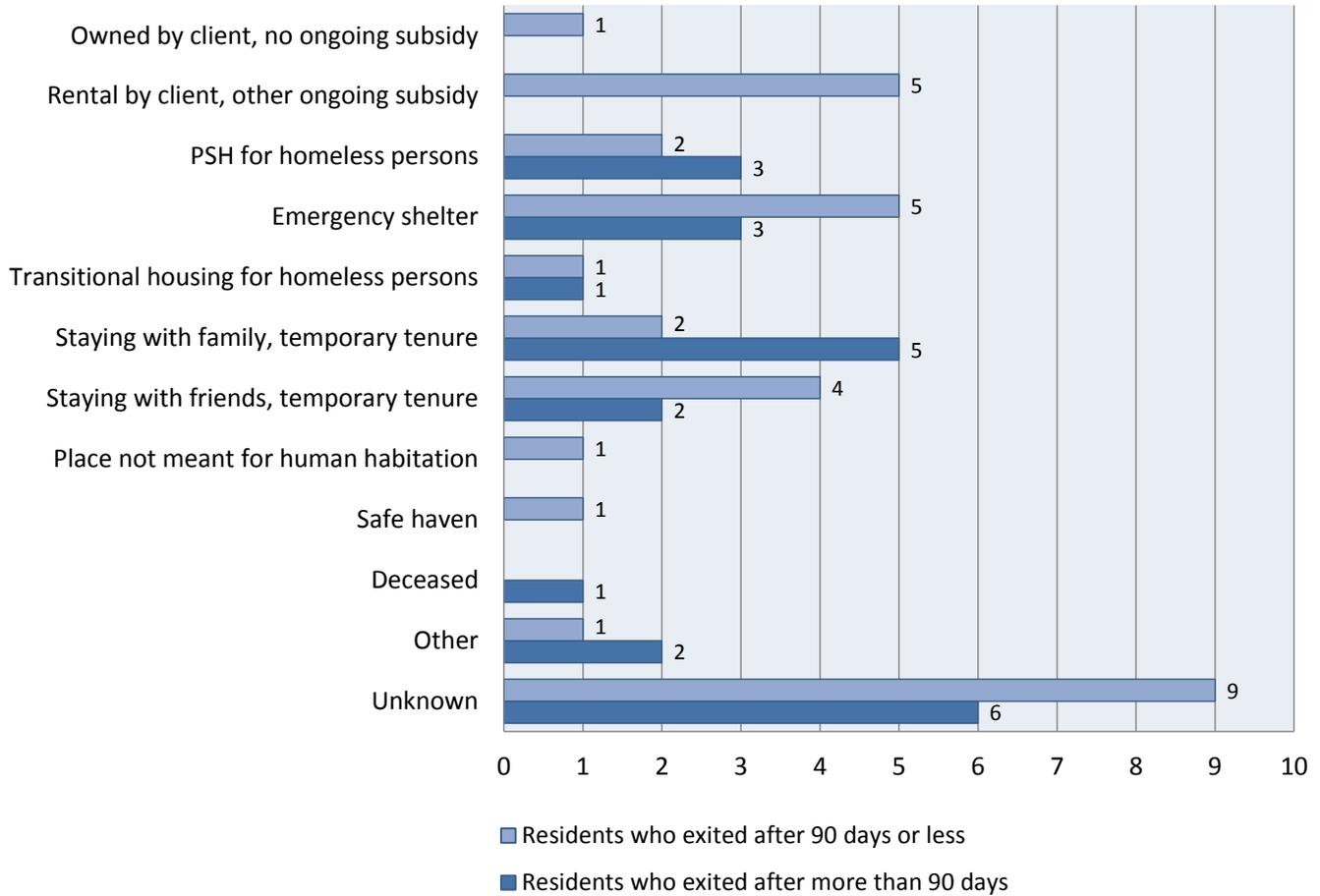
15
involuntarily discharged
or rule violation

1
deceased

104 days
average length of residency
before discharge

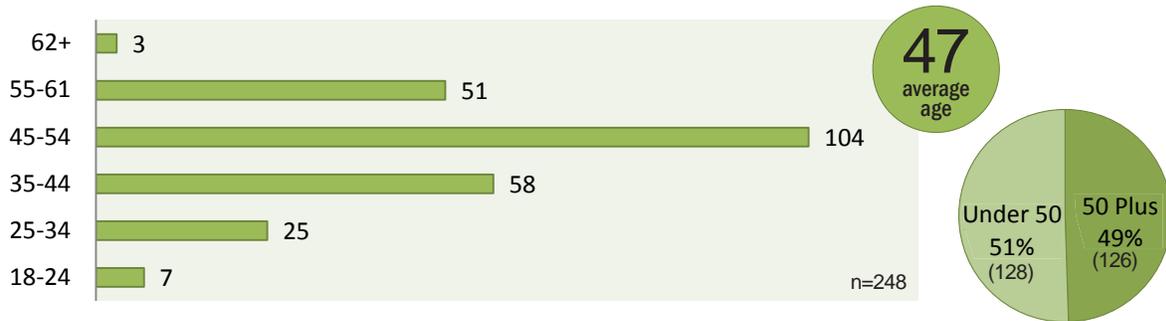


5 Destination at Program Exit

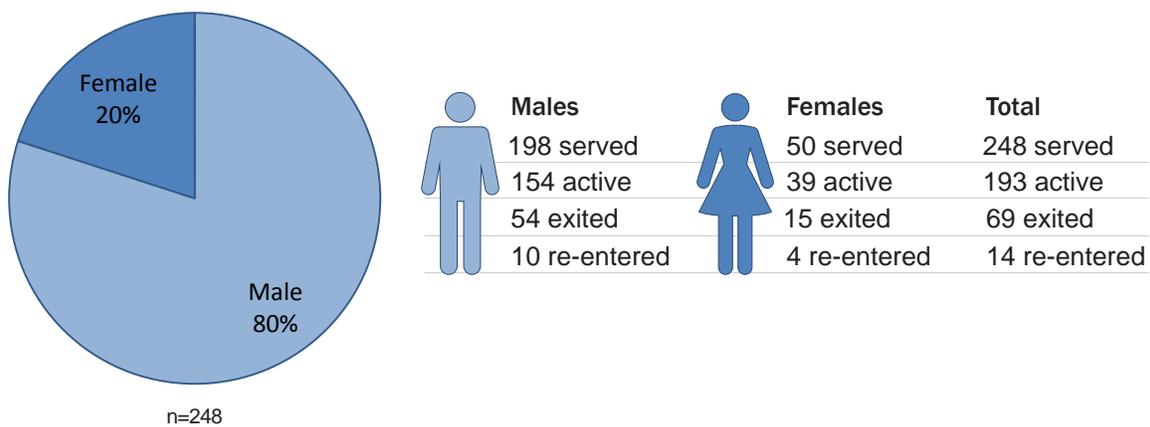


RESIDENT CHARACTERISTICS

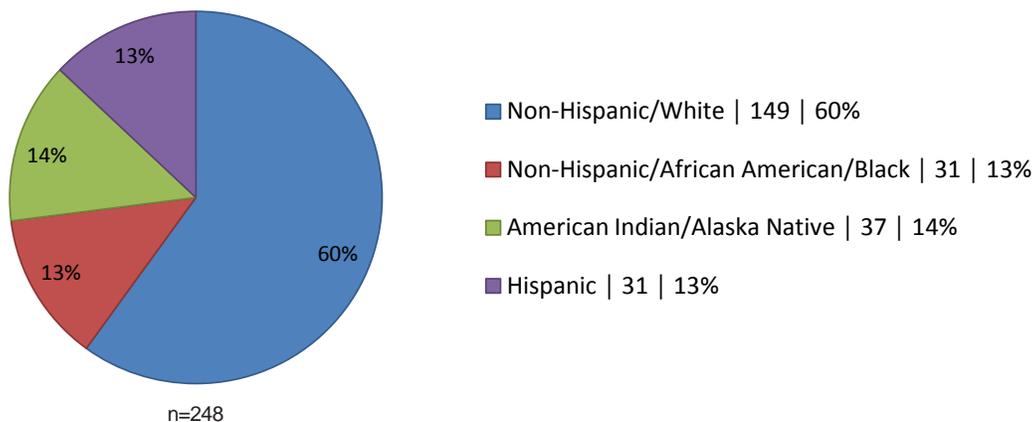
6 Age



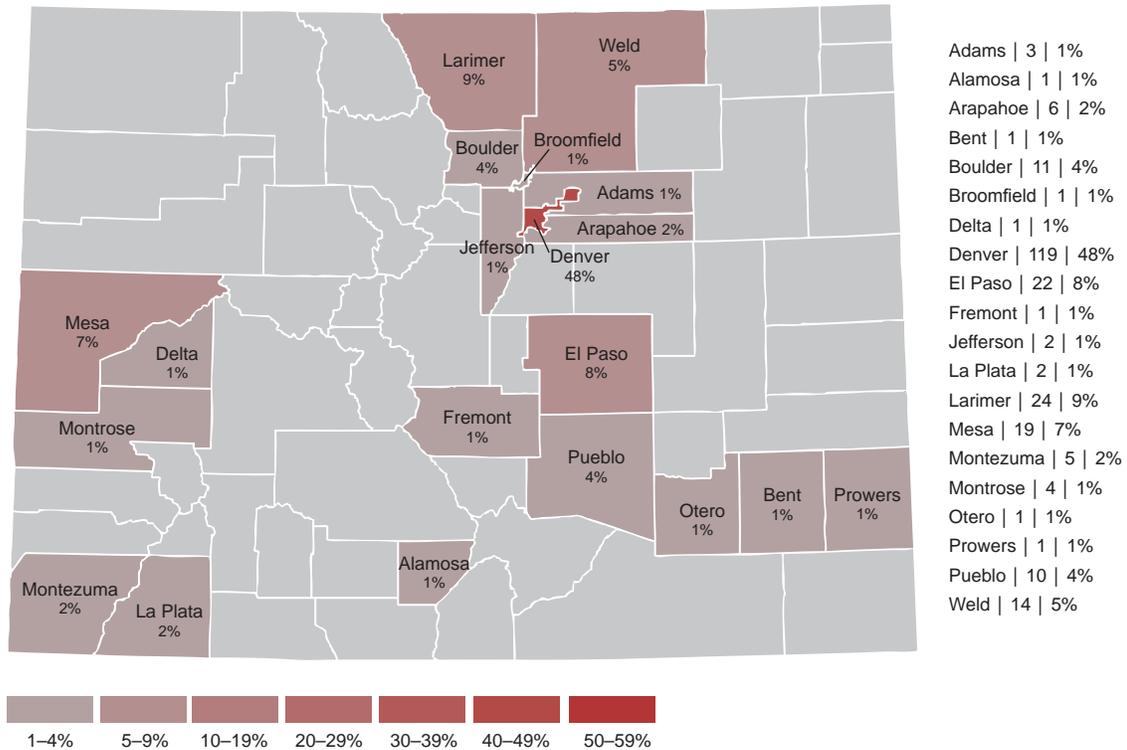
7 Gender



8 Ethnicity



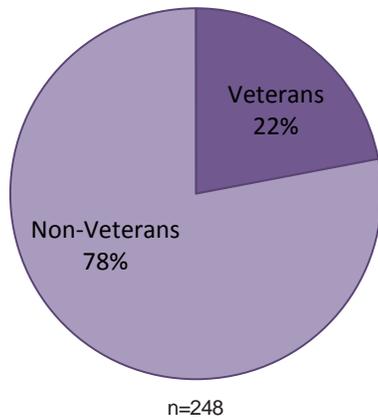
9 County of Origin



10 Length of Homelessness Prior to Entry



11 Veterans

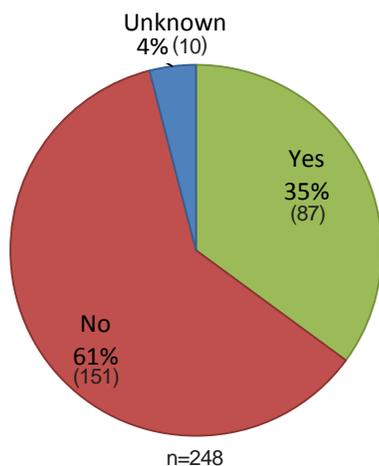


	Veterans	Total
Served	56 served	248 served
Active	40 active	193 active
Exited	16 exited	69 exited

NOTE: Veterans make up 11.5 percent of the homeless population in the Denver Metro area, and seven percent in Colorado.



12 Domestic Violence Experience



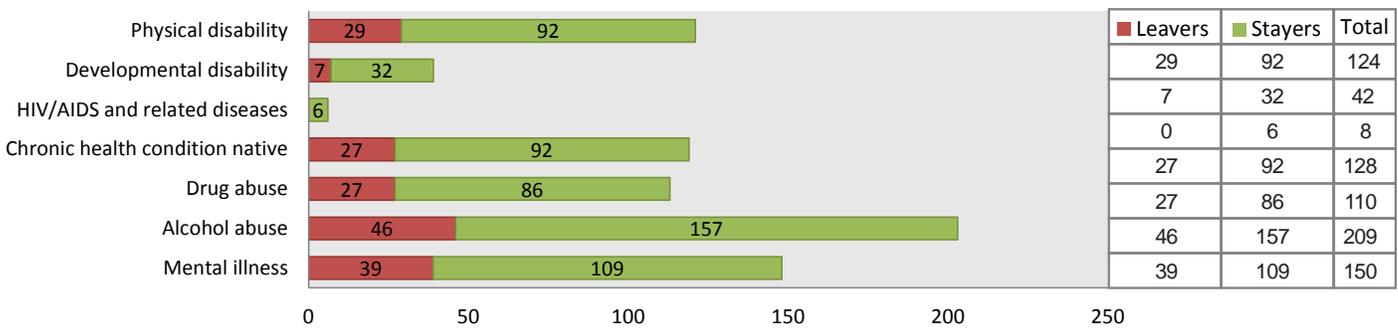
NOTE: Victims of domestic violence struggle to find permanent housing after fleeing abusive relationships. Many have left in the middle of the night, with nothing but the clothes on their backs, and must now entirely rebuild their lives.

PHYSICAL AND MENTAL HEALTH CHARACTERISTICS

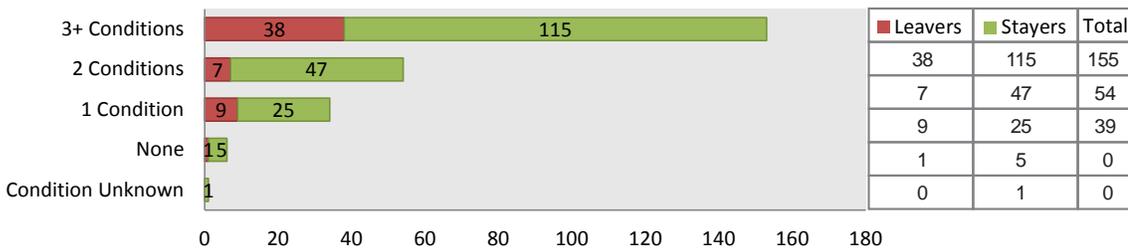
In general, residents saw the biggest improvement in depression, anxiety, and perceived quality of life within the first three months of residency at Fort Lyon. However, those improvements were not only sustained through six months, but clients continued to show improvement in scores. Outcome data will continue to be collected at 12 months, 18 months, and 24 months while clients are in the program. The assessments are also conducted when a client exits the program, and if reachable, at 30 days and six months after exiting. Exit and post-exit data will be reported on the next annual report, once a sufficient number of clients have been assessed at these time points.

13 Physical and Mental Health Conditions at Entry

Known Conditions at Entry



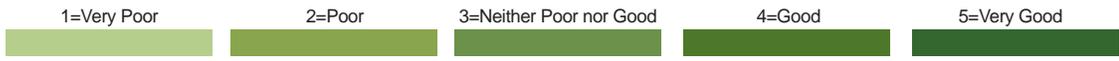
Number of Known Conditions at Entry



14 Quality of Life Improvements

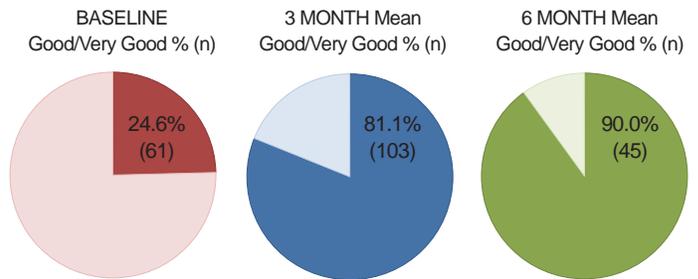
The World Health Organization Quality of Life (WHOQOL) project was initiated in 1991 to develop an international, cross-culturally comparable quality of life assessment instrument. It assesses the individual’s perceptions in the context of their culture and value systems, and their personal goals, standards and concerns. The WHOQOL-BREF instrument comprises 26 items, which measure the following broad domains: physical health, psychological health, social relationships, and environment.

Fort Lyon residents saw a significant increase in overall quality of life and satisfaction of health. Scores on quality of life ratings (on a scale of 1–5, 1=very poor and 5=very good) went from an average of 2.73 (n=248) at baseline to 4.20 (n=50) at six months. Furthermore, at baseline only 24.6 percent of residents rated their quality of life as “good” or “very good” at baseline, compared to 90 percent at six months. Similarly, the mean baseline rating regarding satisfaction of health was only 2.68, compared to 3.60 at six months. At six months, 64 percent of residents rated a higher satisfaction with health, compared to only 24.6 percent at baseline.



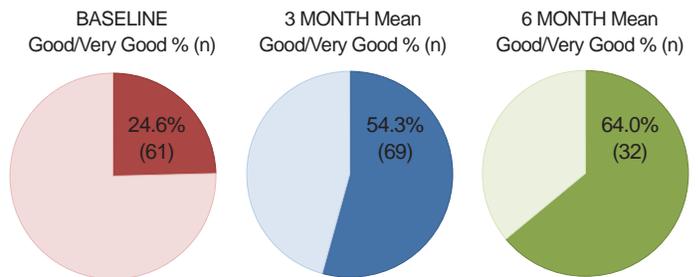
How would you rate your quality of life?

BASELINE Mean (n=248)	3 MONTH Mean (n=127)	6 MONTH Mean (n=50)
2.73	3.99	4.20



How satisfied are you with your health?

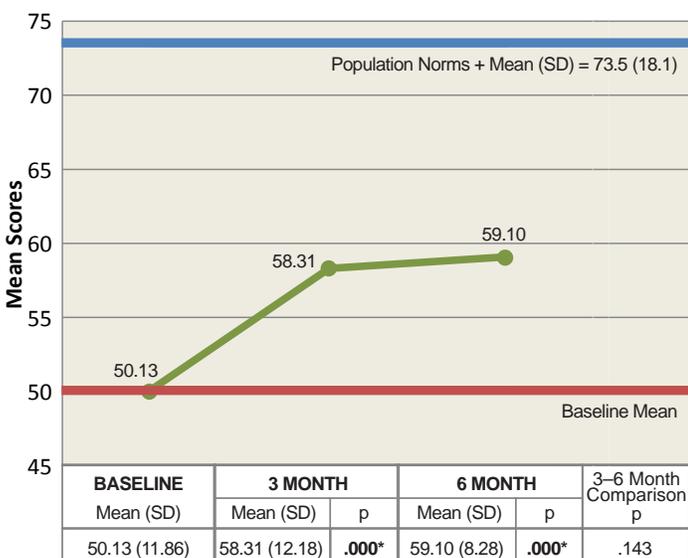
BASELINE Mean (n=248)	3 MONTH Mean (n=127)	6 MONTH Mean (n=50)
2.68	3.34	3.60



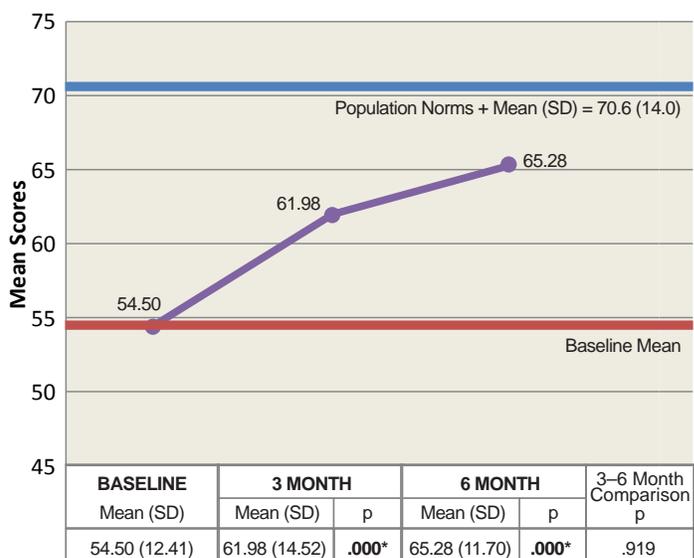
Quality of Life Improvements (cont'd)

Domain scores on the WHOQOL range from 0–100 and are scaled in a positive direction—higher scores indicate a higher perception of quality of life. As a point of reference, the mean scores at baseline for Fort Lyon residents were approximately 20 points below that found in the general population¹ across all four domains. Paired t-tests were conducted to compare means at baseline to the three month and six month follow-ups. Mean ratings in all four domains increased at three months and six months. The differences compared to baseline were statistically significant (p=.000). When comparing mean ratings at three months to those at six months, scores in all domains continued to increase; however, only one domain showed statistical significance. Social relationships increased significantly, from 45.19 at baseline to 52.02 at three months and 60.12 at six months. Interestingly, mean scores of quality of life related to environment were 73.12 at six months, only slightly less than the population average of 75.1.

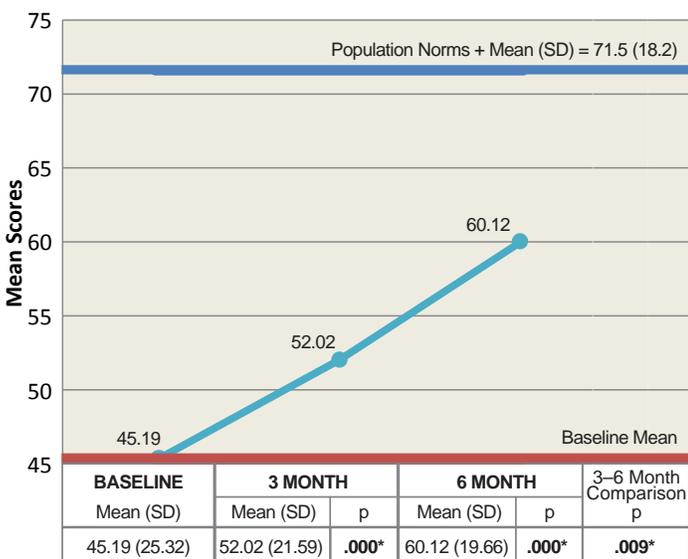
Physical Health



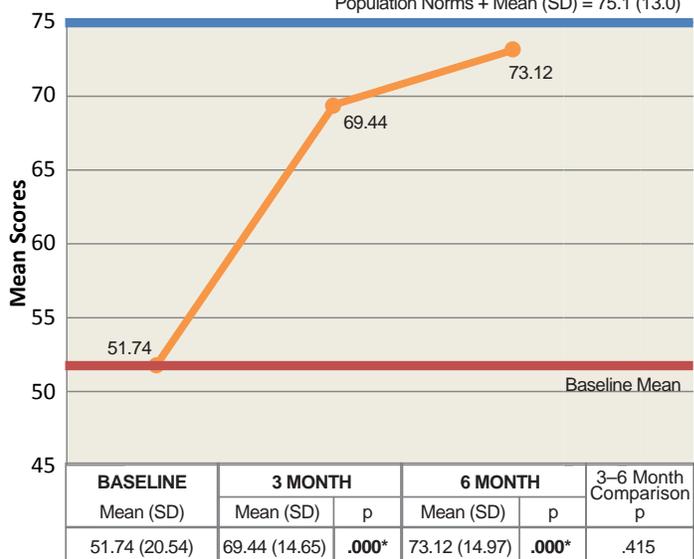
Psychological



Social Relationships



Environment



¹ Hawthorne, G., Herrman, H., & Murphy, B (2006). *Interpreting the WHOQOL-Bref: Preliminary Population Norms and Effect Sizes*. Social Indicators Research, Vol 77, issue 1, p37-59.
 * Statistically significant at p < .01.

15 Depression/Anxiety Improvements

The PHQ-9 is a nine item depression scale based on the nine diagnostic criteria for major depressive disorder in the DSM-IV (Diagnostic and Statistical Manual Fourth Edition) validated for use in primary care. The tool identifies overall depression severity as well as the specific symptoms and response to treatment. Together, the Patient Health Questionnaire (PHQ) and GAD-7 screening tools offer clinicians concise, self-administered screening and diagnostic methods for mental health disorders, which have been field-tested in office practice. These tools are quick and user-friendly, improving the recognition rate of depression and anxiety, while facilitating diagnosis and treatment.

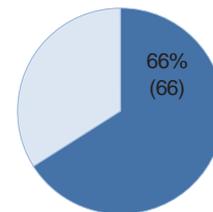
The PHQ-9 captures scores ranging from 0–27, with higher scores indicating more severe symptoms. The baseline mean was 11.53 with a full range in scores from 0 to 27. One hundred clients had baseline scores higher than “minimal depression.” Of those 100 clients, 66 (66.0%) experienced a decrease in scores of 20 percent or higher at three months. Paired t-tests were conducted to compare mean scores across time points. Average scores decreased significantly from baseline to three months (p=.000). While residents continued to show improvement in depression symptoms at the six month time point, the difference between three and six months was not statistically significant (p=.093).



Patient Health Questionnaire (PHQ-9)

BASELINE Range 0–27	3 MONTH Range 0–24		6 MONTH Range 0–21	
Mean (SD)	Mean (SD)	p	Mean (SD)	p
11.53 (7.39)	7.55 (6.02)	.000*	5.04 (5.17)	.000*

3 MONTH
Decrease in scores of 20% and higher**



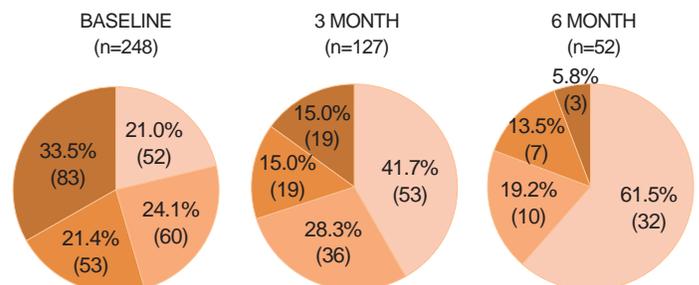
**Clients with baseline score higher than “minimal depression” (n=100)

The GAD-7 is a measure of anxiety with scores ranging from 0–21, with higher scores indicating more severe symptoms. Fort Lyon residents experienced a statistically significant decrease in anxiety symptoms from baseline (mean of 10.83) to three months (mean of 6.98), p=.000. While the decrease in average anxiety scores continued at six months (mean of 4.73), the difference between scores at three and six months was not statistically significant (p=.245). The percent of clients with scores indicating minimal anxiety went up over time, while the percent of clients with scores indicating severe and moderate anxiety went down over time.



GAD-7 Anxiety

BASELINE Range 0–21	3 MONTH Range 0–21		6 MONTH Range 0–18	
Mean (SD)	Mean (SD)	p	Mean (SD)	p
10.83 (6.59)	6.98 (6.11)	.000*	4.73 (5.42)	.000*



* Statistically significant at p < .01.

JOB TRAINING AND EDUCATIONAL PARTICIPATION

16 Job Training

JOB TRAINING PARTICIPATION



EMPLOYMENT MODULES

Food Service

Food preparation, serving, cleaning and customer service, and optional food safety class to obtain certificate

Transportation

Upkeep of vehicle fleet including oil changes, engine repair and cleaning, and repair and maintenance of bicycle inventory

Facilities Maintenance

Painting, drywall repair, sewing and installing window coverings, exterior window screen construction and installation, and plumbing

Groundskeeping

Lawn care, tree trimming, irrigation and concrete work

Housekeeping

General cleaning, floor maintenance and supply management, and floor buffing class for new residents

Office

Office assistance, post office and resident mail management

Arts and Education

Art room, computer lab and learning, library, movie projection, museum, and wood shop

Agriculture

Maintain a 4-acre garden including ditch irrigation, crops and chicken yard



17 Education

EDUCATION PARTICIPATION



COLLEGE CLASSES ENROLLMENT

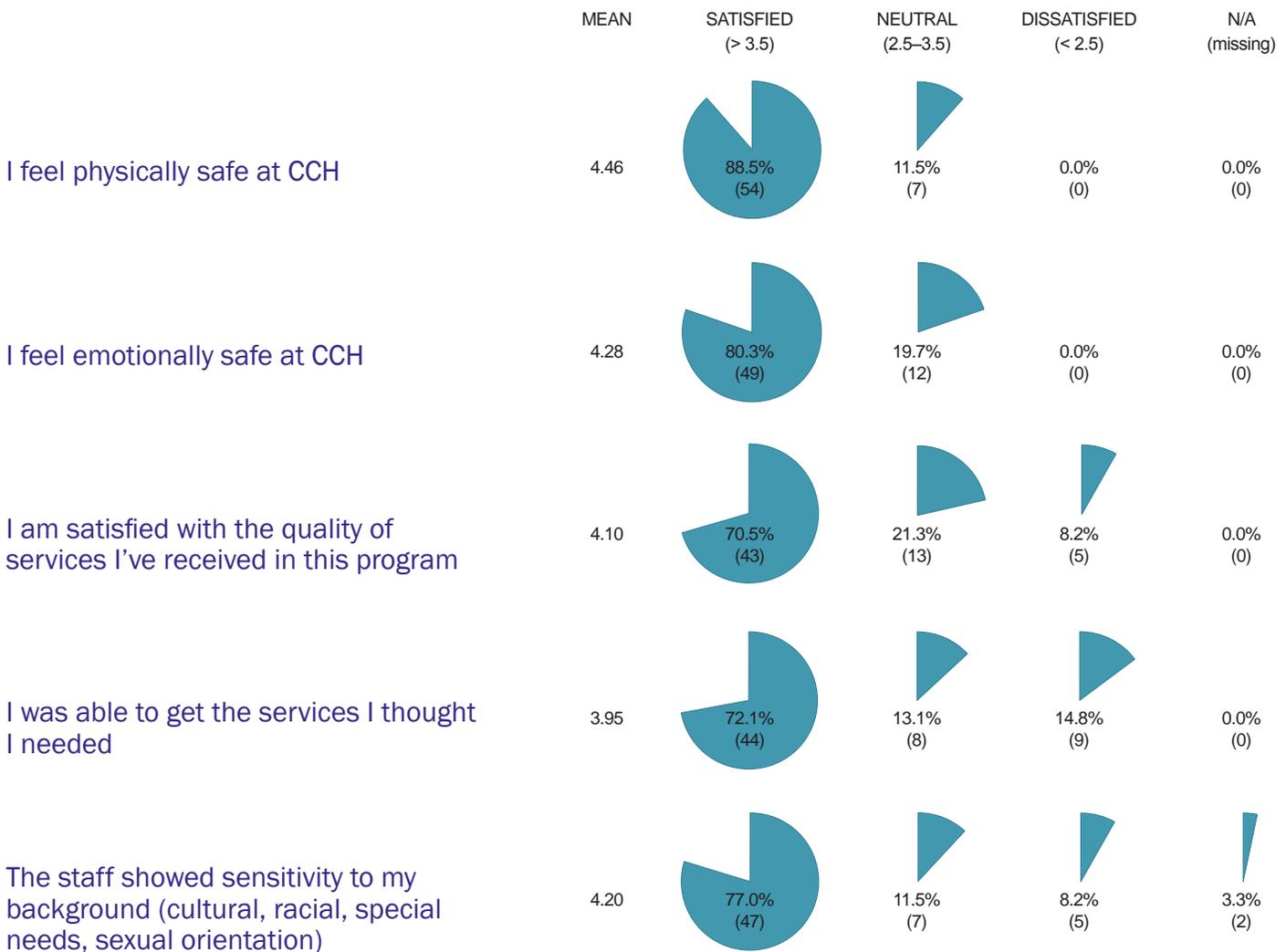
American State and Local Government	1
ASE 161 Engine Repair and Rebuild	1
ASE 162 Automotive Engine Service	1
Automotive Engine Repair	1
Basics of Chronic Disease	5
Behavioral Psychology	1
College 101: The Student Experience	5
College Algebra	1
Community Health Issues	14
Community Health Resources	11
Construction Trades	3
CPR for Professionals	10
Development of Theatre	1
End of Life: Palliative Care	5
English Composition I	22
Historic Preservation	6
Introduction to Business	25
Introduction to Community Health Worker	13
Introduction to PC Applications	45
Manual Drive Train and Axle Maintenance	1
Manual Transmission/Transaxles and Clutches	1
Manual Transmission/Transaxles and Clutches II	1
Math for Liberal Arts	1
Medical Terminology	5
Motivational Interviewing I	4
Patient Navigation	3
Principles of Macro Economics	2
Psychological Impact of Chronic Disease	5
Quantitative Literacy	19
Renewable Energy	3
Studio 121 (Corequisite for English 121)	13
Welding	3
Western Civilization: Antiquity-1650	3



RESIDENT SATISFACTION SURVEY RESULTS

The Colorado Coalition for the Homeless employs a comprehensive and continuous quality improvement program to enhance its capacity to effectively and efficiently serve homeless individuals and families in Colorado. Consumers of services provide some of the most valuable information about the quality and effectiveness of services. They also provide critical insight into how to improve quality to better meet their needs. The Coalition’s Customer Satisfaction Survey asked residents of the Fort Lyon Program to rate their level of agreement with 10 statements using a five-point Likert scale (5 = strongly agree; 1 = strongly disagree). Derived from the Mental Health Statistics Improvement Program Consumer Survey, these items assess consumer perceptions about the appropriateness of services, the quality of services, their participation in treatment, and outcomes they have experienced.

18 Satisfaction Survey Results



* n=61

Satisfaction Survey Results (cont'd)

	MEAN	SATISFIED (> 3.5)	NEUTRAL (2.5-3.5)	DISSATISFIED (< 2.5)	N/A (missing)
The staff treated me with respect and dignity	4.21	80.3% (49)	8.2% (5)	11.5% (7)	0.0% (0)
The staff had the knowledge and ability to help me	3.90	70.5% (43)	16.4% (10)	13.1% (8)	0.0% (0)
The resources/information provided to me by this program were helpful/useful	4.08	75.4% (46)	13.1% (8)	9.9% (6)	1.6% (1)
I was involved in the development of my own treatment goals	4.38	85.2% (52)	9.9% (6)	3.3% (2)	1.6% (1)
The services I've received have helped me deal more effectively with my problems	4.20	78.7% (48)	6.5% (4)	11.5% (7)	3.3% (2)

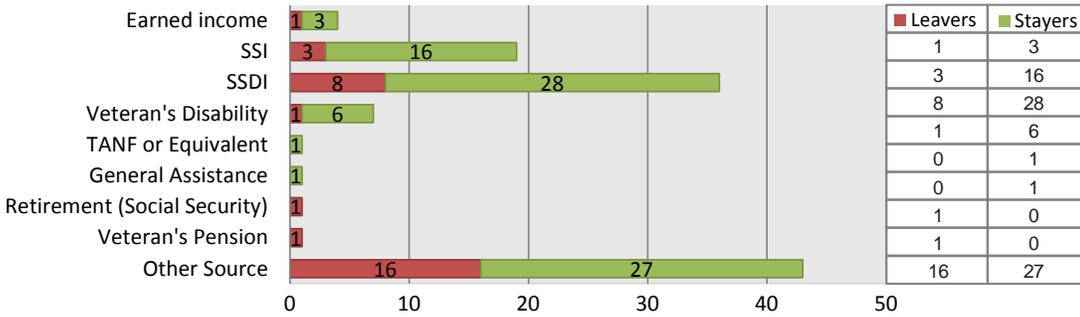


* n=61

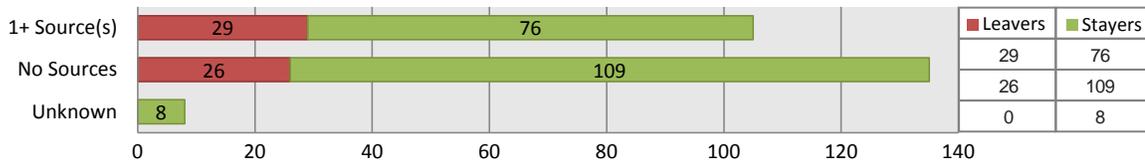
INCOME/BENEFITS SOURCES

19 Cash Income Sources

Type of Cash Income Sources

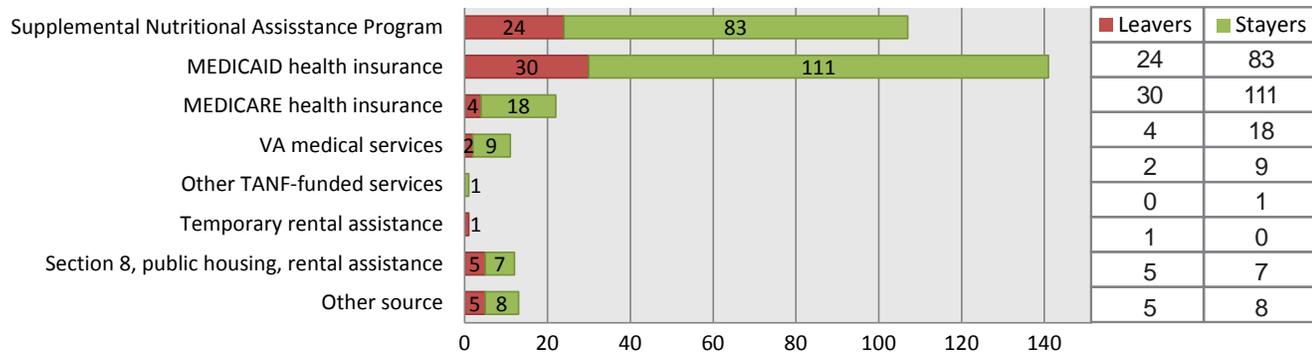


Number of Cash Income Sources

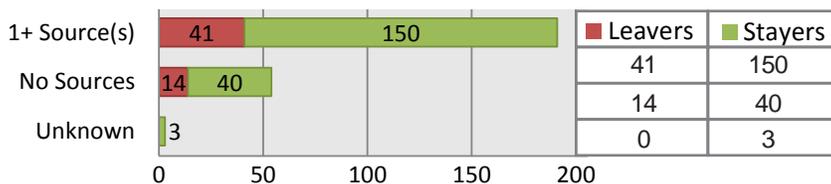


20 Non-Cash Benefit Sources

Type of Non-Cash Benefit Sources



Number of Non-Cash Benefit Sources



FROM THE RESIDENTS



Deanie

I'm very grateful to the Coalition. This has given me the safety that, at this point, I don't wish to go have a drink; I don't need it. I'm okay with being sober. And, the fact that I can go to school and actually learn—that amazes me. I never thought that I had the capability of working and going to school. But having a place to lay my head down, knowing I'm not going to go hungry, knowing that it's okay, I won't get hurt, that's been the hugest thing. If I did not have that stability, I never would have been able to stay sober or able to see that there's a future.



Darrell

I started a barber shop here—I'm pretty close to 700 haircuts that I've done here. And I've got two semesters of college in. I've done the computer college course; I've done the business college course. Yeah, I'm proud of what I did and now I've got a future. I've got plans for when I leave. I want to get signed up for a barber school before I leave here. Alcohol was killing me and Fort Lyon saved my life.



Brian

I'm enrolled in school. I'm going to Lamar College. I'm studying renewable energies—how to install them and do energy audits at homes. So maybe working for a power company eventually, and then, maybe contracting myself. And, I thank this place. I think God led me here and I'm doing well. Everything that they say—recovery, work, and educational collaborative—is what makes it work. I'm really grateful for life and look forward to the future.



John

That staff I can't say enough of because they care about you. I find this place very spiritual, very peaceful. I'm studying to be a Health Care Worker (HCW). I'd like to work with Hispanic populations since I'm bilingual. I'm going to finish the HCW here and I still need two semesters. Then I'll go back to Denver and do probably another two years of Chicano studies. Those are my goals.

FROM THE RESIDENTS



Buck

The longer I'm staying sober the more, the easier it is. I can deal with life easier. Deal with stuff instead of running to get a drink and that. And, I'm actually employed through Bent County right now, so I actually have a paying job. Yeah, I'm happy.



Bart

I've been on the street all my life until I met the Coalition. Fort Lyon has changed me big time. My thinking's changed. There's days if nobody mentions alcohol, then I don't even think of it. That's how much my thinking's changed. Yeah, after a whole life of drugs and alcohol.

Anthony

I'm in my third semester of college and I've done a year of recovery so it's going real well. It never crossed my mind that I would be in school and doing recovery, because I was still in active addiction. And I kinda hit rock bottom there, and it's a good thing that this place came along. It basically saved my life, along with the fellowship of AA. It's a lot easier to recover here than it would be anywhere else. It's basically client-based and the program is recovery, education, and employment. You know, it's putting people back in their communities with some sort of foundation that they didn't have when they came in here.



Dennis

It feels good; it feels nice to wake up in the morning after an eight-hour sleep to think clearly. And to know that I don't have to do dope today. And that was the biggest thing this place was to me was recovery. It kinda clicked and so I work on my own program, I do the AA, NA; I've got a sponsor. I'm working through my steps. I'm very comfortable in my sobriety right now. It's a good program.

FROM THE RESIDENTS



Heidi

My name is Heidi, and I am a proud resident of Fort Lyon Residential Supportive Community. I can hardly express the thankfulness and never ending gratitude that I have for this place. After twenty-three years of addiction, homelessness, trauma, and tragedy, what was next was certain death. Not only am I alive, but I am actually living now. The first thing that I was given upon my arrival was compassion, genuine care and concern for my life. The next thing was a safe place in which I was able to “finally rest.” After the first community meeting, I realized I was actually going to be getting my dignity back. Wow! I did not see that coming; that or my self-respect, which I found in working and interacting with other people just like me, striving to be well. One of my favorite quotes, “we all come with baggage, find someone who cares enough to help you unpack.” Well, I thank God for his love, grace, and mercy on my life because I found an entire community. I evidently was not quite able to handle some of the deep-seeded stuff I had been carrying around; I had to be re-booted, not once but twice. I was then sent away on a 30-day retreat which involved intensive care, coupled with rigorous honesty. Thank goodness I have a whole new perspective and life is amazing. Before my feet even hit the floor, I thank God every day for this place, the powers that be, and everyone here. They not only help to keep me sober, but now life really is worth living.



Howard

I am here not because I was forced to, but because I wanted to be. I thought that it was going to be like any other program that I have seen or heard about, it is not. The support system has allowed me to do something that nobody else in my family has, go to college. I am acing all my classes and am looking forward to next semester. I could not have done this at any other program. The structure has given me the time to get clean, and learn how to live clean on my own. I know the traditional statistics say that a lasting recovery are not in my favor, I feel like I can ignore them since I don't think that they apply to a program like Fort Lyon. Fort Lyon will give me an advantage when I leave here that no other rehab that I have been to has ever done.



Tim

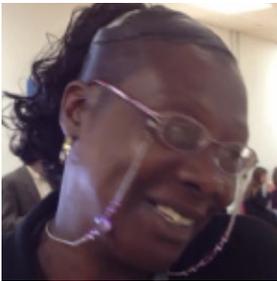
Since coming to Fort Lyon, I can now say I have a plan and goal in life. It has given me a chance to change my life around. Before I entered Fort Lyon I had no desire to change my life around. I can now look forward to the future and to be successful. I just want to thank Fort Lyon and all the staff for being so helpful.

FROM THE RESIDENTS



Leonard

I am a resident here at Fort Lyon. Since my stay here, the staff has been exceptional in helping me with my substance abuse and mental health issues. I am a veteran and I am pleased with all the opportunities Fort Lyon has to offer: schooling and meetings. I can see a great future here for helping homeless and veterans alike.



Julia

My name is Julia Ann Roberts. I arrived at Fort Lyon January the 30th. Fort Lyon is really a blessing for me. You know, I never thought within myself that I can do a program and be successful at it, but this place has showed me a better life, a new beginning, and a new me. And I love that. I love it. I wouldn't trade this right now for nothing, for nothing in the world. If I could stay here forever, I would be okay with it because this place has really, really helped me a lot. It really has. And I've got a little fear of going back where I came from, because that's where I've been all my life, you know, and change is hard, but you can do it if that's what you really want. That's all I'm going to say.



Deborah

My name is Deborah Smith. I'm originally from Boulder, as was my mother and my grandmother... And I lived in Boulder, I graduated from Boulder High in 1975 and I started smoking pot when I was 13 years old. I didn't start drinking alcohol until I was 18 but then I got in to it and I started drinking a lot and I quit when I had my babies and just seemed to get worse after my babies. And then when they grew up and went to college I started really drinking and I didn't think I could have fun without drinking- or everybody I knew drank and that was just the way to go. And now I'm 57 and I've tried to sober up before and it just didn't seem to last. So I heard about Fort Lyon through my case worker there in Fort Collins and I was so glad that she told me about this place, I think it's a blessing for me to have found this place, to finally be on my way to freedom from alcohol.



Delora

Hi, my name is Delora Craft and I'm from Montrose, Colorado. And I came here and I weighed 120 pounds. And I had no family, no friends, not one person I could call. My lady in Montrose showed me what this place was, got me set up. I got here, since then I have taken my GED, I am painting full time. I have faith now; I have a reason to stay sober. I am three months, almost four months sober right now. I have a lot of support, the staff as well as my fellow members. These people save lives- they gave me an opportunity to get out of survival mode and get in to a place where I could take care of myself and do the things that I needed to do.

FROM THE RESIDENTS



Chris

My name is Chris Hilton. I got here October 8 of last year. I've been in many programs—I'm a veteran of the streets as well as a veteran. And the freedom here, the being treated like an adult, the relationships amongst the staff that is so open, all the way up to the director, the doors are open if we have something we want to talk about. I'm talking for the first time in my life. I just know that for the first time in my life, I've slowed down. My job before this was to get drunk, and that was a job in itself. My job today is to work on Chris. I'm not going to detoxes today. I was a frequent flyer of Denver Cares Detox. The tools are here at my feet, what I pick up is what I'm going to use. I cannot describe what's happening here, but it's definitely positive. I'm not on the street. I've got a little place I call home, I can go in there, and I'm making it comfortable, it's my little domain. I wake up and I don't think I can even show enough gratitude to the people here for what this has done for me. But what I'm really excited about is the community health worker class I'm taking which is a certificate program through the junior college, where I'll actually be on campus there—and I'm going to, I'm definitely staying till that's done, till I get that. I know I've only got today, but my plans down the road as far as that's concerned are to complete that.



Rhonda

My name is Rhonda Rocene Sanders. I was born in 1969, started my addiction when I was about 15 and smoking cigarettes, which was a real bad habit I'm still trying to get rid of. And I couldn't stop using on my own, I've tried going to rehab a few times, couldn't get clean and sober, it just didn't last, wasn't enough for me. Today I have freedom, I can be- I'll have five months clean tomorrow. Which is a blessing, and Fort Lyon is a place of miracles, gave me a second chance. I've been here in September, and I left after six days, and they let me come back in October. I've been here since October 31, on Halloween. I have now grown a whole lot. This place has helped me to grow up and find myself, be who I am. And they've accepted me for who I am and I love this place and it's a blessing for everyone.



Marty

Hi, my name is Marty L. and I'm grateful to be here. It's been a big turnaround for me. I was homeless, living on the streets in the throes of my aggressive disease of alcoholism and this has given me a sense of purpose, some hope. I was in to a deep dark despair. But I'm turning my life around and I'm hopeful for the future. I'm going to college now at this time and see great things in the future. And I'm happy to be here and thankful. Thank you.