

**REVIVAL AND AMENDATORY SUBAWARD AGREEMENT  
TEMPORARY ASSISTANCE FOR NEEDY FAMILIES**

**THIS REVIVAL AND AMENDATORY SUBAWARD AGREEMENT** (“Agreement”) is made between the **CITY AND COUNTY OF DENVER**, a municipal corporation of the State of Colorado (the “City”), and **SERVICE SOURCE, INC.**, a Virginia foreign corporation, whose address is 10467 White Granite Drive, Oakton, Virginia 22124 (the “Subrecipient”), individually a “Party” and jointly the “Parties.”

**RECITALS**

**WHEREAS**, the City and **BAYAUD ENTERPRISES, INC.** entered into an Agreement executed on August 19, 2024 (the “Agreement”) for the performance of certain work set forth in that Agreement and **Exhibit A**.

**WHEREAS**, the Parties now wish to revive and modify the Agreement as set forth below.

**NOW THEREFORE**, the Parties hereby agree as follows:

1. Pursuant to the terms of this Agreement and as set forth in Exhibit A, **Bayaud Enterprises, Inc.** has ceased to perform the services and obligations described therein. Effective upon execution, **ServiceSource, Inc.** shall assume full responsibility for the continued performance of such services, including all associated rights, duties, and liabilities set forth below and Exhibit A.

2. Section 4 of the Agreement entitled “**TERM**” shall be deleted in its entirety and replaced with the following:

“**4. TERM:** The Agreement will commence on July 1, 2024, and will expire, unless sooner terminated, on June 30, 2026 (the “Term”). Subject to the City’s prior written authorization, the Subrecipient shall complete any work in progress as of the expiration date and the Term will extend until the work is completed or earlier terminated by the City.”

3. Section 5.5 of the Agreement entitled **Maximum Contract Amount**, subsection 5.5.1 is hereby replaced with the following:

“**5.5. Maximum Contract Amount:**

**5.5.1.** Notwithstanding any other provision of the Agreement, the City’s

maximum payment obligation will not exceed **ONE MILLION FOUR HUNDRED THIRTY THOUSAND ONE HUNDRED TWENTY-EIGHT DOLLARS AND ZERO CENTS (\$1,430,128.00)** (the “Maximum Contract Amount”). The City is not obligated to execute an Agreement or any amendments for any further services, including any services performed by the Subrecipient beyond that specifically described in Exhibit A-1. Any services performed beyond those in Exhibit A-1 or performed outside the Term are performed at the Subrecipient’s risk and without authorization under the Agreement.”

4. The following is added as Section 53, entitled “COMPLIANCE WITH DENVER WAGE LAWS”:

“**53. COMPLIANCE WITH DENVER WAGE LAWS:** To the extent applicable to the Contractor’s provision of Services hereunder, the Contractor shall comply with, and agrees to be bound by, all rules, regulations, requirements, conditions, and City determinations regarding the City’s Minimum Wage and Civil Wage Theft Ordinances, Sections 58-1 through 58-26 D.R.M.C., including, but not limited to, the requirement that every covered worker shall be paid all earned wages under applicable state, federal, and city law in accordance with the foregoing D.R.M.C. Sections. By executing this Agreement, the Contractor expressly acknowledges that the Contractor is aware of the requirements of the City’s Minimum Wage and Civil Wage Theft Ordinances and that any failure by the Contractor, or any other individual or entity acting subject to this Agreement, to strictly comply with the foregoing D.R.M.C. Sections shall result in the penalties and other remedies authorized therein.”

5. Except as amended here, the Agreement is affirmed and ratified in each and every particular.

6. This Revival and Amendatory Agreement is not effective or binding on the City until it has been fully executed by all required signatories of the City and County of Denver, and if required by Charter, approved by the City Council.

**EXHIBITS:**

EXHIBIT A-1-Scope of Work

**[SIGNATURE PAGES TO FOLLOW]**

**Contract Control Number:**  
**Contractor Name:**

SOCSV-202580415-01 / SOCSV-202473275-01  
ServiceSource, Inc.

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals at  
Denver, Colorado as of:

**SEAL****CITY AND COUNTY OF DENVER:**

**ATTEST:**  
  
By: \_\_\_\_\_  
  
\_\_\_\_\_

**APPROVED AS TO FORM:**  
  
Attorney for the City and County of Denver  
  
By: \_\_\_\_\_

**REGISTERED AND COUNTERSIGNED:**  
  
By: \_\_\_\_\_  
  
By: \_\_\_\_\_

**Contract Control Number:**  
**Contractor Name:**

SOCSV-202580415-01 / SOCSV-202473275-01  
ServiceSource, Inc.

By: \_\_\_\_\_

DocuSigned by:

*Andrew Rind*

0AC664644C294C4

Name: \_\_\_\_\_

Andrew Rind

(please print)

Title: \_\_\_\_\_

Executive Vice President

(please print)

ATTEST: [if required]

By: \_\_\_\_\_

Name: \_\_\_\_\_

(please print)

Title: \_\_\_\_\_

(please print)



**ServiceSource, Inc.**  
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**I. OVERVIEW**

Contractor Name	ServiceSource, Inc. (Formerly Bayaud Enterprises, Inc.)
Business Address	10467 White Granite Drive Oakton, VA 22124
Website	<a href="https://www.servicesource.org/">https://www.servicesource.org/</a>
Services Summary	Provide ongoing supplemental services to Colorado Works (CW)/Temporary Assistance for Needy Families (TANF) participants.
Contract Term	7/1/2024 – 6/30/2026
Contract Total	\$1,430,128
Fiscal Term	7/1/2025 – 6/30/2026
Fiscal Term Total	\$715,064
DHS Division	Economic Resilience (ER)
DHS Program	CW/TANF
Funding	TANF (federal funds), distributed via Colorado Department of Human Services (CDHS)
CCD Legacy #	SOCSV-202473275-01

**II. BACKGROUND AND PURPOSE**

- a. In 1996, Congress explicitly envisioned the Temporary Assistance for Needy Families (TANF) program as a critical support for families to gain the needed skills and knowledge to care for children in their own home and to promote job preparation and access to work. TANF is also often the only source of financial support for families and can be a portal to other critical safety net programs, including Supplemental Security Income (SSI), the Supplemental Nutrition Assistance Program (SNAP) (previously known as food stamps), Child Care Assistance Program (CCAP), and Medicaid. States can use TANF creatively and provide supports and services directly responsive to the needs of underserved families.

In response to this need and with the flexibility afforded under the TANF legislation, the City is seeking to improve adult and child outcomes for the most vulnerable families entrusted in our care. The goal of the Colorado Works/TANF Program in Denver is to promote the long-term economic well-being of our community, through preparation for and attachment to employment for those who are able to work. The City's CW/TANF Program is designed to engage individual participants with the services, opportunities, resources, and tools needed to successfully move toward stability and self-sufficiency. Denver Human Services (DHS) facilitates robust community gains by partnering with



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local businesses, educational institutions, and other service providers in the area, and advocating for participants as a vital part of the DHS support network. For those who are not readily able to work, Denver's CW/TANF program offers supports and services intended to increase employability and promote family safety and stability.

Science tells us that it is never too late to help adults build up their core capabilities, and that we can have a life-long impact if adults support the development of these skills in childhood. When adults have opportunities to build the core skills that are needed to be productive participants in the workforce and to provide stable, responsive environments for the children in their care, our economy will be stronger, and the next generation of citizens, workers, and parents will thrive. We also know that programs that provide support and "bridging" by crossing barriers of race, gender, socioeconomic status as well as "bonding" by tying participants and staff into a supportive community has positive long-term impact. The City realizes the importance of these services and supports and is seeking them for those most in need in our community, including the link to social capital and its effectiveness in supporting low-income persons through the transition to employment.

- b. DHS is responsible for administering eligibility for CW/TANF pursuant to Colorado Revised Statutes (CRS) at section 24-4-103 (11) CRS, and Colorado Code of Regulations (CCR), 9-CCR-2503-6. DHS and contractor shall share responsibility for workforce case management and/or supplemental services, depending on participants' circumstances.
- c. ServiceSource, Inc. (ServiceSource) is identified as a subrecipient for the purposes of this agreement and is therefore subject to all terms, conditions and regulatory requirement required of federal funding subrecipients per 2 CFR Part 200, as well as specific rules and regulations for CW/TANF.

### III. FOCUS POPULATION(S)

- a. General CW/TANF eligibility criteria:
  - i. Pregnant or taking care of a child under 18 years old.
  - ii. Resident of Colorado.
  - iii. Citizen of the United States, a legal alien, a refugee, or a permanent resident.
  - iv. Family income is less than \$75,000 a year.
- b. Participants referred for workforce supplemental services have been determined as eligible for CW/TANF and are currently receiving TANF Basic Cash Assistance (BCA).



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- c. Adult members of the CW/TANF receiving family are limited to 60 months of CW/TANF BCA during their lifetime. Services provided will need to be achievable within this 60-month limit with the understanding that many CW/TANF participants have already used a portion of their lifetime limit.
- d. Geographic Service Areas
  - i. Contractor shall engage focus populations Citywide.
- e. DHS has developed service lanes to provide specific services based on the participants assessment criteria. The services lanes are:

**Service Lane 1** - Job Ready. Participants in this lane have the required marketable vocational skills, commitment, and experience to gain and maintain entry level employment. They may have minimal barriers that will not supersede their ability to become employed. Participants are ready to engage in work experience or on the job training, intern and externships, interview and resume preparation and practice, and active, supported job searching. Long-term family income is anticipated to be through employment earnings.

**Service Lane 2** - Short to long-term barrier resolution. Participants in this lane have at least some of the marketable vocational skills, commitment and/or work experience to gain or maintain employment. Long-term family income is anticipated to be through employment earnings. Some participants may have time-limited barriers to employment as documented by a qualified professional such as education and soft skills/professionalism.

**Service Lane 3** - Employment alternatives. Participants in this lane have permanent or long-term barriers to employment as documented by a qualified professional. These individuals have disabilities or significant barriers that likely prevent them from becoming employed and will be supported in applying for other programs such as federal Social Security Administration (SSA) disability programs.

**Service Lane 4** - Longer-term barrier to employment with employment being the long-term goal. Participants in this lane require intensive case management due to either major barriers such as homelessness, mental/physical health, etc., that must be mitigated before employment may be addressed or time-limited eligibility for services while they receive a TANF 60-month extension.





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**Service Lane 5** - Self-directed activity (maternity, long-term education, etc.). Participants in this lane require only minimal case management while their situation remains largely unchanged and stable over long periods of time.

**IV. SERVICES**

- a. ServiceSource shall provide multiple supplemental services to meet the self-sufficiency needs of TANF beneficiaries through employment and/or access to SSI/SSDI benefits. The following are ServiceSource's two (2) focused lanes of services that align with the Service Lanes model:
  - i. Service Lane 2
    - Inputs: IPS Job Developer, Life skills class curriculum for education and soft skills, partnership with a local employer.
    - Activities: Education Classes/General Educational Development (GED), Soft Skills Development, Professionalism workshops, job readiness workshops, resume writing, job search assistance.
  - ii. Service Lane 3 - SSI/SSDI Outreach, Access, and Recovery (SOAR)
    - Inputs: SOAR Navigator, partnership with Social Security Administration and Denver Human Services staff. Follow SOAR curriculum for disability benefits. IPS Job Developer to assist with post-employment after claim is denied or an unlikely successful claim.
    - Activities: Assessment of barriers and eligibility, follow SOAR application assistance, support and follow up with TANF participants during initial and reconsideration processes.
- b. **All Referrals** shall be processed by ServiceSource's Intake Coordinator for initial program eligibility review and when appropriate, distribute the participant file to a Benefits Navigator, Vocational Services Manager, or an Employment Specialist, depending on referral type.
- c. **SSI/SSDI Outreach, Access, and Recovery Services**
  - i. Disability documentation is preferred but not required for SSI/SSDI screening referrals. ServiceSource Navigator shall compile disability documentation required for supported employment or community-based training referrals.



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- ii. **SSI/SSDI Screening:** The screening process for new adult or child applications can last up to 90 days from date of referral. ServiceSource's best practice goal is to keep screening time to 60 days. Navigators shall provide private, trauma-informed, and fully accessible services to adults and children. Participation is reported to the referring DHS case manager or other contracted TANF Case Management providers on a monthly basis. Navigators shall perform assessments/screening of the following categories authorized by DHS or other contracted partners in the Individualized Plan:
- **SSI/SSDI eligibility for initial adult or child applicants with no pending or previous SSI/SSDI cases** - Assessment of SSI/SSDI eligibility shall be determined by ServiceSource Navigator through utilization of Navigator Screening Process. ServiceSource Navigators have adopted the SOAR procedures and tools to determine whether an individual is a good candidate to qualify medically for SSI/SSDI approval or needs further assessment. Worksheets and questionnaires are utilized as tools to determine impacts and severity of disability, as appropriate (copies of these tools are available upon request). In addition to the worksheets, a review of medical documentation shall be conducted. Signed Releases of Information shall be provided to all potential sources requesting records and documentation. If medical documentation supporting stated diagnosis is insufficient or nonexistent, referrals shall be made for appropriate medical and mental health assessments.
  - **SSI/SSDI screening for adult or child applicants with an existing filed application that has been denied and appealed** - The same screening process described above is prescribed to this group to determine the best way to support the application.
  - **Referral needed for initial/additional vocational information** - After the SSI/SSDI screening process is initiated, it may be necessary to complete an internal referral for a vocational evaluation. Evidence gathered here further develops a case for disability or a clearer path to supported employment. Coordination with Colorado Department of Human Services (CDHS) Disability Determination Services (DDS) as well as the National SOAR Technical Assistance Center have helped further define this customized report generated by ServiceSource's vocational staff.



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- **Referral needed for mental health services** - Adults may receive multiple sessions of individualized counseling, group counseling, and/or substance use group therapy. Services may also include facilitated connection to long term mental health supports for the individual. Mental Health records may be requested by the referring Navigator to include in the SSI/SSDI screening process.
- **Application Assistance for SSI/SSDI** - candidates screened as “likely” shall receive complete application assistance for SSI and SSDI. Application processing timelines may vary and are dictated by CDHS’ DDS and the Social Security Administration. Full applications may be filed within 60 days of a screening decision by ServiceSource and may take up to 12-14 months for an official approval or denial.

d. Workforce Integration Services

- i. ServiceSource shall offer a comprehensive three (3) month curriculum for TANF participants. This curriculum is meticulously designed to cater to the diverse needs of TANF families, with a focus on education, GED classes, and soft skills.
  - The first month of the curriculum lays the foundation and conducts assessments. It begins with an introduction to the program, its goals, and the services it offers. This is followed by a series of assessments to determine the educational levels, career interests, and soft skills proficiency of the participants. The participants are then guided to set individual goals and create personalized plans. The latter half of the first month is dedicated to starting GED or basic education classes tailored to individual levels and introducing soft skills through communication, teamwork, and problem-solving workshops.
  - The second month is dedicated to skill development and enhancement. It starts with intensive classes focusing on GED subjects where participants need the most support. This is complemented by practice tests and study groups to reinforce learning. The latter half of the second month is dedicated to advanced soft skills training. This includes professionalism workshops covering workplace etiquette, conflict resolution, and time management, and job readiness workshops including interview techniques and understanding employer expectations.



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- The third and final month is about application and transition. It starts with final preparation for GED exams, including review sessions and mock exams. The latter half of the month is dedicated to employment preparation. This includes resume writing sessions with individual feedback, job search assistance, including how to effectively utilize job boards and networking strategies, and partnership activities with local employers, such as job shadowing or internships.
  - ii. Throughout the three months, ongoing support is provided. This includes personal counseling to address any barriers to learning and employment, career counseling to align educational achievements with career goals, and financial literacy workshops to manage increased family income effectively. The curriculum is flexible to accommodate the diverse needs of TANF families and includes regular evaluations to ensure participants are on track to meet their goals. This structured approach aims to improve educational attainment, enhance soft skills and professionalism, and ultimately increase employability and family income for TANF families. It is a testament to ServiceSource's commitment to empowering TANF families and helping them achieve their goals.
- e. Cultural Responsiveness and Trauma-informed Services
  - i. Contractor shall provide all services as described in this Agreement in a manner culturally appropriate and consistent with the City's commitment to equity values, which encompass inclusion, engagement, equitable programming, accountability, transparency, and the promotion of intersectional, inclusive, and accessible programs and strategies.
  - ii. Contractor shall ensure all staff provide services through a trauma-informed approach with an emphasis on harm reduction. Staff shall be trained and continually coached to better understand trauma so they can be sensitive and responsive to focus population(s) receiving services.

**V. CITY RESPONSIBILITIES**

- a. The City shall be responsible for providing or securing the following:
  - i. Administer eligibility for CW/TANF pursuant to Colorado Revised Statutes (CRS) at section 24-4-103 (11) CRS, and Colorado Code of Regulations (CCR), 9-CCR-2503-6.



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- ii. Share any CW/TANF programmatic changes and provide necessary training contingent on DHS training and/or resource availability. To be scheduled on mutually agreed upon date(s)/time(s) based on shared availability.
- iii. DHS shall remain the assigned case manager of record. As the case manager of record, DHS shall provide ongoing case management supports including ongoing assessment, development of Individualized Plans (IP) with participant, and engagement into workforce development activities that lead to employment.

**VI. COMMUNICATION AND COLLABORATION**

**a. Contractor shall:**

- i. Attend and participate in monthly meetings as requested by the DHS program contact.
- ii. Agree to use City/DHS issued email addresses for all CW/TANF related communication with DHS staff and contractors regarding participants. This includes complying with all City prescribed privacy requirements related to communication and information sharing.
- iii. Ensure all electronic communication referencing CW/TANF participants will follow all privacy requirements, including but not limited to encrypting emails to recipients outside of the City network.

**b. DHS shall:**

- i. Facilitate monthly meetings with Contractor to review contracted services and performance and troubleshoot any barriers (i.e. City/State systems access, invoice/payment, etc.).
- ii. Provide and maintain City issued email to Contractor staff for mutual communication containing participant information.

**VII. KEY PERFORMANCE INDICATORS**

**a. Output/Process Measures**

- i. Services Lane 2: 200 clients served, 150 hours of education/GED classes, 100 hours of soft skills/professionalism Workshops, 200 resumes written and 20% placements in six (6) months.
- ii. Services Lane 3: 250 clients served, 200 SOAR assessment completed, 100 referrals to SSA, 75 applicants for disability benefits, 50 follow-ups, and 25 approvals.
- iii. Provide mental health services for up to 50 adult participants.

**b. Outcome Measures**



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- i. 35% of participants who complete education/GED classes and soft skills/professionalism workshops pass the GED exam and report increased confidence and satisfaction with their education, compared to 65% of clients who do not complete these programs.
  - ii. 50% of participants who apply for disability benefits through the SOAR model are approved and enroll in health insurance within six (6) months.
  - iii. 25% of participants shall attain credentials within one (1) year after exit. This could be education such as high school diploma or equivalent, a recognized postsecondary credential or on the job training certificates.
- c. Contractor shall be responsive to City feedback on monthly metrics and track performance specific to funding-required outcomes and key performance indicators (KPIs) as communicated by City.

**VIII. REPORTS**

- a. The following reports shall be developed and delivered to the City as stated in this section.

Report Name	Description	Frequency	Reports to be sent to:
1. Monthly Report	A monthly report demonstrating progress in meeting program's goals and containing KPIs.	Due the 15 <sup>th</sup> of the month following the month services were provided, throughout the contract term.	CW/TANF Program Manager or designee
2. Monthly Activity Report	Activity report that details the monthly participant activity with monthly hours spent in each.	On or before the 5 <sup>th</sup> of each Month following the month services were rendered.	<a href="mailto:DhsTANFcontractors@denvergov.org">DhsTANFcontractors@denvergov.org</a> AND/OR CW/TANF Program Manager or designee
3. Outcomes Report	Qualitative and Quantitative - demonstrating how services provided met the overall outcome and budget goals of this agreement. Data requested for services performed 7/1/25-3/31/26.	By April 15 <sup>th</sup> , 2026	CW/TANF Program Manager or designee



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4. Language Access Plan	This one-time report establishes an effective plan and protocol for the organization to follow when providing services to, or interacting with, individuals who have limited English proficiency.	Due 90 days after contract execution  *Completed during base agreement term	CW/TANF Program Manager or designee
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- b. Contractor shall submit reports timely to the DHS program contact.
- c. Contractor shall request report due date extensions in writing prior to a report deadline and the extension must be approved by City personnel.

**IX. ADMINISTRATIVE REQUIREMENTS**

**a. Policies and Procedures**

- i. Contractor shall establish and maintain written policies and procedures to operationalize the services identified within this Agreement and demonstrate compliance with federal, state, and local regulations.
- ii. All current policies and procedures shall be made available to the City program contact in electronic form.
- iii. All policies and procedures, including any revisions, shall be subject to the approval of the City program contact.
- iv. Contractor shall maintain an inventory of all implemented policies and procedures, including past versions that were at one time in effect.

**b. Language Access Plan**

- i. A Language Access Plan (LAP) is a management document that outlines how Contractor's program defines tasks to achieve language access and maintain compliance with federal law requirements for Title VI Language Access and corresponding Executive Orders from the Federal government (Executive Order No. 13166) and the City and County of Denver (Executive Order No. 150).
  - Contractor shall conduct an individualized assessment that examines the four factors of Language Access Planning.
  - Contractor shall develop a documented Language Access Plan to support language access for participants.
  - Contractor shall collect data that identifies the language needs of the population served.

**c. Grievance Process**





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- i. A grievance procedure is a formal way for an individual or a family to raise a problem or complaint to the Contractor.
  - ii. Contractor shall develop and implement a public-facing grievance process which clearly outlines the steps involved in reviewing, addressing, resolving, and documenting grievances which may occur for Services as defined in this Agreement during the term of the contract.
  - iii. Contractor shall document this procedure and must receive approval in writing from the DHS program contact for the proposed grievance procedure before it is implemented. This should be prioritized within the first 30 days of beginning services.
  - iv. Individuals and families receiving services must be properly notified of the grievance procedure once it is approved. This can be done through the Contractor's website, distribution of printed materials at time of service, or in other ways not yet contemplated, so long as it is accessible to the focus population(s) defined in this Agreement.
  - v. Contractor shall promptly address grievances. The DHS program contact shall be consulted and notified of any grievances that cannot be resolved by the Contractor.
- d. Performance Management
- i. Contractor shall permit the City to carry out reasonable activities to review, monitor, and evaluate any of the procedures used by Contractor in providing or supplying services and make available for inspection all notes and other documents used in performing the services as described in this Agreement.
  - ii. Monitoring shall be performed as necessary by the program area and other designated DHS staff throughout the term of the Agreement. As a subrecipient, monitoring is required per 2 CFR Part 200 Subpart D 200.331 and DHS policy 1809-506. Subrecipient monitoring includes but is not limited to the following:
    - *Program or Managerial Monitoring* - The quality of the services being provided and the effectiveness of those services addressing the needs of the program.
    - *Contract Monitoring* - Review and analysis of current program information to determine the extent to which contractors are achieving established contractual goals. Financial Services, in conjunction with the DHS program area and other designated DHS staff, shall provide performance monitoring and reporting reviews. DHS staff shall manage any performance issues and shall develop interventions to resolve concerns.





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- *Compliance Monitoring* – Contractor shall ensure that the terms of the contract document are met, as well as Federal, State and City legal requirements, standards, and policies to include sub recipient requirements.
  - *Financial Monitoring* – Contractor shall ensure that costs are allocated and expended in accordance with the terms of this Agreement. Contractor is required to provide all invoicing documents for the satisfaction of Financial Services. Financial Services shall review the quality of the submitted invoice monthly. Financial Services shall manage invoicing issues through site visits and review of invoicing procedures.
- iii. If, as a result of an audit or review relating to the fiscal performance of the Contractor including those performed by a DHS internal auditor, the City receives notice of any irregularities or deficiencies in said audits, the Contractor shall correct all identified irregularities or deficiencies within the time frames designated in the City’s written notice of irregularities or deficiencies. If the identified irregularities or deficiencies cannot be corrected by the date designated by the City, then the Contractor shall so notify the City in writing and shall identify a date that the Contractor expects to correct the irregularities or deficiencies; provided, however, that the irregularities or deficiencies shall be corrected no later than 90 days from the date of the City’s notice.
- DHS will notify Contractor in advance of every CW/TANF related audit and Contractor will have a representative present at such audit. Contractor will participate in all audit coordination as appropriate, including meeting all DHS timeline requirements.
- e. Subcontractors
- i. Contractor shall, prior to entering an agreement with any approved service providers, subcontractors, consultants, or any other entity approved to supply the services described in this Agreement, ensure the adequacy of their accounting system and financial records to accurately account for the funds awarded them and to be able to allocate costs appropriately between two or more projects and/or agreements.
  - ii. Each approved service provider, subcontractor, subconsultant, or other approved person or entity engaged by the Contractor to provide services and supports under this Agreement will be subject to and will comply with City standards, policies and procedures for contract performance review and audits.



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- iii. Contractor shall comply with all requests from the City to obtain information from and conduct reviews or financial audits of approved service providers, subcontractors, subconsultants, and other approved persons or entities supplying services under the Agreement.
  - iv. Contractor shall provide copies of audits and performance reviews, if any, of approved service providers, subcontractors, subconsultants, and all other approved persons or entities supplying services and supports prepared by any entity, other than the City Auditor or a DHS internal auditor, to the City program contact within thirty (30) days of the Contractor's receipt.
- f. Record-Keeping
- i. Contractor and DHS will work collaboratively to collect and retain all CW/TANF program information necessary to ensure compliance with the requirements of any applicable state or federal law and program regulations. This includes all case management records (paper and automated), which includes, but is not limited to, all assessments, Individual Plans (IPs), workforce development activities, participation tracking sheets, contracted services, and workforce counseling administered by Contractor.
  - ii. Contractor shall establish and maintain record-keeping policies in accordance with the requirements established by applicable state law or as reasonably required by the City, including the City Auditor, concerning the provision of services and expenditure of City Funds, including, but not limited to, establishing and maintaining financial and performance records with respect to all matters covered by this Agreement in sufficient detail and in a manner sufficient to conform to generally accepted accounting principles so as to allow audit of the expenditure of City funds received by the Contractor.
    - Contractor shall retain such financial and performance records for a period of six (6) years from the date of final payment to the Contractor under this Agreement.
  - iii. Contractor shall utilize the designated data systems, including but not limited to, CBMS for CW/TANF participants. CBMS must be used in accordance with the DHS and CDHS written policies and procedures. Each staff person will be given the minimum access required to perform their specific role under the Contract.
    - DHS and the State will coordinate CBMS security access setup and controls.



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- All requests should be routed through the DHS CBMS Help Desk to ensure that State and internal processes are followed.

**X. BUDGET**

**a. Funding Information/Requirements**

- i. Program Name: Colorado Works/Temporary Assistance for Needy Families.
- ii. Funding Source: Temporary Assistance for Needy Families Block Grant
- iii. Funding Type: Federal

**b. Per Uniform Guidance CFR 200.331 DHS clearly identifies to the subrecipient the following federal funding information:**

- i. Program Name: Colorado Works/Temporary Assistance for Needy Families
- ii. Name of Federal Awarding Agency: Department of Health and Human Services (HHS)
- iii. Federal Award Date: 10/17/2024
- iv. Federal Funding Amount: \$117,328,780
- v. Amount of Federal Funds by this action: \$4,906,712
- vi. Subaward Period of Performance: 7/1/2025 – 6/30/2026
- vii. Assistance Listing# (a.k.a. CFDA#): 93.558
- viii. Federal Award Identification Number (FAIN): 2501COTANF
- ix. Subrecipient UEI#: KQ7KKEB5M4R7
- x. Amount awarded to subrecipient: \$715,064
- xi. Indirect cost rate: 15%
- xii. Additional sub awards by subrecipient: ☐ Yes ☒ No
- xiii. Names of subcontractors or sub awardees: N/A

**c. Use of Government Funds**

- i. Contractor shall spend funds provided under this Agreement in a way that serves the public interest, honors the public trust, and is consistent with services as described in this Agreement.
- ii. Contractor shall use funds provided under this Agreement for the purposes of effectuating the purposes of City law as this Agreement contemplates and as set forth in the scope of work.



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- iii. If requested, Contractor shall establish and submit to the City an inventory list, in such format as designated by the City program contact and within thirty days of said request, of all Equipment and Controlled Assets purchased under this Agreement.
  - iv. Contractor shall update said inventory list as necessary on a timely basis. The inventory shall specify the location of all Equipment and Controlled Assets purchased to supply the Services.
  - v. Upon the expiration or earlier termination of this Agreement, unless the Agreement is extended by a written amendment executed by the Parties in the same manner as this Agreement, all Equipment and Controlled Assets purchased to supply the Services shall either be returned to the City or disposed of as the City shall direct.
- d. Invoicing
- i. Contractor shall submit invoices on or before the 15th of the month following when services were provided.
  - ii. Contractor shall use an invoice format or template approved by the City.
  - iii. Invoice supporting documentation must be provided with each invoice and must meet DHS /City documentation requirements.
  - iv. Unless otherwise instructed, invoices shall be submitted to [DHS\\_Contractor\\_Invoices@denvergov.org](mailto:DHS_Contractor_Invoices@denvergov.org).
- e. Budget Modifications
- i. Budget line items may only be modified in accordance with the DHS budget modification policies and procedures. Modification shall not take effect until approved in writing.
  - ii. Any proposed modifications that require an increase in the maximum contract amount shall be evidenced by a written amendment prepared and executed by Contractor and the City in the same manner as this Agreement.
- f. Payment Method
- i. Contractor shall be reimbursed for services provided under this Agreement according to the approved line-item reimbursement budget.



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g. Budget Table

Contractor Name	Program	Fiscal Term
ServiceSource, Inc.	CW/TANF	7/1/2025 – 6/30/2026

Personnel				
Position Title	Annual Salary & Wages	Annual Fringe Benefits*	FTE	Annual Contract Budget
Senior Manager	\$84,000	\$25,200	0.6071	\$66,295
Program Manager	\$66,000	\$19,800	1.00	\$85,800
SOAR Lead	\$58,500	\$17,550	1.00	\$76,050
Intake Coordinator	\$58,000	\$17,400	1.00	\$75,400
SOAR Navigators	\$56,000	\$16,800	2.5071	\$182,517
IPS Job Developers	\$58,000	\$17,400	1.50	\$113,100
Personnel Subtotal				\$599,162

\*Fringe Benefit Rate: 30%

Direct Costs		
Type of Expense	Cost Detail	Annual Contract Budget
Materials & Supplies	Program-related materials and/or office supplies including, but not limited to, laptops or Chromebooks with accessories, monitors, cell phones, postage, printing, job readiness curriculum and workshops for participants.	\$14,125
Travel	Mileage, parking and toll reimbursement for staff to attend training, visit participants, and other service providers.	\$500
Client Services	Cost of items provided to participants include, but not limited to, life-skill development class fees, tests, learning material, and licensures.	\$5,008
Other Direct Services	Staff training & development	\$3,000
Direct Costs Subtotal		\$22,633

Total Direct Cost	\$621,795
Modified Total Direct Cost	\$621,795

Indirect Costs		
Type of Expense	Cost Detail	Contract Budget



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Indirect Costs	Indirect Method: City-Negotiated Indirect Cost Rate Indirect Base: Modified Total Direct Cost	15%	\$93,269
<b>Total Fiscal Budget</b>			<b>\$715,064</b>

a. Language Access Costs

- i. Costs related to providing appropriate language access for clients receiving services under this Agreement shall be included in the Contractor's Indirect Cost Rate or borne solely by the Contractor.

b. Budget Definitions

- i. Salaries and Wages. Staff assigned to work specifically on the contracted activities. Funds may be used to reimburse staff salary and wages and for the prorated share of leave costs (PTO, vacation, sick, holidays, etc.). Funds may not be used to reimburse bonuses, severances, payouts of leave when an employee separated from job, or for staff who are on pre-disciplinary or disciplinary leave.
- ii. Fringe Benefits. Any monetary benefit an employer offers in exchange for an employee's service that does not include their salary. Funds may be used for the prorated share of payroll taxes (i.e., Social Security, Medicare, federal unemployment, state unemployment), insurance (i.e., medical, dental, vision, life, ADD/LTD, workers comp), and retirement plans.
- iii. Prorated Share. Salaries, wages, and fringe benefits that are based on records that accurately reflect the work performed and comply with the established policies and practices of a contractor's organization. Positions that do not work 100% of their time on the contracted activities, must keep documentation that supports a reasonable allocation or distribution of costs among specific activities or cost objectives.
- iv. Direct Costs. Costs that can be identified specifically with the contracted program, project or activities and can be assigned relatively easily with a high degree of accuracy.
- v. Materials and Supplies. Tangible personal property to be used by contractor during the contract term that are not defined as equipment (useful life of over a year and over \$10,000/unit).



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- vi. **Travel.** Costs for employees who travel on official business related to the contracted activities. The costs may only be reimbursed at federal uniform rates and mileage reimbursement may not exceed the approved federal (IRS) / U.S. General Services Administration (GSA) rates.
- vii. **Subcontracts/Consultants.** Includes all services performed by an independent contractor who is not affiliated or part of the organization. Subcontractors are any supplier, distributor, vendor, or firm that furnishes supplies or services to Contractor. A consultant is an individual retained to provide professional advice or services for a fee. Compensation for consultant services must be reasonable and consistent with that paid for similar services in the marketplace.
- viii. **Client Services.** Costs directly benefiting a participant, through subsidy or purchase of services or supplies (i.e., rent/mortgage assistance, bus passes, food boxes, etc.).
- ix. **Other Direct Costs.** Any other allowable costs that provide direct support to the program, project or activities and cannot be easily included into the other categories.
- x. **Administrative/Indirect Cost Rate.** Allocable portion of necessary and reasonable costs that benefit multiple programs or functions of an organization that cannot be readily identified as a direct cost (i.e., rent, utilities, general supplies, administrative expenses).
- xi. **Modified Total Direct Cost (MTDC).** All direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and subcontractor cost up to the first \$50,000 of each subcontract. MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subcontract in excess of \$50,000.

**XI. CONTRACT LIFE CYCLE**

- a. The table below summarizes the history of the contract to date, providing the context on the life of the contract for the current scope of work.

Contract Version	Contract Term	Fiscal Term	Current Budget	Additional Amount	Contract Maximum
Base	7/1/2024 - 6/30/2025	7/1/2024 - 6/30/2025	N/A	\$715,064	\$715,064
1 <sup>st</sup> Amendment	7/1/2024 - 6/30/2026	7/1/2025 - 6/30/2026	\$715,064	\$715,064	\$1,430,128