

**BOULDER COUNTY DEPARTMENT OF HOUSING AND HUMAN  
SERVICES  
2023 HUMAN SERVICES SAFETY NET  
REQUEST FOR APPLICATIONS (RFA)**



**SUBMITTAL DUE:  
Friday, September 30, 2022  
5:00 pm  
Boulder County Department of Housing and Human Services  
Rory Trujillo Thomes  
Email: [rthomes@bouldercounty.org](mailto:rthomes@bouldercounty.org)**

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# NOTICE OF REQUEST FOR APPLICATION (RFA) FOR HUMAN SERVICES

## INTRODUCTION

Human Services Safety Net (HSSN) funds utilize Mill Levy dollars from Boulder County taxpayers via property taxes. Re-approved in 2015 through 2030, the primary function of HSSN is to help fill significant gaps in funding left by ongoing inadequate state and federal funding for health care, housing assistance, and other human services supports and programs. Its secondary function is to help attract additional funding from other sources. It has been and continues to be successful at both

Through this Request for Application (RFA), Boulder County Department of Housing and Human Services is seeking applications for funding from Boulder County community-based nonprofit organizations and other applicants that can demonstrate a commitment to supporting expanding community needs.

Housing and Human Services will award multiple annual contracts (one calendar year), with begin dates of January 1, 2023. The awards amounts will vary based how the service is able to address the needs of Boulder Counties most vulnerable populations. The total anticipated award amount, from HSSN and BCDHHS General Operating dollars is approximately \$11,000,000.00

## PURPOSE

The purpose of this RFA is to solicit for programs that will sustain or increase a seamless network of services to Boulder County under-resourced and/or unserved community populations. These programs should support projects that sustain current services and those that bridge gaps for Boulder County community members in need.

Funds may be used to develop or enhance population specific services for under-resourced community members within the following identified areas:

- **Housing/Homelessness Prevention:** Programming or services focused on increasing the ability for people to obtain and maintain housing. This includes but is not limited to, rental assistance, legal representation for housing, sheltering, pathways to housing for individuals experiencing homelessness and other services to keep people housed.
- **Health and Well-Being, including Mental and Behavioral Health:** Programming or services focused on supporting people to prevent, maintain, and improve physical and/or behavioral health and increase healthy behaviors. This includes but is not limited to, direct health care services, wellness, food security and nutrition.
- **Education and Skill Building:** Programming or services focused on advancing childhood development and academic achievement. This includes but is not limited to, childcare, child, teen or adult academic support, and youth, adult, or older adult training/mentoring.
- **Individual and Family Supports:** Programming or services focused on increasing access to services necessary to meet Boulder County community members needs or improve quality of life, increase economic stability and resilience, and increase safe

environments for people with diverse identities. This includes but is not limited to financial assistance, financial literacy or other forms of self-sufficiency assistance, advocacy, legal representation and protection from violence or other forms of vulnerability, supervised visitation and safe exchange services, and social connectivity.

It is our expectation that these services will be provided in a culturally and linguistically appropriate manner.

## TIME SCHEDULE

Event	Date
Application Overview Meeting	08/09/2022
Request for Application Released	08/15/2022
Application Questions Due	08/19/2022
Response to Questions from BCDHHS	08/26/2022
Applications Due	09/30/2022

## APPLICANT ELIGIBILITY AND PROGRAM REQUIREMENTS

To be eligible, applicants must meet the following conditions:

1. Applicant must be a 501(c)(3) non-profit organization, a for-profit organization or a unit of local government.
2. Applicant must have provided the same or similar services for at least the last 24 months.
3. Applicant, its officers, and employees are not currently debarred or suspended from doing business with the Federal Government, State of Colorado, or a local government.
4. The applicant does not have unresolved current or past contract non-compliance, non-performance, suspension, termination, or other adverse audit finding with one or more funders in the past five (5) years.
5. Applicants must agree to contain their indirect costs at a percentage rate not to exceed 15% of total costs for the proposed services to be performed under any contract for services proposed under this RFA as awarded by BCDHHS.
  - a. Indirect cost represents expenses of doing business that are not readily associated with a project function or activity but are necessary for the general operation of the organization.

## ADMINISTRATIVE REQUIREMENTS

Questions regarding this RFA must be submitted via email to the Boulder County Housing and Human Services Community Contracts Manager, Rory Trujillo Thomes at [rthomes@bouldercounty.org](mailto:rthomes@bouldercounty.org) on or before August 19, 2022. Responses from Boulder County on all inquiries received will be subsequently posted on the Boulder County Human Services Safety Net [website](#) by August 26, 2022.

### A. Last Day to Submit Interim Questions

Questions will be accepted via email through **August 19, 2022 at 5:00 pm**. The purpose is to ensure that applicants have adequate information to respond fully and comprehensively to RFA requirements. Before contacting the Community Contracts program, applicants should

review the RFA thoroughly and should be familiar with its content, as well as the Community Contracts Program functional and technical requirements.

**B. Addenda**

The Community Contracts staff will issue Addenda in writing only. The Community Contracts Program will make reasonable efforts to deliver Addenda to all Proposers who received the RFA and have provided a street address for receipt of Addenda. Proposers may contact City At any time before the “Application Deadline”, the Community Contracts Program may issue Addenda withdrawing the RFA or postponing the Proposal Deadline. However, if any Addenda results in a material change to this RFA, or the proposed contract, or both, the Community Contracts Project staff will extend the Proposal Deadline by not less than seventy-two (72) hours. The Community Contracts Program will treat transmittal of Addenda to potential Sub-Recipients by U.S. mail, fax, or e-mail as sufficient notice of the changes made by the Community Contracts Program.

**C. Extensions/Withdrawal/Cancellation**

Deadlines will be strictly adhered to. No RFA extension of deadlines will be given to prospective respondents in any case or situation. Respondents are advised to review and note deadlines for questions and answers as noted in the process timeline section of this document. Respondents may withdraw a Proposal, by submitting a signed written notice. A withdrawal request must be addressed and delivered to Rory Trujillo Thomes at [rthomes@bouldercounty.org](mailto:rthomes@bouldercounty.org).

## **STATEMENT OF WORK**

### **General Organizational Information**

1. What is your agency type?
  - a. Governmental
  - b. Non-governmental non-profit
  - c. Private Educational
  - d. Public Educational
  - e. Other
2. Does your agency have a federal non-profit status (e.g., 501(c)(3)?
  - a. Yes
  - b. No
  - c. N/A
3. Provide a brief narrative description about your agency. Include, at minimum:
  - a. Agency purpose and/or mission statement
  - b. Strategic agency goals
  - c. Unique services provided by your agency and/or how your agency complements the work of other local agencies.
  - d. Key populations served.
  - e. How long has your agency provided services to the community you intend to serve?
4. Is this proposal for services that predominantly impacts residents within Boulder County?

5. What licenses or certifications does your agency hold?

### **Racial Equity, Diversity and Inclusion**

6. If available, provide any current equity, diversity, and inclusions certifications held by your organization
7. What percentage of your employees are Black, Indigenous or People of Color?
8. What percentage of senior leadership are Black, Indigenous or People of Color?
9. Does your agency have a diversity and inclusion goal, if so, how do you track progress?

### **Programmatic Questions**

10. Provide the following information about the program and/or services your organization is seeking funding for:
  - a. Program name
  - b. Area of focus
    - i. **Housing/Homelessness Prevention:** Programming or services focused on increasing the ability for people to obtain and maintain housing. This includes but is not limited to, rental assistance, legal representation for housing, sheltering, pathways to housing for individuals experiencing homelessness and other services to keep people housed.
    - ii. **Health and Well-Being, including Mental and Behavioral Health:** Programming or services focused on supporting people to prevent, maintain, and improve physical and/or behavioral health and increase healthy behaviors. This includes but is not limited to, direct health care services, wellness, food security and nutrition.
    - iii. **Education and Skill Building:** Programming or services focused on advancing childhood development and academic achievement. This includes but is not limited to, childcare, child, teen or adult academic support, and youth, adult, or older adult training/mentoring.
    - iv. **Individual and Family Supports:** Programming or services focused on increasing access to services necessary to meet Boulder County community members needs or improve quality of life, increase economic stability and resilience, and increase safe environments for people with diverse identities. This includes but is not limited to family resource centers, financial assistance, financial literacy or other forms of self-sufficiency assistance, advocacy, legal representation and protection from violence or other forms of vulnerability, supervised visitation and safe exchange services, and social connectivity.
  - c. Describe the community issues the program will address, and the positive community wide changes you envision will result from the program
11. Briefly describe the program and the anticipated benefits that that will result from the program. Please identify what, if any, historical or current inequities that are being addressed and how the program addresses the root causes of these inequities. Furthermore, what are your strategies to advance racial equity and equity in all of its forms?

- d. Describe the way funding will be used to support programs and/or personnel that are culturally and linguistically reflective of the community this program/service/organization serves.
  - e. For existing programs, detail what tools and evaluation methods are used to assess and measure the impact of this program.
  - f. For new programs and services, is this program research informed? Please provide details including evidence-based websites, and links to articles and other data resources that support the program's efficacy.
12. Describe the specific population served by the program (e.g., age, gender, race, socioeconomics, geographic, etc.)
13. Describe how the agency determined the needs of the target population to develop program services. What community assessments or factors were identified?
14. Describe any evidence that this is an effective model for the population the program/service intends to serve. How do you know the program is likely to achieve its goals?
15. Describe how the program reaches and serves the target population. Describe how the program will meaningfully engage clients or participants in the design, implementation and evaluation of the program.
16. Describe the program evaluation process. How is the evaluation designed and implemented? Describe how the evaluation findings will be used to improve program outcomes. Please also include how you will measure or evaluate the impact on the inequities identified in the program description.
17. Please provide any additional information about the program that might add context/background for reviewers.
18. Describe the projected number of unduplicated clients that the program will serve in 2023, based on the funding requested. Please include the following information in this section:
- g. Total Projected Clients Served by the Program
  - h. Age of Clients
  - i. Race and Ethnicity of Clients
    - i. What percentage of your clients are Black, Indigenous or People of Color?
  - j. Gender of Clients
  - k. Income level of clients.
    - l. Please include any additional information that will assist the application reviewers understanding of the program demographics. For example, if your agency uses a certain metric for tracking income or is unable to track income, please note that.
19. Based on the area of focus selected above, complete the applicable programmatic questions for the specific area of work.
- Housing/Homelessness Prevention:
- a. Describe your organizations ability to support people who are at imminent risk for experiencing homelessness. What prevention level supports does the proposed program offer?
  - b. Describe your organizations ability to serve a broad, county-wide geographic region.

Health and Well-Being, including Mental and Behavioral Health:

- c. Describe the ways in which your organization decreases barriers for low-income individuals and families in Boulder County who are seeking to access your programs and services. I.e., sliding scale fee's, accepts Medicaid and/or CACP, etc.
- d. Describe the way that this program results in positive community level change and/or reduced needs in other systems. For applications/programs seeking general operating funds rather than a specific program, please provide 2-3 examples.

**Education and Skill Building:**

- e. Describe the ways in which your organization decreases barriers for low-income individuals and families in Boulder County who are seeking to access your programs and services. I.e., sliding scale fee's, accepts CCAP, offers childcare for classes, etc.
- f. Describe the way that this program results in positive community level change and/or reduced needs in other systems. For applications/programs seeking general operating funds rather than a specific program, provide 2-3 examples.

**Individual and Family Supports:**

- g. Describe the ways in which your organization decreases barriers for low-income individuals and families in Boulder County who are seeking to access your programs and services. I.e., sliding scale fee's, offers childcare for classes, etc.
- h. Describe the way that this program results in positive community level change and/or reduced needs in other systems. For applications/programs seeking general operating funds rather than a specific program, provide 2-3 examples.
- i. How is this measured? How do you know the program is successful?

**Scope of Work**

In this section, you will complete a scope of work that will include the following information about your program:

- Activities
- Outputs
- Timelines
- Partner(s)
- Outcomes
- Measurement Tool(s)
- Indicator(s)

If funding is awarded, details from this scope of work will be used to draft a contract for your program. You will be expected to report on information provided here. Therefore, the more specific and accurate the information in this section of the application, the more efficient the contract finalization and program evaluation will be for funded agencies.

- 20. Describe the activities your program will have. Activities are the processes, tools, events and actions that are used in the program. A minimum of one activity is required, with a maximum of five. For each activity, describe the following:



- a. Describe the program outputs, which are the direct products of program activities and may include types, levels, and target of service to be delivered by the program.
- b. Describe the program timeline, including specific details of when the activity will take place, frequency and for what length of time.
- c. Please list any organization(s) that you will work with to achieve program goals and what the responsibility of the program partners listed will be.
- d. Describe the program outcomes expected.
- e. Describe the tools or methods you will use to determine the success of the activity.
- f. What indicators will be used to measure progress toward program goals?

## **Budget**

21. Using the budget template in Exhibit B, please indicate the funding amount requested for this program/service.
  - a. List all services and features listed in the proposed budget.
  - b. For budgets that include funding for staff salaries, detail if these positions require persons applying for/occupying these roles are bilingual/bicultural.
22. Describe, in detail, your organizations current financial reserves and reserve policy.
23. Provide a comprehensive organizational and project budget.
  - a. What percentage of your budget comes from outside or leveraged sources?
  - b. Do you receive any funding from the City of Boulder, the City of Longmont, and/or Boulder County Department of Community Services?
24. For program requests with an existing contractual partnership with BCDHHS, indicate if there is a financial increase or decrease to your request for 2023. If the request is changing, explain why.
  - a. Yes
  - b. No
  - c. Same as 2022

## **COMPLETING THE APPLICATION CONTENT/FORMAT**

All applications and supporting documents must be submitted in their entirety, in digital format, to BCDHHS Community Contracts team/Rory Trujillo Thomes at [rthomes@bouldercounty.org](mailto:rthomes@bouldercounty.org) by Friday, September 30, 2022 at 5:00 pm MDT. Any contract submitted after this date and time will not be considered for this funding round. Please note, the email responses to this solicitation are limited to a maximum of 50MB capacity.

- Due to the varying nature of requests for funding, there is no page limit for this application.
- No zip files or links to external websites will be accepted. This included google docs or similar sites. All submittals must be received as an attachment, i.e., PDF, Word, Excel.
- Electronic submissions must be sent to the email listed above. Submissions sent to any other inbox will not be forwarded or accepted.

- Include the language “BCDHHS RFA 2023” in the email subject line.

## TERMS AND CONDITIONS

1. Each proposer shall furnish the information required in the RFA, at no cost to the BCDHHS.
2. The Contract/Purchase Order will be awarded to that responsible applicant(s) whose submittal, conforming to the Request for Application, will be most advantageous to BCDHHS, price and other factors considered.
3. The Board of County Commissioners acting as the Board of BCDHHS reserves the right to reject any or all applications and to waive informalities and minor irregularities in applications received, and to accept any portion of or all applications if deemed in the best interest of the BCDHHS to do so.
4. Any interpretation, correction or change of the applications documents will be made by addendum. Interpretations, corrections and changes of the documents made in any other manner will not be binding, and Applicant shall not rely upon such interpretations, corrections and changes. The County's Representative for BCDHHS will not be responsible for oral clarification.
5. Confidential/Proprietary Information: Proposals submitted in response to this RFA and any resulting contracts are subject to the provisions of the Colorado Public (Open) Records Act, 24-72-201 et.seq. C.R.S., as amended. Any restrictions on the use or inspection of material contained within the proposal and any resulting contract shall be clearly stated in the proposal itself. Confidential/proprietary information must be readily marked and separated/packaged from the rest of the proposal. Co-mingling of confidential/proprietary and other information is NOT acceptable. Neither a proposal, in its entirety, nor proposal price information will be considered confidential/proprietary. Any information that will be included in any resulting contract cannot be considered confidential.
6. All RFA responses received on or before the scheduled time will be opened by the Purchasing Agent. RFA responses are not generally opened to the public. The name of the applicant is the only public information that will be mentioned during the opening of the RFA, all further information contained in applications shall not be disclosed until an award is made by the Board of County Commissioners acting as the Board of BCDHHS.

## EXHIBIT A: EXAMPLE REPORTING REQUIREMENTS

Name of Organization:	
Name of Program (should match funding award):	
Name of Person Completing Report:	
Program staff email to use if questions arise:	

Quarterly Reporting Metrics	Q1	Q2	Q3	Q4
<b>TOTAL</b> Number of individuals served by Program				

<b>Number of Individuals served by residency</b>				
Boulder				
Lafayette				
Louisville				
Longmont				
Erie				
Lyons				
Nederland				
Superior				
Jamestown				
Other Cities Inside Boulder County				
Homeless Inside Boulder County				
Other Cities Outside Boulder County				
Homeless Outside Boulder County				
Unknown				
<b>Number of clients served by Program by age</b>				
0-5				
6-12				
13-17				
18-54				
55-91				
<b>Number of individuals served by Program</b>				
<b>Race</b>				
Asian				
American Indian/Alaska Native				
Black/African American				
White/Caucasian				
Native Hawaiian or other Pacific Islander				
Mixed Race				
Other				
Unknown				
<b>Total</b>				
<b>Hispanic, Latino or Spanish origin</b>				
No, Not of Hispanic, Latina/o, or Spanish origin				
Yes, of Hispanic, Latina/o, or Spanish origin				
Unknown				
<b>Total</b>				
<b>Primary Language</b>				
English				
Spanish				

Other				
Unknown				
<b>Total</b>				

<b>TOTAL Number of households* served by Program</b>				
<b>Number of households with children ages 0-17</b>				

*\* note: single individuals living alone = 1 household*

**Programmatic Metrics:**

*Option 1\**

*Option 2\**

*Option 3\**

*\*Will be pulled from application*

**Quarterly Questions for Funders:**

1. What % of program funding does this contract provide as a percent of the total program budget:

%
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2. Please describe the ways in which this funding helps meet program goals:

3. Please briefly describe any gaps or areas of need that you are noticing emerge in the community:

4. This contract is funded by tax dollars. If you can share a success story of this program that we can share with the public, please do so here:

## EXHIBIT B: BUDGET TEMPLATE

The following information will be available as an attachment for applicant use.

### Boulder County Department of Housing and Human Services 2023 RFA: Program Budget Form

**Contract Term: 01/01/2023 to 12/31/2023**

**Agency Name:**

**Program Name:**

**2023 Requested Amount**

	\$ 0
<i>Once you have matched the award amount below, this should be "0":</i>	
Feel free to add or change expense rows categories to this form	
DESCRIPTION	Budget of Line Item
<b>Salaries</b> <i>(list positions and indicate FTE allocated to each source)</i>	
<b>Payroll Taxes &amp; Benefits</b>	
<b>Operating Expenses</b> <i>(list costs including travel, rent, utilities, phone, postage, supplies, &amp; printing)</i>	
<b>Equipment</b> <i>(list all costs)</i>	
<b>Subcontractor/consultation services</b> <i>(list individual costs)</i>	
<b>Other Costs</b>	
<b>TOTAL Program Budget</b>	\$ 0

## EXHIBIT C: EXAMPLE INSURANCE REQUIREMENTS

If funding is awarded, all applicants will be required to demonstrate adequate insurance coverage via a Certificate of Insurance prior to commencing the work. Insurance requirements will be determined by the scope of the work of the program/services offered. Examples of required insurance include:

- **Commercial General Liability:** This coverage should be provided on an Occurrence Form, ISO CG001 or equivalent, with Minimum limits of \$1,000,000 Each Occurrence, \$2,000,000 General Aggregate and \$2,000,000 Products Completed Operations Aggregate.
- **Workers' Compensation and Employer's Liability:** Workers' Compensation must be maintained with the statutory limits. Employer's Liability is required for minimum limits of \$100,000 Each Accident/\$500,000 Disease-Policy Limit/\$100,000 Disease-Each Employee.
- **Professional Liability (Errors and Omissions):** Professional liability coverage with minimum limits of \$1,000,000 Per Loss and \$1,000,000 Aggregate. Professional Liability provisions indemnifying for loss and expense resulting from errors, omission, mistakes or malpractice is acceptable and may be written on a claims-made basis. The contractor warrants that any retroactive date under the policy shall precede the effective date of this Contract; and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed.

**Boulder County as Additional Insured:** Boulder County shall be named as an additional insured for General Liability, Umbrella/Excess Liability, and Pollution Liability, as designated in this Contract. Additional insured shall be endorsed to the policy. effective date of this Contract; and that either continuous coverage will be maintained, or an extended discovery period will be exercised for a period of two (2) years beginning at the time work under this Contract is completed.

**Boulder County as Additional Insured:** Boulder County shall be named as an additional insured for General Liability, Umbrella/Excess Liability, and Pollution Liability, as designated in this Contract. Additional insured shall be endorsed to the policy.

**THE ADDITIONAL INSURED WORDING SHOULD BE AS FOLLOWS:** *County of Boulder, State of Colorado, a body corporate and politic, is named as Additional Insureds.*

**\*Regarding General Liability, Umbrella/Excess Liability, and Pollution Liability:**  
**If any or all these coverages are required above, additional insured status will be required at the time a contract is executed. If you require a waiver of insurance requirements, you may request one in your response with an explanation.**

## **EXHIBIT D: APPLICANT PAYMENT AND REPORTING AGREEMENTS**

By applying for Boulder County Department of Housing and Human Services funding, all applicants agree to follow the following general payment and reporting requirements. Failure to submit timely invoicing and/or reporting will result in non-payment and/or termination of any awarded contract.

### **1. PAYMENT AND REPORTING REQUIREMENTS**

#### **A. Monthly Invoicing**

- i. BCDHHS shall provide Contractor with a monthly invoice template.
- ii. Contractor shall complete and submit monthly invoices and supporting documentation that supports the amount invoiced on/or before the twentieth (20<sup>th</sup>) calendar day following the reporting period, regardless of the level of activity or amount of expenditure(s) in the preceding report period.
- iii. Monthly invoiced expenses shall be for actual expenditures incurred by the Contractor.
- iv. BCDHHS shall not pay for vacant positions funded through this Contract.
- v. Monthly invoiced expenses may not be reimbursable by any other funding source.
- vi. Monthly invoices shall only include expenditures for the prior billing period. Any adjustments to a previously billed period need to be billed as an amendment to a previous invoice.
- vii. The invoice shall contain the name and title of the person authorized, or his or her designee, to submit claims for payment.
- viii. All invoices, supporting documentation, and applicable reports shall be submitted electronically to BCDHHS via email to: [hhsaccountingoffice@bouldercounty.org](mailto:hhsaccountingoffice@bouldercounty.org) and [rthomes@bouldercounty.org](mailto:rthomes@bouldercounty.org)

#### **B. Supporting Documentation**

- i. Monthly invoices shall be supported by a general ledger and/or sub-ledger detail generated from the Contractor's accounting system to include payee, description, date, and amount.
  - a. For participant services, participant name and purpose must be included (for those participants who have signed an authorization to release information).
  - b. For personnel requests, an excerpt of the payroll register from the paying system is appropriate. The payroll register should include staff name(s) or initials, period paid, salary and itemized employer-paid taxes and benefits.
- ii. Supporting documentation submitted with monthly invoices must meet or exceed the amount being invoiced.
- iii. Contractor shall keep on site for BCDHHS review, for the Contract term plus three years, the following supporting documentation for each invoice:
  - a. Non-personnel reimbursements must be supported by general ledger or sub-ledger detail generated from Contractor's accounting system.
    1. The ledger detail should include payee, description, date and amount.
    2. For participant services, participant name and purpose must

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

#### C. Payments

- i. Monthly invoices, supporting documentation, and all required deliverables as outlined in Exhibit A, Section 6, Deliverable and Reporting Requirements must be submitted in a timely manner and in accordance with the terms of the Contract in order to receive payment.
- ii. BCDHHS will reimburse the Contractor within 30 days of receipt and approval of a fully supported and payable invoice. BCDHHS will follow-up with Contractor within 15 days of receipt should there be any questioned or unsupported costs.

#### D. Internal Controls

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