

DEPARTMENT OF HUMAN SERVICES
Office of the Executive Director, Office of Operations, Division of Child Welfare
FY 2018-19 JOINT BUDGET COMMITTEE HEARING AGENDA

Tuesday, November 28, 2017

9:00 am – 12:00 pm

9:00-9:10 INTRODUCTIONS AND OPENING COMMENTS

- Reggie Bicha, Executive Director, Department of Human Services
- Luis Guzman, Deputy Director, Office of Children, Youth & Families, Department of Human Services
- Sarah Wager, Director, Office of Administrative Solutions, Department of Human Services
- Sarah Sills, Director, Division of Budget and Policy, Department of Human Services

9:10-9:20 OFFICE OF OPERATIONS

- 1 **How much of the department’s square footage is actually being utilized and how much is vacant?**

Table 1 below shows the number of buildings and gross square footage that are utilized and vacant as of November 2017.

Table 1: Department of Human Services Utilized Buildings and Square Footage As of November 2017¹			
	Utilized	Vacant	Total
Building Count	291	52	343
Building Gross Square Footage	3,542,758	393,418	3,936,176
Source: Vacant buildings report, updated as of November 2017 and submitted to the Office of the State Architect.			
Note¹: Numbers included here will differ slightly from numbers included in the Office of the State Architect’s Annual report released in July 2017 because the Department updated the report in November 2017.			

- 2 **Do any of the department’s buildings contain county operations? If so, how many square feet? Do the counties reimburse the state for the cost of that space? If so, at what rate? What is the total reimbursement to the state by counties for locally utilized space?**

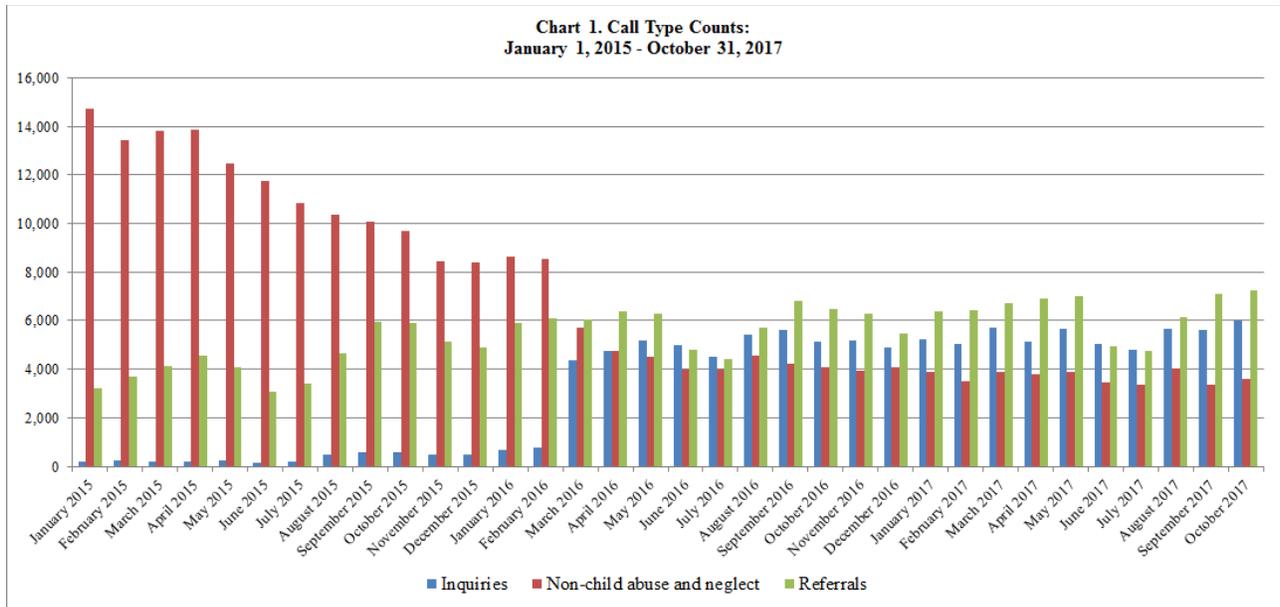
No, none of the Department’s buildings contain county operations.

- 3 **What seasonal trends in the child welfare system can be determined through call data from Hotline System? For example, do number of calls, referrals, and assessments increase upon the start of the school year?**

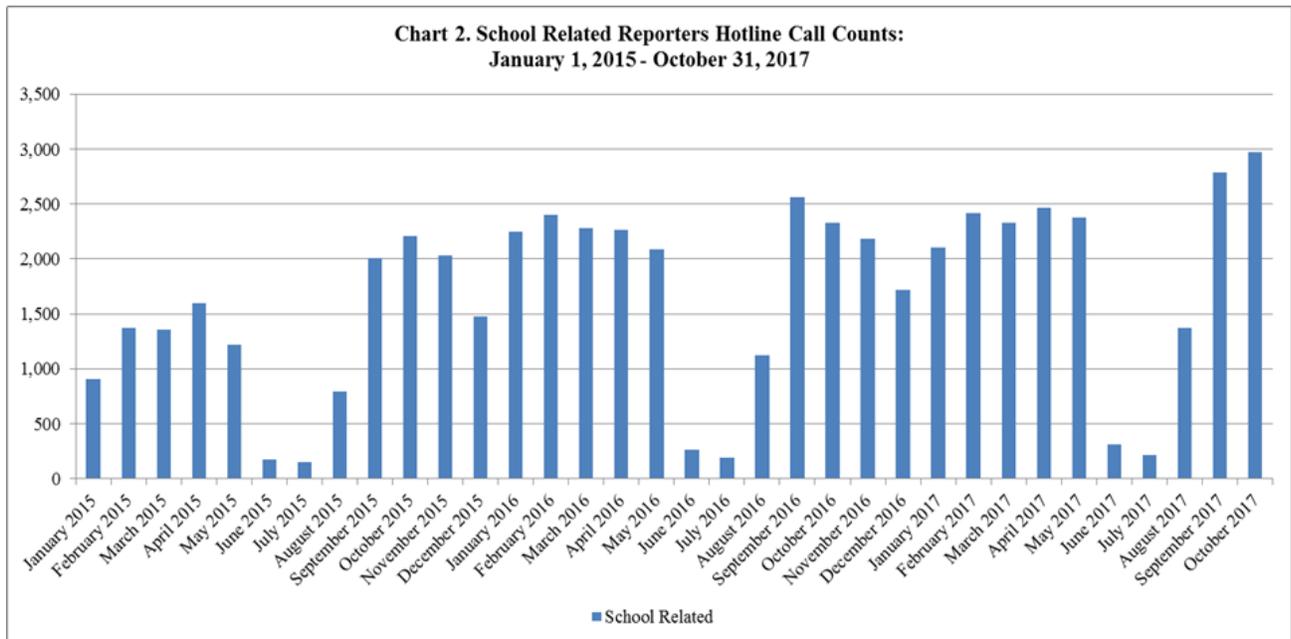
The data confirms there is a seasonal variation in the volume of referrals made based on the academic calendar.

Chart 1 provides the call type counts to the Hotline for the period of January 1, 2015 through October 31, 2017. The data shows an increase in the child welfare referrals at the end of the academic school year in April and May of 2016 and 2017, as well as at the beginning of the academic school year in September and October of 2016 and 2017. The data displays a sharp decrease in total calls when school is out for the summer. In summer months, May to July 2016, there was a 14% decrease and May 2016 to July 2017, there was a 19% decrease in calls. In each instance, the total calls increased in August 2016 and August 2017 by 22% and 23%, respectively. Both July 2016 and July 2017 calls decreased by two standard deviations from the average number of calls per month indicating a seasonal trend in decreased calls when school is not in session.

Chart 2 provides the count of all Hotline calls made by school related staff, including guidance counselors, principals, teachers, school social workers, and other school staff for the period of January 1, 2015 through October 31, 2017. The data mirrors the seasonality pattern in Chart 1, with a sharp decrease in the number of calls made by school related staff in both June and July 2016 and June and July 2017. June 2016 had an 87% decrease from May 2016, with July 2016 to August 2016 having a 496% increase in referral calls. Summer 2017 repeats this pattern with June 2017 having a 87% decrease from May 2017 and a 531% increase in referral calls from July 2017 to August 2017.



Source: Data retrieved from Trails on November 16, 2017



Source: Data retrieved from Trails on November 17, 2017

9:30-10:30 CHILD WELFARE SYSTEM CAPACITY

4 Please describe the long-term objectives of the child welfare system and the milestones that need to be reaching over the next 5 to 10 years to achieve those objectives. Please discuss how LEAN or any other management model can be used in the development of the allocation formula.

The mission of Colorado's child welfare system is, in partnership with families and communities, to promote and achieve the safety, permanency and well-being of children and youth. Every five years, the Colorado Department of Human Services (Department) must submit a Child and Family Services Plan (CFSP) to the federal Administration for Children and Families (ACF). Colorado's CFSP outlines the Department's long-term objectives for the State's child welfare system designed to meet federal performance outcome measures. Colorado's current CFSP is found at the following link: [Colorado 2015-19 Child & Family Services Plan](#).

Colorado has identified three major goals for the next five years (2015-2019) in its most recent CFSP. These goals are derived from assessment of performance to date and reflect Governor Hickenlooper's Child Welfare Action Plan, *Keeping Children Safe and Families Healthy 2.0*.

1. *The services that Colorado's children, youth, and families need are provided in their communities, at the right time.*

Objective 1.1: Appropriately respond to child welfare reports and inquiries.

Intervention 1.1.1: Implement a statewide child abuse and neglect hotline.

Intervention 1.1.2: Enhanced screening.

Intervention 1.1.3: Refer to prevention services.

Objective 1.2: Children are safe.

Intervention 1.2.1: Implement and monitor new safety and risk assessment.

Objective 1.3: Children and youth have timely permanency.

Intervention 1.3.1: Implement Title IV-E Waiver Interventions of Family Engagement, Kinship Supports, and Permanency Roundtables in counties.

Intervention 1.3.2: Develop and implement alternatives to congregate care.

Intervention 1.3.3: Implement treatment foster care.

Objective 1.4: Children and youth in out-of-home care have access to the physical and mental health services they need.

Intervention 1.4.1: Maintain collaborative efforts with the Department of Health Care Policy and Financing to monitor psychotropic medications prescribed for children and youth in foster care.

Intervention 1.4.2: Implement trauma-informed assessment and services in all counties.

2. *Youth and children remain safely at home with families.*

Objective 2.1: Children remain safely at home with improved child, youth, and family assessments.

Intervention 2.1.1: Implement new safety assessment and statewide training.

Intervention 2.1.2: Accurately complete safety assessment forms.

Intervention 2.1.3: All counties utilize (Review, Evaluate and Direct) RED Teams.

Objective 2.2: Counties implement Family Engagement principles and processes.

Intervention 2.2.1: All counties have an identifiable Family Engagement program.

3. *Integrate the various QA-CQI approaches in Colorado to act as one cohesive system.*

Objective 3.1: Colorado's QA/CQI system is identifiable in all state and county practices and initiatives.

Intervention 3.1.1: Streamline communication between the DCW Research, Analysis, and Data Team, Administrative Review Division (ARD), other data systems, and the counties.

Intervention 3.1.2: Ensure regular and identifiable stakeholder involvement in an oversight capacity of Colorado's child welfare practices.

The Department utilizes the C-Stat process as its management tool to monitor the State and counties' performance on the federal child welfare performance outcome measures as well as other performance objectives. Each of the Division of Child Welfare's current C-Stat performance measures align directly with either federal performance outcome measures, statutory regulations, or focus on national priorities within the child welfare system. This alignment ensures the State is prepared for its federal Child and Family Services Review (CFSR). In September 2017 the U.S. Department of Health and Human Services' Children's Bureau (Children's Bureau) completed Colorado's most recent CFSR. After evaluating a sample of cases from three counties: Denver, Pueblo and Garfield, receiving feedback from hundreds of stakeholders, and reviewing a statewide assessment, the Children's Bureau shared preliminary results with the Department revealing Colorado performed higher than the national average in all of the outcome performance areas.

During the onsite review, federal reviewers lauded Colorado's child welfare practice. While it is rare to receive a perfect score on every performance item and outcome, Colorado scored 100%

on 11 out of 65 cases. Based on these preliminary findings, whenever possible and appropriate, Colorado performed well in maintaining children safely in their homes and preventing unnecessary entry into out-of-home care. When children/youth required out-of-home care, there was effective use of kin and siblings were placed together. Colorado also received praise in meeting the medical, dental, mental/behavioral health and educational needs, to include, but not limited to:

- Timeliness of doctor appointments;
- Monitoring of psychotropic medication;
- Utilizing trauma informed screening, assessment, and placement; and
- Advocating for specialized educational services.

The Department will receive the final report from Colorado's CFSR in January 2018. Following the receipt of this report, the Department is charged with developing a Program Improvement Plan (PIP) to address areas needing improvement. The PIP must be completed no more than two years from the date of implementation. Areas to be addressed in the PIP include, but are not limited to:

- Ongoing assessment of safety and risk throughout child welfare involvement;
- Promoting relationships between children/youth and parents/caregivers;
- Meeting the assessed needs of children/youth, parents/caregivers, and providers; and,
- Ensuring the availability of timely services.

5 What guidance does the department provide to counties for best practice in child welfare and the associated outcomes for children and families? What discretion does an individual county have in prevention and intervention programming?

Practice guidance is provided to county departments through regulatory direction, monitoring and supervision, and training and technical assistance.

Regulatory Direction

Utilizing Federal legislation, State statute, Code of Colorado Regulations (Volume 7), and the Department's Memorandum Series, the Department provides practice expectations to county departments of human/social services (county departments). The Department works closely with the county departments and the State Board of Human Services to interpret, clarify, and promulgate rules to operationalize Federal legislation and State statute.

Monitoring and Supervision

C-Stat is a performance-based analysis strategy that allows DCW to better focus on and improve performance outcomes. Together, the Department's executive leadership along with Office staff meet monthly to analyze the data to identify both positive trends, and opportunities for improvement. DCW, in partnership with executive leadership and the county departments,

determine strategies for improving performance. DCW then monitors the implementation and impact of the strategies on county and State aggregate performance.

Currently, DCW has eight performance measures monitored through the C-Stat process. Each of which align directly with either federal performance outcome measures, statutory regulations, or focus on national priorities within the child welfare system.

The Administrative Review Division (ARD) serves as an independent third party review system. The ARD is the mechanism responsible for the federally required case review system and a portion of the quality assurance system. The ARD works closely with DCW and the county departments to train, measure and assess the county departments' adherence to Federal regulations, State statute, and Volume 7. The ARD conducts onsite reviews every six months for each child in out-of-home care and a sample of in-home services. In addition to these onsite reviews, ARD conducts an annual screen out review.

Based on the C-Stat analyses and the ARD onsite review findings, the DCW tailors its engagement with each county department to support best practice and improving outcomes. The DCW provides quantitative and qualitative analyses, quality management, training, technical assistance, and onsite support.

Training and Technical Assistance

Practice expectations are also monitored and reinforced through the Child Welfare Training System (CWTS). In addition to the initial mandatory caseworker and supervisor training, the CWTS provides a variety of in-person, web-based, and hybrid training to reinforce consistent interpretation of policy and procedures to promote best practices.

Colorado's state supervised/county administered child welfare system promotes local control by allowing county departments the discretion to customize services to best meet the needs of their community. This approach encourages innovative and creative solutions to improve the outcomes of the children, youth, and families served through the child welfare system.

Both the DCW and county departments solicit the support of multiple national partners to implement and evaluate best practices. These partners include but are not limited to: Annie E. Casey Foundation, Casey Family Programs, Kempe Center, Center for States Child Welfare Capacity Building Collaborative, Human Services Research Institute, Chapin Hall, Colorado State University, and Butler Institute for Families.

6 How are outcomes for children and families measured in the context of each workload metric? How are these outcome data used in the determining the allocation of funds to each county?

Performance outcomes for children and families are measured through the use of C-Stat, SMART Act performance measures and Results First. Currently, none of the funding formulas use outcome data as a driver for determining the allocation of funds to counties.

Colorado is a state supervised/county administered child welfare system. Currently, the funding sources for counties to administer child welfare programs and deliver associated services to children and families are the Child Welfare Services (Child Welfare Block), the Title IV-E Waiver Demonstration Project, Children and Family Services (Core Services) and County Child Welfare Staffing. All funding sources are allocated using different formulas.

The Child Welfare Allocations Committee (CWAC) implemented a new allocation model in FY 2013-14 which included making 2% of the allocation of the Child Welfare Block incentive based. On August 11, 2017, CWAC voted to remove incentives and requested the State provide recommendations on how best to provide incentives in the allocation model. The Department responded with recommendations which were rejected by CWAC, at least in part, because the State did not provide new funding for the proposed incentives.

The Department believes very strongly that pay-for-performance is an important component of a quality allocation model, and drives best practices that are in the best interest of children and families. An allocation model that aligns with best practice should include factors for child poverty, child population, historical expenses, and a pay-for performance component.

7 Please evaluate the normalized and factored allocation model JBC staff utilized in the “Child Welfare System Capacity” analysis.

As a state supervised/county administered system, the Department acknowledges that no one allocation formula can resolve all the local child welfare issues experienced by sixty-four counties. The Department believes it is important to include the voice of the counties in any formula selected. CWAC has been working on a new allocation formula for Child Welfare Service over the last year and is scheduled to vote on an allocation on November 27, 2017. Many of the factors included in the JBC analyst model are also included in the new allocation models prepared by CWAC with input from the Department and county human services directors. One factor included in the JBC model, but was voted to not be included in the CWAC model is Hotline calls. Data on Hotline calls is not a child welfare measurable factor based on how sixty-four counties utilize the Hotline phone system. Two major practice differences that makes it difficult to use hotline calls as a driver in the formula are as follows:

- Some counties run all county human service phone calls through the Hotline while others only record child welfare calls.

- Some counties have separate call centers for child welfare and adult protection services while others combine them.

While there is much debate over historical expenditures in an allocation model, historical expenditures capture various county issues such as travel expenses and cost of living differences which were mentioned by the JBC analyst. In addition, using historical costs as a factor helps the smaller and rural counties that have the statutory requirement of providing services without the large workload factors to support an adequate allocation to fund it.

The Department finds the JBC staff analysis would benefit from a pay-for-performance component to align best practice with funding. The Department supports a formula that includes child poverty, child population, workload, historical expenses and a pay-for-performance component to encourage and reward best practice across all counties.

8 How can an allocation formula factor in challenges faced by the case workers and providers themselves? How can it factor in employee retention rates?

There are inherent challenges to being a county child welfare caseworker and/or provider in both urban and rural parts of Colorado. Variations in working and living conditions and the differing needs of children, youth, and families can and do pose different challenges. However, the Caseload and Workload Management brief, published by the Child Welfare Information Gateway (a publication of the federal Administration of Children and Families) in July 2016, suggests that large caseloads and excessive workloads pose difficulties to child welfare caseworkers across the nation. This is also a challenge in some parts of Colorado.

The brief also suggests that manageable workloads may help agencies retain workers who would otherwise opt to leave as a result of feeling overloaded.

The General Assembly recognized the challenges facing caseworkers and the need to address caseworker resiliency through the passage of HB 17-1283, Concerning the Creation of a Task Force to Examine Workforce Resiliency in the Child Welfare System. A written report from the Task Force is due to Joint Budget Committee and the Joint Health and Human Services Committee on or before December 31, 2017. Recommendations from this Task Force may also provide the General Assembly with insight as how impact employee retention rates.

The 2016 Child Welfare Caseload Study, requested by the General Assembly and completed by ICF Incorporated L.L.C., built upon the 2014 Office of the State Auditor Workload Study results, and defined the impact of additional child welfare staff, as well as provided a framework for requesting additional resources, including providing suggested caseload ratios. This study resulted in the creation of the Colorado Division of Child Welfare Caseworker Allocation Tool (DCAT). The DCAT tool provides a framework for determining the allocation of appropriated funds to

the counties and for county child welfare FTE positions based upon allocation formula factors such as referrals, assessments, out-of-home placements, and in-home services.

The Department appreciates the support of the General Assembly in approving the first three phases of the Department's previous requests for funding in FY 2015-16, FY 2016-17, and FY 2017-18 for county child welfare FTE positions and believes these ongoing efforts will assist in reducing caseload ratios, resulting in higher retention rates of county child welfare workers and improved outcomes for Colorado's children, youth and families.

9 Please describe the actions the department is taking to:

- a. Improve the county Medicaid utilization rate for children in the child welfare system; and**

In an effort to address concerns with regards to the Core Services Program and Medicaid utilization, the Department conducted an internal audit of the Core Services Program through the Office of Performance and Strategic Outcomes, Division of Audits. The goal of the audit was to understand the purposes for which Core Services funds are being used and whether the Program is utilized as the payor of last resort. Specifically, the question was raised why Medicaid is not being used to pay for many of the services covered by Program funds. This audit concluded in February 2017.

Table 2 summarizes the recommendations from the audit to the Office of Children, Youth, and Families (OCYF), Division of Child Welfare (DCW), specific to the Core Services Program crossover with the Health Care Policy and Financing (HCPF) Medicaid Program.

Recommendation	DCW Response	Due Date	Status
The Core Services Program should monitor county compliance with Program requirements by reviewing eligibility determinations for a sample of dually eligible Medicaid and Core Services clients in out-of-home care to ensure they comply with all statutory and regulatory requirements, and that Core Services is not being used to pay for services that should provided and paid for by Medicaid.	The Division of Child Welfare (DCW) agrees with this recommendation. In FY 2017-18 DCW will review eligibility determinations for a sample of dually eligible Medicaid and Core Services clients in out-of-home care to ensure they comply with all statutory and regulatory requirements, and that Core Services is not being used to pay for services that should provided and paid for by Medicaid.	08/31/18	In Process
OCYF should partner with Office of Behavioral Health (OBH) to coordinate with HCPF Executive Management to advocate for provisions advantageous to child welfare clients in the upcoming Behavioral Health Organization (BHO) contract revisions.	The Division agrees with the recommendation. To the extent possible/appropriate, OCYF will continue to coordinate with HCPF Executive Management to advocate for provisions advantageous to child welfare clients in all BHO contract revisions.	12/31/17	Completed
The Core Services Program should coordinate with OBH and HCPF to provide training for counties on the definition of medical necessity so the counties may optimize utilization of Medicaid funds and truly use Core Services Program funds as a last resort.	The Division agrees with this recommendation. The Core Services Program is currently coordinating with OBH and HCPF on refocusing on how to distribute HCPF county available incentive funds. Our first recommendation for HCPF is to provide funding incentives to those counties to utilize Medicaid funded providers first. The second recommendation is to implement a mandatory training on the definition of medical necessity. Instead of creating a new mandated training, it is thought this information will be provided in a training that is already mandated - the Early Periodic Diagnostic and Treatment (EPSDT) training.	09/30/17	Completed

The following response was provided by the Department of Health Care Policy and Financing (HCPF):

Based on two Child Welfare reports (CDHS Core Services and HCPF Child Welfare Report), the Department has spent the last year working directly with counties, the county child welfare directors, CDHS Child Welfare SubPAC, and the CDHS Core Services Administrators group to directly train county staff on Medicaid benefits and services. This understanding has led to increased use of Medicaid at the county level – with one county showing a recent increase of an additional \$150,000 a month billed to Medicaid rather than Core Service dollars.

The Department also put together a how to guide for county staff and a child welfare specific training under the CDHS Training Academy. Both the document and the on-line training can be found at <https://www.colorado.gov/pacific/hcpf/early-and-periodic-screening-diagnostic-and-treatment-epsdt>

Also, in conjunction with a few counties who are now mandating that all Core Service providers also be contracted Medicaid providers, the Department has held enrollment fairs to facilitate enrollment of willing providers.

- b. Reduce the time it takes for the approval of Medicaid eligible services for children in the child welfare system so that counties are not put in the position of using Core Services funding to obtain immediate services for the children.**

Children/youth in the care and custody of a county department of human/social services in out-of-home placement are automatically eligible for Medicaid services. Colorado's Medicaid program is administered through HCPF.

The following response was provided by the Department of Health Care Policy and Financing (HCPF):

Better training and an increase in the understanding of Medicaid has led many counties to first use Medicaid contracted providers over Core Service providers for the child's needs, and helped them understand contracted service levels to better meet their own deadlines and mandates.

We have more coordinated efforts occurring among counties, Child Welfare Staff and HCPF staff when children are presented with barriers in accessing Medicaid services. This includes designated specific staff for this purpose. Additionally the implementation of continuous eligibility has helped ensure that access is readily available where in the past it was terminated.

- 10 Please discuss the effectiveness of the child welfare allocation formula process and whether or not the department believes changes should be made to statute to improve it.**

The Department believes statutory changes should be considered to improve the child welfare allocation formulas process and ensure performance outcomes are included as primary drivers in the formula.

Under current statute, the Department must accept or reject the recommended allocation formula provided by CWAC. The Department is limited to a small minority vote which leads to counties controlling the outcome of the allocation formula. The Executive Director is left to either accept the CWAC-recommended allocation formula or veto it.

In the event the Department and CWAC do not reach an agreement by June 15 of each year, the Department and CWAC submit allocation recommendations to the Joint Budget Committee (JBC). The JBC then selects an allocation formula before the beginning of such succeeding state fiscal year. This has never occurred.

The Department believes it's worth exploring options to give the Department's Executive Director the authority to establish the allocation formula. The Department suggests a statutory change in which CWAC makes a recommendation to the Executive Director for an allocation formula by May 31 of each year. The Executive Director shall consider CWAC recommended allocation formula, but does not have to follow it. As a state supervised/county administered child welfare system, the Executive Director shall submit a final allocation formula to CWAC for the succeeding fiscal year by June 15.

As context for this change, on June 12, 2017, the Department approved CWAC's recommended allocation model which distributes funding to counties to provide child welfare services across Colorado. The allocation model was for the first six months of FY 2017-18 beginning July 1, 2017 and ending December 31, 2017, as CWAC was unable to make a decision for the succeeding fiscal year by June 15, 2017. CWAC voted to keep the previous three-year model, excluding pay-for-performance incentives. Since then, CWAC has been debating and reviewing 48 different allocation models to determine the best financial outcome for the counties they represent. The Department believes an allocation formula should not be based on the financial benefit to a single county or subset of counties, but rather should support a formula that ensures performance outcomes that capture the cost of administering best practice.

To align the funding with the best practice of treating children in the least restrictive setting, the Department proposes modifying state law to increase the cost share of the State for all certified foster care placements to 90%, and lowering the county share of foster care costs to 10%. This change would be effective July 1, 2018 and ongoing.

Further, beginning July 1, 2018, changing over the following three years, the Department proposes to change the cost share of the State for all congregate care placement costs to 70%, and increasing the county share of congregate care placements to 30%. Specifically, the cost share for congregate care would change over a three-year period as follows:

- FY 2018-19: State share 78%, County share 22%
- FY 2019-20: State share 76%, County share 24%
- FY 2020-21: State share 70%, County share 30%

Lastly, the Department proposes to establish a new cash fund in the Long Bill where, in future years, under-spending will be appropriated and distributed by the Department to counties to support further strengthening of our child welfare system and to invest in communities that are actively developing programs and practices to reduce out-of-home care, congregate care, and to increase permanency. This proposal is not intended to reduce cost to the State. It is intended to align cost shares in a manner that promotes placements in the least restrictive, most family-like setting for children and youth, while limiting the over-utilization of placement interventions that are not most appropriate for children and youth.

In the Governor's budget letter dated November 1, 2017, \$2 million was set aside for a forthcoming request to support the implementation of this proposal.

- 11 **Does the department believe that the structure of the child welfare allocation committee needs to be changed to ensure a better balance between state and county representation? Does the statute need to be changed to reflect the fact that there is no longer only one statewide association of counties and to ensure that there is representation from groups of counties in each association?**

The Department believes both the structure and statute related to CWAC needs to be changed to ensure a better balance between state and county representation. SB 97-218 created CWAC, which, at that the time, consisted of:

- Four county representatives, and
- Four state representatives.

The statutory membership structure was changed with the passage of HB 13-1087 resulting in an unbalanced state-county representation. Membership now consists of:

- Eight county representatives, and
- Three state representatives.

Additionally, statute requires membership from a representative from the county that has the greatest percentage of the state's child welfare caseload.

- Historically, the City and County of Denver has the greatest percentage of the state's child welfare caseload; however,
- El Paso County's workload has grown and, depending on the caseload area (referrals, assessments, cases, etc.), has the greatest percentage resulting in a question of which county should fulfill this statutory requirement.

The current membership structure has created further challenges.

- CWAC has delayed decision making in voting on allocation models and has developed allocations heavily weighted by expenditures (which drives more costs) rather than workload and performance measures (which drives outcomes for children, youth, and families).
- The Department's authority within the current structure is limited to only veto power.
- There are now two statewide associations that represent the counties.

Considering the challenges experienced by CWAC under its current configuration, the changes in caseload distribution in large counties, and the emergence of multiple organizations representing counties, the Department believes that revisions to the statute should be pursued.

10:30-10:45 BREAK

10:45-11:30 CHILD WELFARE SYSTEM CAPACITY (CONTINUED)

12 Please discuss the impact of court-ordered out of home placements on the child welfare system and on a county’s block allocation.

A Court order is required for a county department or the Department to obtain custody and placement authority of a child/youth. The type and provider of a placement does not require a Court order. On occasion, the Court may choose to order a specific placement type or provider. In individual cases, the Court may also require that any non-emergent placement changes be approved by the Court.

The Court is required to review a child/youth in the custody of the county department at least every six months. Part of this review includes the status and appropriateness of the placement. The Department also reviews the appropriateness of the placement on each child in out-of-home care every six months. As part of this process, the Department completed a time-limited review of who requested or recommended a congregate care level of placement. Table 3 provides the review findings.

Table 3. The Administrative Review Division’s Review of Congregate Care Decisions

If the child was placed into congregate care (either an initial placement or subsequent placement) during the review period, who requested/recommended this level of care/congregate care for the child/youth?	FY 15 Q1 Count	FY 15 Q1 %	FY 15 Q2 Count	FY 15 Q2 %
Court Appointed Special Advocate (CASA)	4	0.7%	4	0.8%
County Department	188	32.7%	158	32.3%
Court/Judge	82	14.3%	70	14.3%
Guardian ad Litem (GAL)	139	24.2%	89	18.2%
Other	21	3.7%	20	4.1%
Parent/Guardian/Caregiver	50	8.7%	37	7.6%
Probation	58	10.1%	55	11.2%
Respondent Parent Counsel	1	0.2%	2	0.4%
Unable to Determine	32	5.6%	54	11.0%
TOTAL	575	100%	489	100%

There are two out-of-home placement related drivers in the current Child Welfare Block Allocation model that may be impacted by court-ordered out-of-home placements.

- Fifteen percent (15%) of the allocation is a 3-year rolling average of days paid for child maintenance or room and board for foster care placements

- Five percent (5%) of the allocation is a 3-year rolling average of days paid for child maintenance or room and board for congregate care placements

13 Please discuss how the processes implemented by the Office of Respondent Parents' Counsel are impacting county child welfare workload, budgets, and service provision to children.

The Department cannot provide quantitative analyses of the Respondent Parents' Counsel impact on county child welfare workload, budgets, or service provision to children.

Anecdotally, as part of the CFSR, stakeholders were interviewed to gather input on systemic challenges in meeting the needs of children, youth and families involved in child welfare. Stakeholders were asked, "How well is the case review system functioning statewide to ensure that the filing of termination of parental rights (TPR) proceedings occurs in accordance with required provisions?"

The County Attorney group provided the following feedback regarding the Office of Respondent Parents' Counsel:

[The county attorney stakeholder group] expressed concern about the judiciary holding accountability within timelines. Every single TPR this stakeholder is involved in has resulted in a response by parents' counsel asking for a continuance. It seems there is one free shot at continuance and that is a trend in this stakeholder's area. It appears the Office of Respondent Parents' Counsel may be advocating to their attorneys to say, "the longer you wait the better for parents."

There are significant delays. One example in another county illustrates delays. It has taken over a year to get through the appellate court. Gone are the days that TPRs are not appealed. In one county they have had more appeals by July 1st then [sic] since 2000. The link of causation is the newly created Office of Respondent Counsel and the change in rules in the appellate process.

14 Has there been stakeholder discussion concerning the ability of smaller counties to meet the 20.0 percent match obligation and possible options that might address those challenges?

Outside of CWAC, there have not been discussions about the ability of smaller counties to meet the 20% match contribution for child welfare. CWAC has discussed the 10% match as it relates to the ability of counties to fund the additional caseworkers provided via SB 15-242 in FY 2015-16, FY 2016-17, and FY 2017-18.

- 15 **This year's R4 budget request for funding for additional county staff is identified as phase 4. How many phases of funding does the department expect to request in total?**

Per the 2014 Office of the State Auditor Workload Study, based upon the county child welfare workers that participated in the time study (from 54 counties), an estimated 574 additional caseworker FTE positions, plus 122 related supervisory positions, totaling 696 FTE positions, were needed to handle the caseloads associated with time study participants at the time of the completed study.

Following the Workload Study, the Department clarified Colorado's FTE need by contracting with an independent vendor to perform a Caseload Study, at the request of the General Assembly, and build an allocation tool known as the Colorado Division of Child Welfare Caseworker Allocation Tool (DCAT).

Based on the 250 county child welfare positions filled in FY 2015-16, FY 2016-17, and FY 2017-18, and assuming the General Assembly will approve an estimated 100 county child welfare positions in future fiscal years, the Department expects to request an estimated 416 additional FTE in phases as the state budget allows. This estimate is based upon current workload projections as identified in the 2014 Workload Study and DCAT tool.

11:30-12:00 PREVENTION AND INTERVENTION SERVICES

- 16 **Please provide input concerning JBC staff's recommendation for legislation as defined in the "Prevention and Intervention Services" issue on page 23 of the briefing document.**

After an initial review of the JBC staff's briefing document, the Department sees merit in the legislative recommendation for the creation of a prevention and intervention services cash fund as defined in the "Prevention and Intervention Services" issue on page 23 of the briefing document. This aligns with the Department's recommended creation of a new cash fund in the Long Bill (see question 8). In future years, under-spending related to the use of specific out-of-home placements will be appropriated and distributed by the Department to counties to support further investments in Colorado's child welfare system.

Understanding there are a variety of financial challenges facing Colorado counties, the Department, in collaboration with the counties, through the existing state-county Finance Sub-PAC (Policy Advisory Committee), would need to complete a thorough analysis of the potential fiscal impacts to counties, before the Department can fully weigh in on the JBC staff's legislative recommendations.

However, the Department does have concerns with the following JBC staff's legislative recommendation:

- For counties that are unable to increase local capacity through the above opportunities, provide each Board of County Commissioners with the choice of asking the State of Colorado to administer the child welfare system in its county if it is determined in the best interest of the county and its children and families; allows the Department of Human Services to submit a supplemental budget request for funding to fulfill the county's request.

Colorado is one of nine state supervised/county administered child welfare systems. To operationalize the recommendation the Department would need to significantly increase staffing and resources to provide non-contiguous direct child welfare services, and to supervise and monitor itself. There are currently only three "hybrid" states partially administered by the state and partially administered by counties: Maryland, Nevada, and Wisconsin. The Department has reservations about the recommendation based on: a lack of documented improved performance associated with a hybrid structure; the significant resources required to transition to and sustain a fluctuating non-contiguous hybrid structure; and the value of local control and decision-making to best meet the needs of local communities.

An alternative solution to increase local capacity is for counties to work collaboratively through regional shared service provision or regional contracting with a provider(s) best suited to meet the unique needs of the community. Colorado may also want to consider regional solutions used in other states, such as Minnesota.

The Department looks forward to crafting recommendations in conjunction with the JBC and counties to address these issues.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

- 1 **By January 2, 2018, please provide a written description of the child welfare allocation formula that was approved by the Child Welfare Allocation Committee on November 27, 2017.**

As requested, by January 2, 2018, the Department will provide a written description of the child welfare allocation formula that was approved by the Child Welfare Allocations Committee on November 27, 2017.

- 2 **By January 2, 2018, please provide a written description of specific county expenditure data that is available from the County Financial Management System.**

a. If available, please provide a breakdown of county expenditures for FY 2016-17 for the following:

i. Each workload metric utilized in the department's allocation formula options;

Attachment A is the breakdown of expenditures currently provided in the County Financial Management System (CFMS).

ii. Out-of-home placements by type (foster care, kinship care, Child Placement Agencies, Residential Child Care Facilities, etc.); and

Attachment B is the breakdown of out-of-home placements by type and expenditures by county.

iii. Prevention and intervention program by specific program.

County departments receive a block allocation through Child Welfare Services. This funding is required to be spent in accordance to defined services in Title 26 of the Colorado Statute which includes prevention and intervention programs. In addition, county departments receive Children and Family Program (Core Services) funding through a signed MOU with the State. The Prevention and intervention programs outlined in the MOUs are evaluated by Colorado State University annually. However, while we monitor and evaluate Core Services, prevention and intervention expenditures are not captured in CFMS by specific program and the Core Services evaluation does not include expenditures paid with Child Welfare Services and local funds.

b. If available, please provide a breakdown of county expenditures for FY 2016-17 for administrative costs by job classification and other activities that support the delivery of child welfare services by type of activity.

County departments receive a block allocation for the delivery of child welfare services through the Child Welfare Services Long Bill line. A block allocation does not require the county departments to report to the Department administrative costs by job classification or other activities that support the delivery of child welfare services by type of activity.

3 By January 2, 2018, please provide a written report on FY 2016-17 out of home placements in Child Placement Agencies (CPAs) and Residential Child Care Facilities (RCCFs), including:

- a. **The number of children placed in in-state and out-of-state CPAs and RCCFs;**
- b. **The county responsible for each placement;**
- c. **The daily rate paid for each placement;**
- d. **The number of days for each placement; and**
- e. **Whether or not the child is dual-diagnosed with mental health issues and intellectual and developmental disabilities.**

As requested, by January 2, 2018, the Department will provide a written report on FY 2016-17 out-of-home placements in Child Placement Agencies (CPAs) and Residential Child Care Facilities (RCCFs).

COMMON QUESTIONS ASKED OF ALL DEPARTMENTS

At the request of JBC staff, Department of Human Services responses to common questions asked of every department will be provided on the hearing agenda for the Office of Information Technology Services, County Administration, Office of Self-Sufficiency, Adult Assistance Programs, Division of Youth Services, and Office of Early Childhood of January 8, 2018.

Attachment A

Attachment A: Child Welfare Expenditures by County - FY 2016-17 YTD-Actual											
Co.	County	CA 80/20	CASE SERVICES	RELATED CC	SUBADOPT	CA 100%	REL GUARD	CHRP	TRCCF	PRTF/FFS	TOTAL
01	ADAMS	\$ 17,342,376	\$ 105,353	\$ 651,167	\$ 4,011,706	\$ 2,865,030	\$ -	\$ 500,187	\$ -	\$ 344,676	\$ 25,820,494
02	ALAMOSA	\$ 1,185,415	\$ -	\$ 43,958	\$ 378,128	\$ 209,977	\$ -	\$ -	\$ -	\$ 38,703	\$ 1,856,182
03	ARAPAHOE	\$ 14,254,362	\$ 65,592	\$ 768,249	\$ 4,884,785	\$ 2,569,692	\$ -	\$ 141,815	\$ (2,274)	\$ 190,989	\$ 22,873,209
04	ARCHULETA	\$ 538,331	\$ 4,265	\$ 12,447	\$ 65,132	\$ 67,816	\$ -	\$ -	\$ -	\$ -	\$ 687,992
05	BACA	\$ 148,622	\$ -	\$ 2,082	\$ 4,187	\$ 28,212	\$ -	\$ -	\$ -	\$ 4,859	\$ 187,962
06	BENT	\$ 294,497	\$ 1,123	\$ 10,618	\$ 12,004	\$ 47,798	\$ 12,019	\$ -	\$ -	\$ 2,704	\$ 380,762
07	BOULDER	\$ 11,240,754	\$ 159,220	\$ 551,925	\$ 1,360,321	\$ 1,238,706	\$ 24,316	\$ 48,298	\$ -	\$ 71,804	\$ 14,695,345
80	BROOMFIELD	\$ 1,503,565	\$ -	\$ 103,474	\$ 60,661	\$ 193,508	\$ -	\$ 79,623	\$ -	\$ 20,401	\$ 1,961,232
08	CHAFFEE	\$ 573,426	\$ 2,382	\$ 6,199	\$ 115,880	\$ 75,534	\$ 3,855	\$ -	\$ -	\$ 2,190	\$ 779,467
09	CHEYENNE	\$ 98,881	\$ -	\$ 651	\$ -	\$ 18,890	\$ 4,519	\$ -	\$ -	\$ -	\$ 122,941
10	CLEAR CREEK	\$ 396,888	\$ 167	\$ 17,874	\$ 149,252	\$ 66,981	\$ -	\$ -	\$ -	\$ 1,557	\$ 632,719
11	CONEJOS	\$ 387,763	\$ -	\$ 20,690	\$ 23,047	\$ 60,985	\$ -	\$ -	\$ -	\$ 21,749	\$ 514,234
12	COSTILLA	\$ 337,502	\$ -	\$ 7,546	\$ 30,704	\$ 33,893	\$ -	\$ -	\$ -	\$ 79,656	\$ 489,301
13	CROWLEY	\$ 186,945	\$ -	\$ 2,242	\$ 35,285	\$ 35,475	\$ 47,041	\$ -	\$ -	\$ 7,714	\$ 314,703
14	CUSTER	\$ 205,945	\$ -	\$ 331	\$ 10,771	\$ 18,890	\$ -	\$ -	\$ -	\$ 3,308	\$ 239,245
15	DELTA	\$ 633,022	\$ 6,525	\$ 47,472	\$ 384,876	\$ 180,628	\$ 11,930	\$ -	\$ -	\$ 51,767	\$ 1,316,221
16	DENVER	\$ 33,690,876	\$ 93,370	\$ 724,708	\$ 7,649,920	\$ 4,126,265	\$ 24,562	\$ 304,794	\$ -	\$ 641,274	\$ 47,255,769
17	DOLORES	\$ 70,834	\$ -	\$ 950	\$ 4,812	\$ 18,890	\$ -	\$ -	\$ -	\$ -	\$ 95,485
18	DOUGLAS	\$ 4,133,796	\$ 86,295	\$ 109,557	\$ 230,791	\$ 663,556	\$ -	\$ -	\$ -	\$ 107,331	\$ 5,331,326
19	EAGLE	\$ 1,395,537	\$ 195	\$ 32,241	\$ 64,410	\$ 154,257	\$ -	\$ -	\$ -	\$ 7,901	\$ 1,654,541
21	EL PASO	\$ 23,218,440	\$ 35,105	\$ 1,222,066	\$ 6,748,132	\$ 3,548,929	\$ 29,706	\$ 163,848	\$ -	\$ 654,862	\$ 35,621,088
20	ELBERT	\$ 606,948	\$ 800	\$ 18,434	\$ 107,955	\$ 106,701	\$ -	\$ 46,983	\$ -	\$ 3,848	\$ 891,669
22	FREMONT	\$ 1,522,765	\$ 23,371	\$ 10,233	\$ 673,902	\$ 341,077	\$ 2,379	\$ -	\$ -	\$ 56,672	\$ 2,630,399
23	GARFIELD	\$ 2,412,022	\$ 7,711	\$ 36,288	\$ 190,827	\$ 263,405	\$ -	\$ 263	\$ -	\$ 30,262	\$ 2,940,779
24	GILPIN	\$ 413,936	\$ 1,609	\$ 3,744	\$ 26,524	\$ 46,413	\$ -	\$ -	\$ -	\$ 2,491	\$ 494,718
25	GRAND	\$ 373,256	\$ 800	\$ 3,170	\$ 62,380	\$ 50,805	\$ -	\$ 58,850	\$ -	\$ 741	\$ 550,003
26	GUNNISON	\$ 589,435	\$ 3,940	\$ 14,846	\$ 34,044	\$ 61,551	\$ -	\$ -	\$ -	\$ 2,516	\$ 706,333
27	HINSDALE	\$ 27,408	\$ -	\$ 1,959	\$ -	\$ 2,607	\$ -	\$ -	\$ -	\$ -	\$ 31,974
28	HUERFANO	\$ 469,624	\$ -	\$ 11,569	\$ 49,365	\$ 60,677	\$ 178	\$ -	\$ -	\$ 7,448	\$ 598,861
29	JACKSON	\$ 82,412	\$ -	\$ 108	\$ 3,040	\$ 18,890	\$ -	\$ -	\$ -	\$ -	\$ 104,451
30	JEFFERSON	\$ 14,863,001	\$ 340,122	\$ 501,286	\$ 3,241,704	\$ 2,301,233	\$ 11,089	\$ 69,405	\$ -	\$ 354,862	\$ 21,682,702
31	KIOWA	\$ 148,684	\$ -	\$ 644	\$ 14,356	\$ 18,890	\$ -	\$ -	\$ -	\$ 4,957	\$ 187,530
32	KIT CARSON	\$ 255,578	\$ -	\$ 2,013	\$ 6,599	\$ 30,674	\$ 36,222	\$ -	\$ -	\$ 15,235	\$ 346,322
34	LA PLATA	\$ 1,502,254	\$ 61,364	\$ 46,115	\$ 194,075	\$ 187,419	\$ 29,426	\$ -	\$ -	\$ 5,402	\$ 2,026,055
33	LAKE	\$ 490,107	\$ 362	\$ 16,244	\$ 49,304	\$ 48,536	\$ -	\$ -	\$ -	\$ 5,256	\$ 609,810
35	LARIMER	\$ 14,041,366	\$ 17,676	\$ 446,973	\$ 576,000	\$ 1,272,503	\$ -	\$ 188,178	\$ -	\$ 28,147	\$ 16,570,842
36	LAS ANIMAS	\$ 427,137	\$ 6,929	\$ 17,411	\$ 189,487	\$ 113,112	\$ 8,908	\$ -	\$ -	\$ 14,675	\$ 777,660
37	LINCOLN	\$ 491,389	\$ -	\$ 18,115	\$ 137,152	\$ 75,447	\$ -	\$ -	\$ -	\$ 6,184	\$ 728,288
38	LOGAN	\$ 1,258,916	\$ 19,772	\$ 87,961	\$ 327,688	\$ 195,035	\$ -	\$ -	\$ -	\$ 8,918	\$ 1,898,290
39	MESA	\$ 3,846,950	\$ 141,276	\$ 298,631	\$ 2,754,859	\$ 1,212,011	\$ 10,768	\$ 82,732	\$ -	\$ 161,579	\$ 8,508,806
40	MINERAL	\$ 906	\$ -	\$ 1	\$ -	\$ 2,412	\$ -	\$ -	\$ -	\$ -	\$ 3,319
41	MOFFAT	\$ 697,348	\$ 4,733	\$ 8,333	\$ 92,658	\$ 95,164	\$ -	\$ -	\$ -	\$ 16,099	\$ 914,336
42	MONTEZUMA	\$ 790,565	\$ -	\$ 38,585	\$ 130,283	\$ 145,172	\$ 38,252	\$ -	\$ -	\$ 3,035	\$ 1,145,893
43	MONTROSE	\$ 702,515	\$ 8,800	\$ 89,918	\$ 398,921	\$ 262,578	\$ 12,877	\$ -	\$ -	\$ 72,952	\$ 1,548,562
44	MORGAN	\$ 1,090,352	\$ 13,578	\$ 41,316	\$ 383,597	\$ 256,741	\$ -	\$ -	\$ -	\$ 55,692	\$ 1,841,276
45	OTERO	\$ 673,368	\$ 4,619	\$ 46,233	\$ 198,346	\$ 146,299	\$ 47,093	\$ -	\$ -	\$ 37,049	\$ 1,153,007
46	OURAY	\$ 107,064	\$ -	\$ 260	\$ -	\$ 18,890	\$ -	\$ -	\$ -	\$ -	\$ 126,214
47	PARK	\$ 462,250	\$ 5,609	\$ 6,943	\$ 53,305	\$ 56,465	\$ -	\$ -	\$ -	\$ 5,035	\$ 589,607
48	PHILLIPS	\$ 203,440	\$ 27	\$ 8,026	\$ 24,931	\$ 22,666	\$ -	\$ -	\$ -	\$ 2,404	\$ 261,494
49	PITKIN	\$ 389,507	\$ -	\$ 11,909	\$ -	\$ 35,983	\$ -	\$ -	\$ -	\$ -	\$ 437,399
50	PROWERS	\$ 628,204	\$ -	\$ 86,643	\$ 83,875	\$ 88,081	\$ 10,216	\$ -	\$ -	\$ 9,939	\$ 906,957
51	PUEBLO	\$ 6,330,103	\$ 188,954	\$ 202,331	\$ 2,024,604	\$ 1,091,433	\$ 33,732	\$ 72,555	\$ -	\$ 248,274	\$ 10,191,987
52	RIO BLANCO	\$ 410,292	\$ -	\$ 4,946	\$ 41,112	\$ 49,024	\$ 4,492	\$ -	\$ -	\$ 1,659	\$ 511,525
53	RIO GRANDE	\$ 532,521	\$ -	\$ 20,374	\$ 172,991	\$ 94,904	\$ 15,645	\$ -	\$ -	\$ 50,879	\$ 887,315
54	ROUTT	\$ 712,228	\$ 2,459	\$ 6,524	\$ 25,937	\$ 60,284	\$ -	\$ -	\$ -	\$ -	\$ 807,431
55	SAGUACHE	\$ 306,842	\$ -	\$ 22,321	\$ 51,433	\$ 52,259	\$ -	\$ -	\$ -	\$ 18,579	\$ 451,434
56	SAN JUAN	\$ 19,822	\$ 1,218	\$ 21	\$ -	\$ 2,412	\$ -	\$ -	\$ -	\$ -	\$ 23,473
57	SAN MIGUEL	\$ 156,822	\$ -	\$ 1,200	\$ 8,621	\$ 25,717	\$ -	\$ -	\$ -	\$ 811	\$ 193,172
58	SEDGWICK	\$ 180,166	\$ -	\$ 2,453	\$ 7,680	\$ 18,890	\$ -	\$ -	\$ -	\$ -	\$ 209,188
59	SUMMIT	\$ 652,828	\$ -	\$ 9,023	\$ 4,055	\$ 67,155	\$ -	\$ -	\$ -	\$ 7,847	\$ 740,908
60	TELLER	\$ 910,538	\$ 3,300	\$ 7,579	\$ 220,388	\$ 144,552	\$ -	\$ -	\$ -	\$ 13,744	\$ 1,300,100
61	WASHINGTON	\$ 188,607	\$ 1,558	\$ 4,235	\$ 50,626	\$ 40,631	\$ -	\$ -	\$ -	\$ 3,045	\$ 288,702
62	WELD	\$ 11,407,468	\$ 322,981	\$ 562,536	\$ 1,535,896	\$ 1,479,363	\$ 10,906	\$ 117,876	\$ -	\$ 207,365	\$ 15,644,391
63	YUMA	\$ 377,990	\$ -	\$ 2,785	\$ 29,947	\$ 57,824	\$ -	\$ -	\$ -	\$ 8,263	\$ 476,809
	Total	\$ 183,592,711	\$ 1,743,160	\$ 7,056,685	\$ 40,403,275	\$ 26,945,797	\$ 430,130	\$ 1,875,406	\$ (2,274)	\$ 3,725,312	\$ 265,770,203

Data Source: CFMS - CW Allocations Expenditures Report, YTD-Actual
Date Pulled: 11/17/2017

Attachment B

Attachment B: FY 2016-17 Out of Home Expenditures by County									
Co.	County	Foster Family Home Care	Group Center Care	Group Home Care	Independent Living	Kinship Foster Care	RCCF Shelter Care	Receiving Home Care	Residential Child Care Facility/RTC
01	ADAMS	\$ 3,371,048	\$ 1,107,414	\$ 269,435	\$ 62,054	\$ 71,971	\$ 15,300	\$ -	\$ 3,809,544
02	ALAMOSA	\$ 434,056	\$ 8,028	\$ 21,210	\$ 7,306	\$ 22,400	\$ -	\$ -	\$ 471,122
03	ARAPAHOE	\$ 3,398,588	\$ 758,852	\$ 340,732	\$ 11,021	\$ 13,474	\$ 17,230	\$ -	\$ 2,287,993
04	ARCHULETA	\$ 102,071	\$ -	\$ -	\$ -	\$ 9,048	\$ -	\$ -	\$ 1,348
05	BACA	\$ 2,321	\$ -	\$ 19,865	\$ -	\$ -	\$ -	\$ -	\$ 24,805
06	BENT	\$ 29,730	\$ -	\$ -	\$ -	\$ 456	\$ -	\$ -	\$ 105,861
07	BOULDER	\$ 729,570	\$ 148,046	\$ 68,855	\$ 3,378	\$ 267,728	\$ -	\$ 50	\$ 1,281,672
08	BROOMFIELD	\$ 307,933	\$ 29,258	\$ 32,709	\$ -	\$ 44,933	\$ -	\$ -	\$ 176,472
08	CHAFFEE	\$ 102,155	\$ 2,875	\$ -	\$ 2,024	\$ 31,590	\$ -	\$ -	\$ 104,712
09	CHEYENNE	\$ 171	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,660
10	CLEAR CREEK	\$ 197,296	\$ -	\$ 52,925	\$ -	\$ 23,174	\$ -	\$ -	\$ 34,729
11	CONEJOS	\$ 56,114	\$ 8,025	\$ 38,831	\$ -	\$ -	\$ -	\$ -	\$ 182,588
12	COSTILLA	\$ 215,057	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 484,310
13	CROWLEY	\$ 53,615	\$ -	\$ -	\$ 3,108	\$ 13,482	\$ -	\$ -	\$ 61,060
14	CUSTER	\$ 27,738	\$ 8,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,289
15	DELTA	\$ 352,060	\$ 106,191	\$ 27,820	\$ 43,742	\$ 5,470	\$ -	\$ -	\$ 448,263
16	DENVER	\$ 4,114,261	\$ 2,391,840	\$ 796,730	\$ 57,940	\$ 758,243	\$ 12,337	\$ -	\$ 7,897,492
17	DOLORES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	DOUGLAS	\$ 834,678	\$ 144,840	\$ 182,380	\$ 11,014	\$ 41,875	\$ -	\$ -	\$ 1,442,138
19	EAGLE	\$ 20,536	\$ 116	\$ -	\$ -	\$ -	\$ 193,672	\$ -	\$ 84,828
21	EL PASO	\$ 5,544,386	\$ 1,063,438	\$ 775,356	\$ 9,314	\$ 105,816	\$ -	\$ -	\$ 6,870,661
20	ELBERT	\$ 58,997	\$ 59,270	\$ 91,783	\$ -	\$ -	\$ -	\$ -	\$ 168,959
22	FREMONT	\$ 641,175	\$ 31,222	\$ 23,629	\$ 24,640	\$ 171,159	\$ -	\$ -	\$ 466,598
23	GARFIELD	\$ 231,295	\$ 17,321	\$ -	\$ -	\$ 118,904	\$ -	\$ -	\$ 252,884
24	GILPIN	\$ 101,234	\$ 39,148	\$ 28,999	\$ -	\$ -	\$ -	\$ -	\$ 13,258
25	GRAND	\$ 8,461	\$ 8,804	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,142
26	GUNNISON	\$ 46,605	\$ 15,057	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,270
27	HINSDALE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
28	HUERFANO	\$ 205,580	\$ 7,495	\$ 21,443	\$ 3,091	\$ 13,961	\$ -	\$ -	\$ 42,915
29	JACKSON	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	JEFFERSON	\$ 3,694,350	\$ 817,116	\$ 465,298	\$ 38,820	\$ 101,123	\$ -	\$ -	\$ 3,095,204
31	KIOWA	\$ 44,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,516
32	KIT CARSON	\$ 68,012	\$ 17,110	\$ 40,705	\$ -	\$ 975	\$ -	\$ -	\$ 90,292
34	LA PLATA	\$ 91,476	\$ 9,703	\$ -	\$ 3,701	\$ 38,784	\$ -	\$ -	\$ 79,743
33	LAKE	\$ 9,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,184
35	LARIMER	\$ 1,170,209	\$ 67,208	\$ 289,109	\$ 15,319	\$ 195,657	\$ -	\$ 2,639	\$ 460,442
36	LAS ANIMAS	\$ 301,557	\$ 14,968	\$ -	\$ -	\$ 12,739	\$ -	\$ -	\$ 85,388
37	LINCOLN	\$ 146,959	\$ -	\$ 80,272	\$ -	\$ 29,802	\$ -	\$ -	\$ 64,049
38	LOGAN	\$ 144,259	\$ 88,873	\$ 38,057	\$ -	\$ 45,760	\$ -	\$ -	\$ 207,132
39	MESA	\$ 2,290,737	\$ 475,978	\$ 139,829	\$ 153,265	\$ 502,768	\$ -	\$ -	\$ 1,385,489
40	MINERAL	\$ 1,343	\$ 40,033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
41	MOFFAT	\$ 100,928	\$ 60,136	\$ 7,000	\$ -	\$ 4,627	\$ -	\$ -	\$ 202,105
42	MONTEZUMA	\$ 147,230	\$ 4,427	\$ 119,463	\$ 2,098	\$ 30	\$ -	\$ -	\$ 57,908
43	MONTRORSE	\$ 893,559	\$ 64,028	\$ -	\$ 2,063	\$ 9,793	\$ -	\$ -	\$ 790,996
44	MORGAN	\$ 314,013	\$ 83,829	\$ -	\$ -	\$ 2,139	\$ -	\$ -	\$ 682,245
45	OTERO	\$ 204,741	\$ 64,088	\$ 11,221	\$ (31)	\$ 55,131	\$ -	\$ -	\$ 277,107
46	OURAY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
47	PARK	\$ 15,840	\$ -	\$ -	\$ -	\$ 18,843	\$ (5,334)	\$ -	\$ 49,041
48	PHILLIPS	\$ 1,552	\$ 137	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,181
49	PITKIN	\$ 14,881	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
50	PROWERS	\$ 8,606	\$ 1,714	\$ -	\$ (378)	\$ -	\$ -	\$ -	\$ 92,673
51	PUEBLO	\$ 1,282,595	\$ -	\$ 147,453	\$ -	\$ 259,347	\$ -	\$ -	\$ 1,451,346
52	RIO BLANCO	\$ 169,665	\$ -	\$ -	\$ -	\$ 1,996	\$ -	\$ -	\$ 9,513
53	RIO GRANDE	\$ 155,042	\$ 13,511	\$ -	\$ -	\$ 2,821	\$ -	\$ -	\$ 305,210
54	ROUTT	\$ 3,266	\$ 83,049	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,096
55	SAGUACHE	\$ 5,090	\$ 30,149	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,516
56	SAN JUAN	\$ -	\$ -	\$ -	\$ -	\$ 12,061	\$ -	\$ -	\$ -
57	SAN MIGUEL	\$ 14,443	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,671
58	SEDGWICK	\$ 522	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59	SUMMIT	\$ 13,678	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144,980
60	TELLER	\$ 164,442	\$ 55,376	\$ 23,375	\$ (641)	\$ -	\$ -	\$ -	\$ 123,780
61	WASHINGTON	\$ 4,001	\$ -	\$ -	\$ -	\$ 5,492	\$ -	\$ -	\$ 54,803
62	WELD	\$ 1,594,533	\$ 217,476	\$ 323,982	\$ 3,649	\$ 79,171	\$ -	\$ 54	\$ 2,155,208
63	YUMA	\$ 42,399	\$ 15,811	\$ 21,818	\$ -	\$ 15,621	\$ -	\$ -	\$ 116,790
	Total	\$ 34,300,097	\$ 8,180,511	\$ 4,500,284	\$ 456,498	\$ 3,108,362	\$ 233,205	\$ 2,743	\$ 38,894,181

Data Source: CFMS/Trails database
Date Pulled: 11/17/2017



COLORADO
Department of Human Services



FY 2018-19 Joint Budget Committee Hearing

Department of Human Services:
Executive Director's Office, Office
of Operations, and the Division of
Child Welfare

November 28, 2017

Mission, Vision, and Values

Mission

Collaborating with our partners, our mission is to design and deliver high quality human services and health care that improve the safety, independence, and well-being of the people of Colorado.

Vision

The people of Colorado are safe, healthy and are prepared to achieve their greatest aspirations.

Values

The Colorado Department of Human Services will:

- Make decisions with and act in the best interests of the people we serve because Colorado's success depends on their well-being.
- Share information, seek input, and explain our actions because we value accountability and transparency.
- Manage our resources efficiently because we value responsible stewardship.
- Promote a positive work environment, and support and develop employees, because their performance is essential to Colorado's success.
- Meaningfully engage our partners and the people we serve because we must work together to achieve the best outcomes.
- Commit to continuous learning because Coloradans deserve effective solutions today and forward-looking innovation for tomorrow.

At the Colorado Department of Human Services, We Are People Who Help People:

- Thrive in the community of their choice
- Achieve economic security through meaningful work
- Prepare for educational success throughout their lives

CDHS at a Glance

CDHS Owned & Active

- 343 buildings that are owned and operated on 20 campuses across the State of Colorado, including:
 - 52 vacant buildings (43 dry-closed, 9 wet-closed)
 - 30 tenant/contract operated buildings
 - 291 CDHS occupied/operated
- Examples of the various uses of buildings include:
 - 2 Mental Health Hospitals
 - 3 Regional Center Campuses and 40 Group Homes
 - 12 Youth Service Center Sites
 - 5 Veterans Community Living Centers
- Office of State Architect identifies current replacement value of nearly \$774 million
- Average Facility Condition Index score for CDHS buildings is 68.6% compared to statewide target of 85%

CDHS Leased

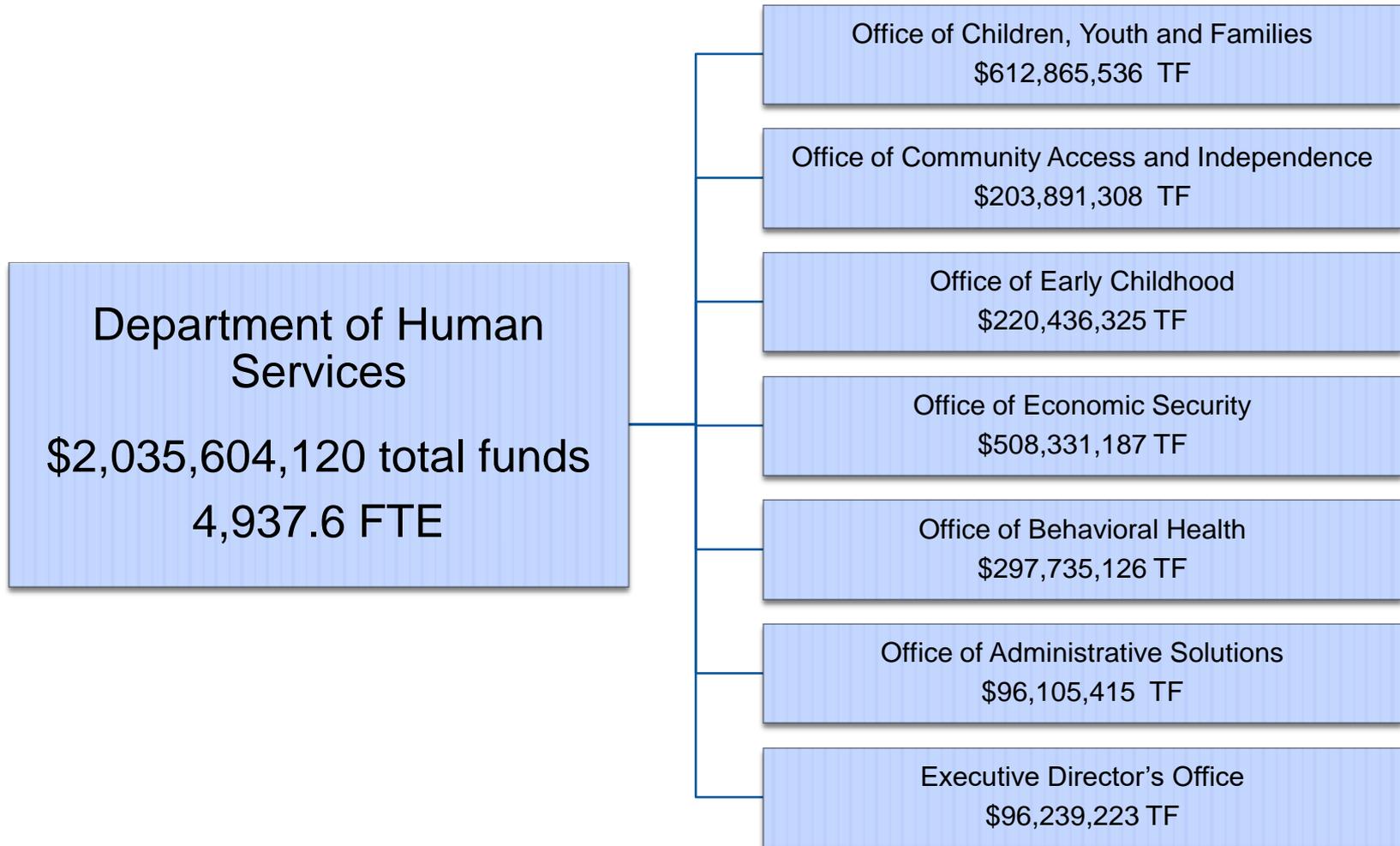
- 11 Properties, including:
 - 1 Disability Determination Services Office
 - 1 Child Welfare Training Office
 - 1 CDHS Headquarters (1575 Sherman St.)
 - 1 LEAP/Refugee Services Office
 - 5 Administrative DYC Offices
 - 1 Office of Economic Security Training
 - 1 Developmental Disabilities Council

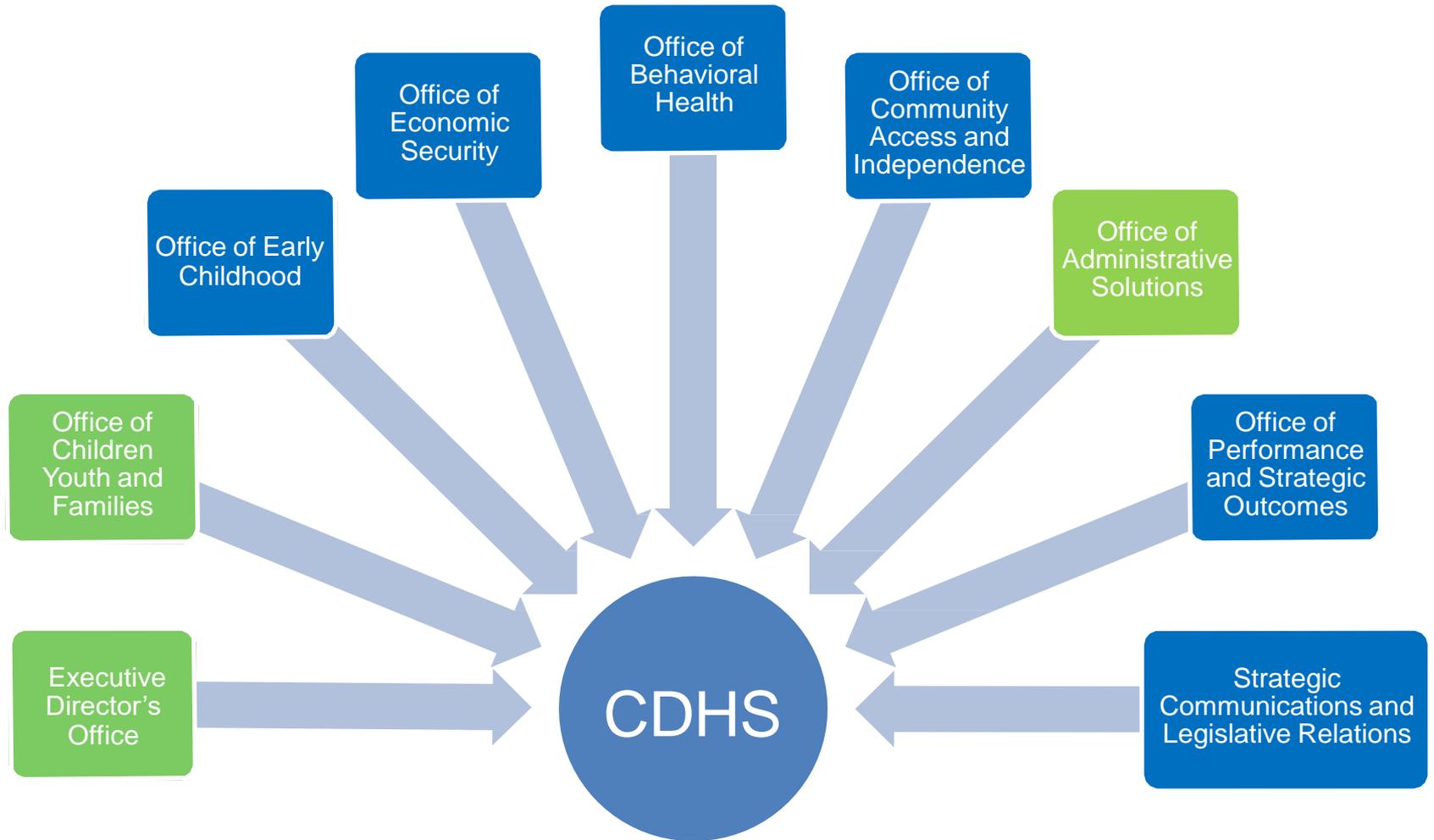
Community Programs

- ✓ County Programs
- ✓ Community Behavioral Health Providers
- ✓ Refugee Services
- ✓ Domestic Violence Programs
- ✓ Early Childhood Councils
- ✓ Area Agencies on Aging
- ✓ Tony Grampsas Youth Services
- ✓ Ombudsman Programs
- ✓ 66 Boards and Commissions



FY 2017-18 Department Appropriation





Colorado Department of Human Services FY 2018-19 Budget Requests

Executive Director's Office

- Provider Rate Increase

Office of Administrative Solutions

- Compensation Adjustments for Direct Care Positions at DHS Facilities Phase 1 of 2
- HIPAA Security Remediation
- Interoperability Phase 4 of 5

Office of Children Youth & Families

- **County Child Welfare Staff**
- **Promoting Permanency**
- DYS Facility Staffing Final Phase
- DYS Special Education Services
- DYS Facility Refurbishment for Safety and Risk Mitigation, Modernization– Phase 5 of 6
- DYS Adams Youth Service Center Replacement – Phase 3 of 3





COLORADO
Department of Human Services



Office of Administrative Solutions

Department Facilities

Utilized Buildings & Square Footage

	Utilized	Vacant	Total
Building Count	291	52	343
Building Gross Square Footage	3,542,758	393,418	3,936,176

Source: Vacant buildings report, updated as of November 2017 and submitted to the Office of the State Architect.

Note: Numbers included here will differ slightly from numbers included in the Office of the State Architect's Annual report released in July 2017 because the Department updated the report in November 2017.





COLORADO
Department of Human Services



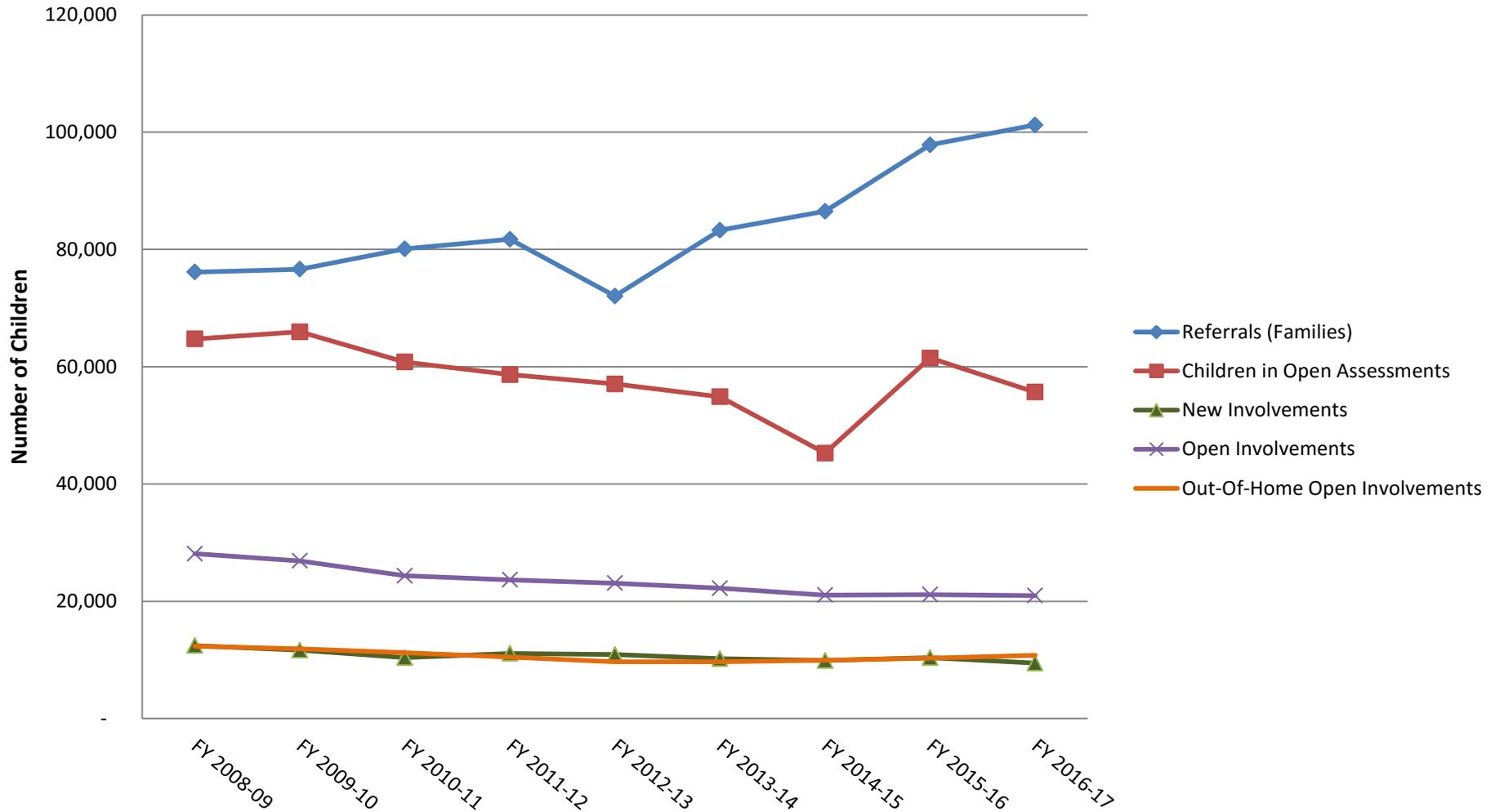
Division of Child Welfare

Overview

Division of Child Welfare Objectives

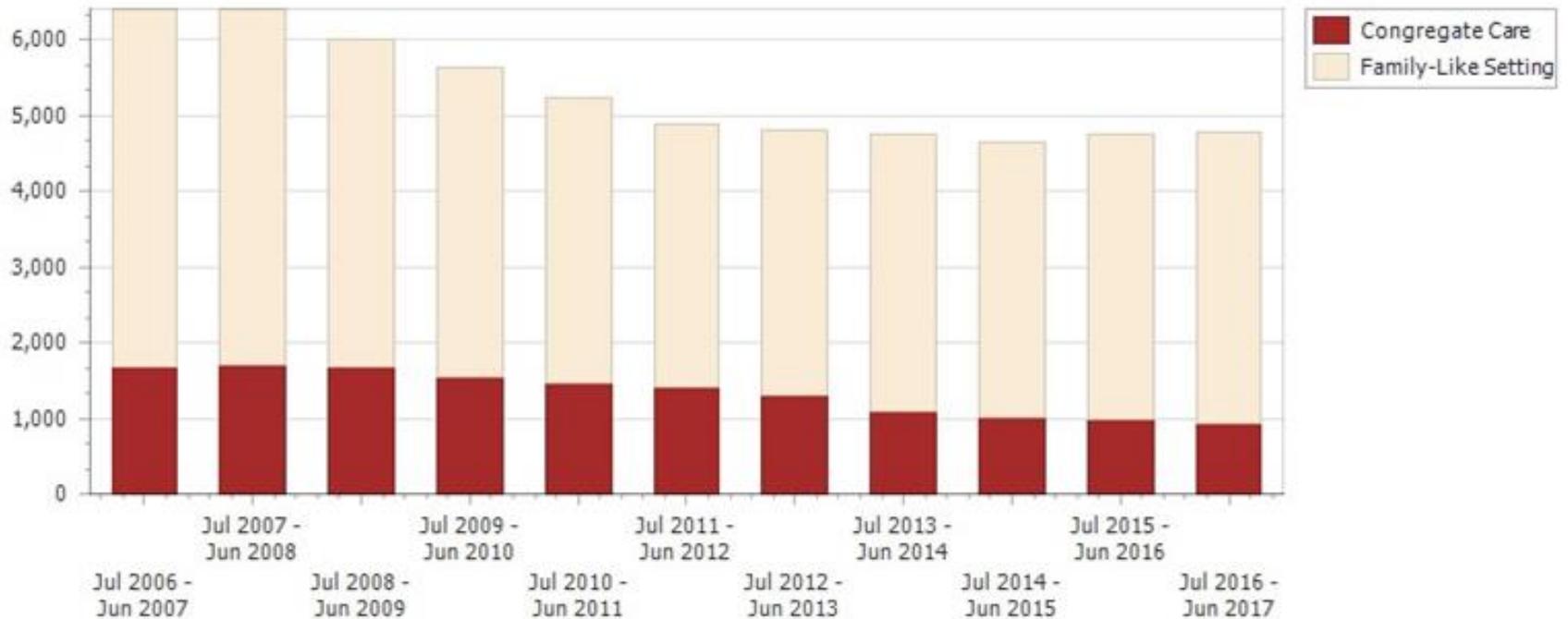
- ***The services that Colorado's children, youth, and families need are provided in their communities, at the right time***
 - Children are safe
 - Children and youth have timely permanency
 - Children and youth in out-of-home care have access to the physical and mental health services they need
 - Implement trauma-informed assessment and services in all counties
- ***Youth and children remain safely at home with families***
 - Children remain safely at home with improved child, youth, and family assessments
 - Counties implement Family Engagement principles and processes
- ***Integrate the various QA-CQI approaches in Colorado to act as one cohesive system***
 - Colorado's QA/CQI system is identifiable in all state and county practices and initiatives

Child Welfare Workload Trends



Out-of-Home Placement

Type of placement for children in out-of-home placement on the last day of the report period Report Time
Period: July 1, 2006 - June 30, 2017



Division of Child Welfare FY 2018-19 Decision Items

- **County Child Welfare Staff: \$6.1 million**
 - Increase county child welfare staff by 100 FTE
- **Promoting Permanency: \$407,000 and 1.8 FTE**
 - Increase the timeliness of services and achievement rate for permanency for Colorado's most vulnerable population of children/youth
 - Fund two positions to help county departments address barriers to permanency, adoption, and guardianship



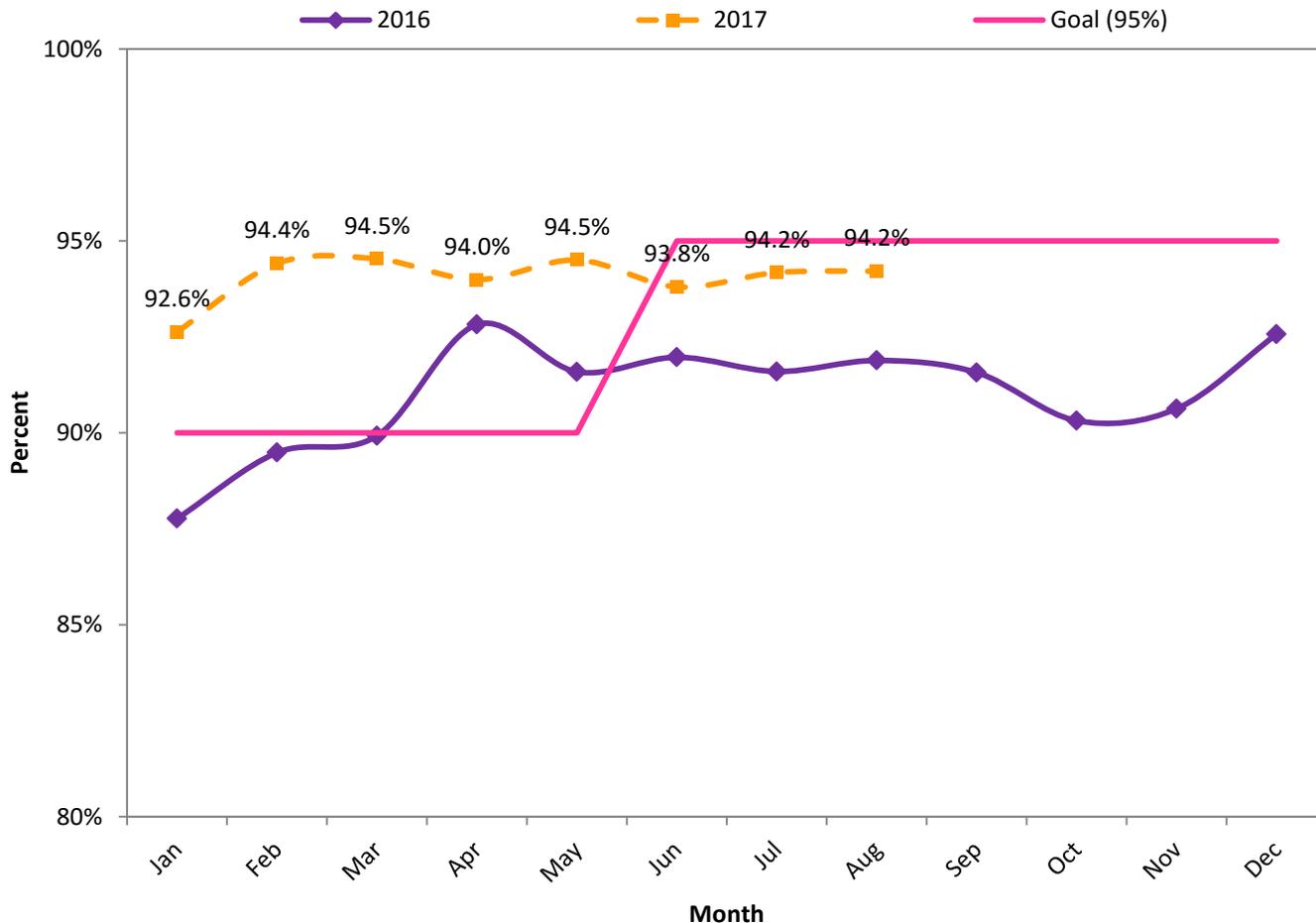


Timeliness of Initial Response to Abuse/Neglect Assessments

Numerator: Number of alleged victims with a timely face-to-face contact or attempted contact as set in rule (Volume 7)

Denominator: Number of alleged victims with a child protection assessment opened in the specified month (both Traditional and Family Assessment Response)

*Note: The goal was increased from 90% to 95% in June 2017.





Timeliness of Initial Response to Abuse/Neglect Assessments: *Immediates*

Description of Trend:

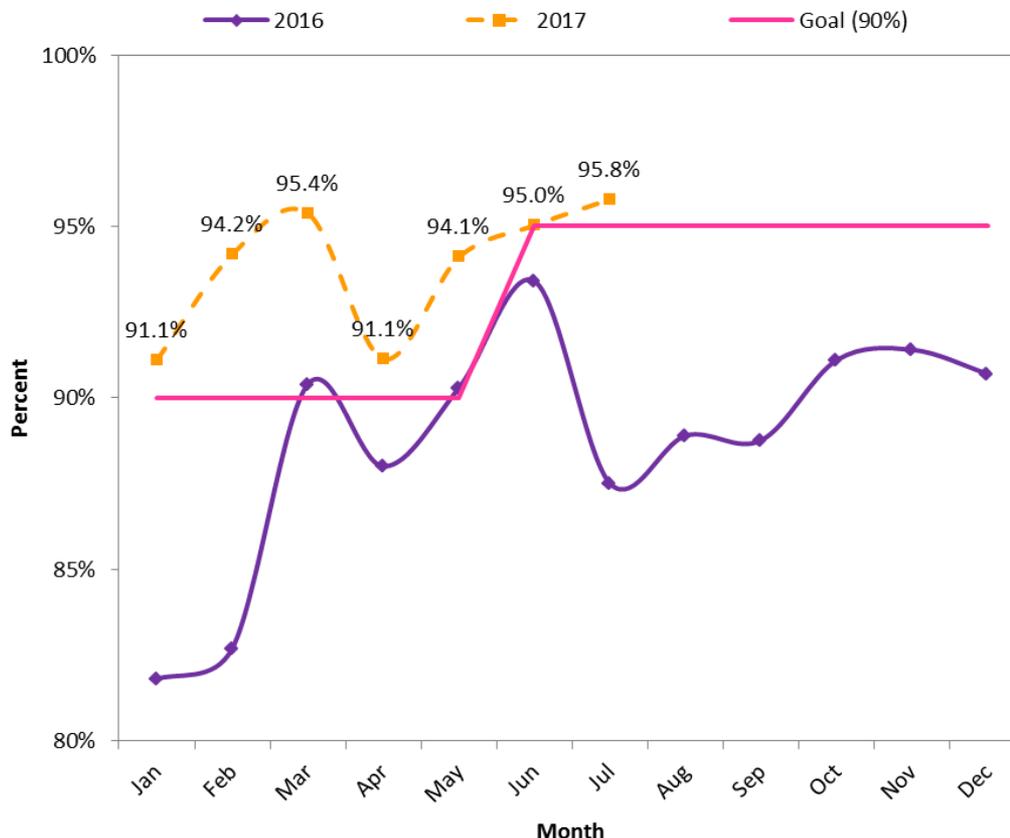
DCW has attained the goal for eight consecutive months.

Numerator: Number of alleged victims with a timely immediate face-to-face contact or attempted contact as set in rule (Volume 7)

Denominator: Number of alleged victims with an immediate child protection assessment opened in the specified month (both Traditional and Family Assessment Response)

Denominator: 407

*Note: The goal was increased from 90% to 95% in June 2017.



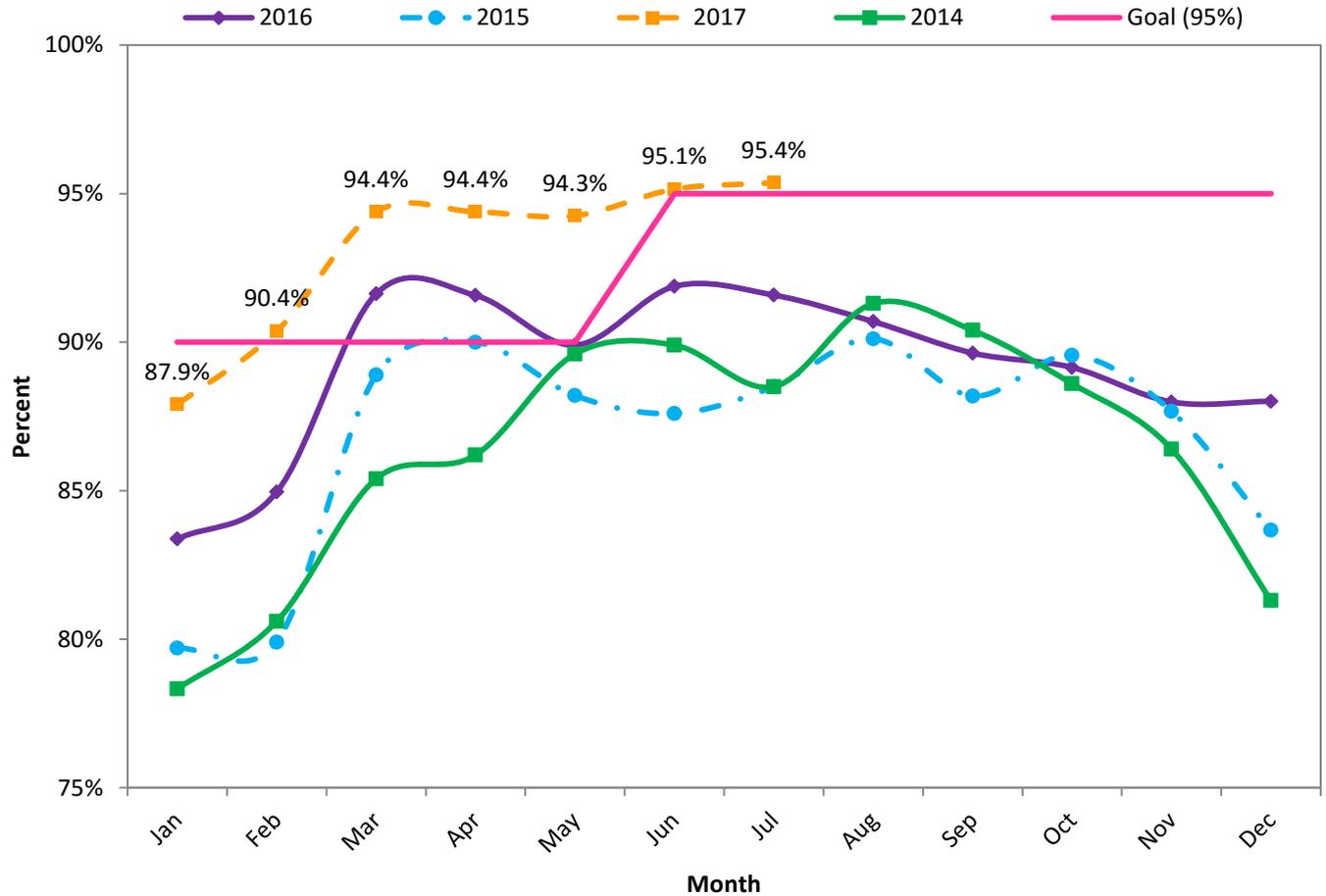


Compliance with the Statutory Requirement Related to Timeliness of Assessment Closure

Numerator: Number of child protection assessments closed within 60 days of referral

Denominator: Number of child protection assessments due to close during the specified month (both Traditional and Family Assessment Response)

*Note: The goal was increased from 90% to 95% in June 2017.



More Progress to be Made

Congregate care

Re-entry

Placement stability

Support for emancipating youth



County Child Welfare Staff

Fiscal Year	New County Child Welfare Staff	Notes
FY 2015-16	100 FTE	
FY 2016-17	84.25 FTE	
FY 2017-18	66 FTE	
FY 2018-19	100 FTE	Current Request
Future Budget Requests	416 FTE	Remaining need for County Child Welfare Staff based on DCAT tool
Total	766.25 FTE	Based upon current caseload, operational structure, technology, etc.



Promoting Permanency



- Diamond – legally free for adoption since 2003, essentially since Diamond was 3 years old, 17 prior placements over 185 months in care
- 81 children and youth on the statewide predictive analytics list to identify permanency barriers

Promoting Permanency Budget Request

Recruiters

- Wendy's Wonderful Kids (WWK) and State partnership through The Adoption Exchange
- Recruit adoptive homes for hard-to-place children
- \$140,000

Permanency Specialists

- State staff
- Expertise in difficult permanency cases
- High-risk of emancipation without permanency
- Continue 1.0 FTE and add 1.0 FTE
- \$165,000

Program Evaluation

- Evaluating effectiveness
- \$92,500





COLORADO
Department of Human Services



Division of Child Welfare

Colorado Child Abuse Reporting Hotline



1-844-CO-4-KIDS

(1-844-264-5437)

- Child Abuse Reporting Hotline live on January 1, 2015
- Statewide number for reporting suspected child abuse and neglect, while maintaining local call routing for all 64 counties and 2 tribes
- Public awareness campaign launched
 - 2015: the hotline routed 208,999 calls
 - 2016: the hotline routed 206,107 calls
 - As of October 31, 2017, the hotline has routed 176,132 calls



County Guidance

Regulatory Direction

- Federal Law
- State Statute
- Administrative Code and State Policy

Monitoring and Supervision

- C-Stat Performance-Based Analysis
- Administrative Review Division
- Subject Matter Experts

Training and Technical Assistance

- Child Welfare Training System
- National Partnerships



Child Welfare Allocations

Child Welfare Allocations Committee

- 26-5-104 CRS
- 11 members:
 - 8 County representatives
 - 3 State representatives
- Advisory Role to the Executive Director
 - Annually proposes county funding formula and allocation

Allocations Model based on 7 factors

- Child/Adolescent Population
- Child Poverty Census
- Program Services Costs with Administrative Services
- Foster Care Paid Days
- Congregate Care Paid Days
- Subsidized Adoptions Paid Days
- New Adoptions
- ***No factors for performance or child outcomes***



Child Welfare Allocations Committee

	FY 2017-18 Formula	FY 2018-19 Formula
Demographics	25%	20%
Program Costs	40%	30%
Workload	35%	50%
Pay for Performance	None	None
CWAC Action	Adopted for January 1-June 30, 2018	Adopted



Concerns for the CWAC Structure

Balance between state and county representation

Representative from the largest county

Multiple membership organizations

Executive Director authority

No performance requirements



Performance-Aligned Funding Proposal

- Congregate Care utilization exceeds national average
- Congregate Care utilization drives costs to state and counties
- Congregate Care results in:
 - Longer length of stay in care
 - Placement instability
 - Lower educational outcomes
 - Decreased permanency outcomes
- Residential treatment programs can be effective for intensive, time-limited treatment needs for adolescents



Actions Taken to Reduce Congregate Care

- In 2013-18, Colorado received the Title IV-E Waiver, approximately \$11M annually (\$6M interventions, \$5M child welfare block)
 - Family Engagement Meetings
 - Kinship supports
 - Permanency round tables
 - Trauma-informed screenings
 - Trauma-informed assessments
- In 2014 and 2015, Casey Family Programs provided funds for which counties could apply to help move children/youth out of congregate care
- Since 2014, the Division of Child Welfare (DCW) has provided two contracts for expert consultation to assist counties with difficult cases and specifically planning around moving children/youth out of congregate care. Currently, these contracts are held by the Kempe Center and Illuminate Colorado



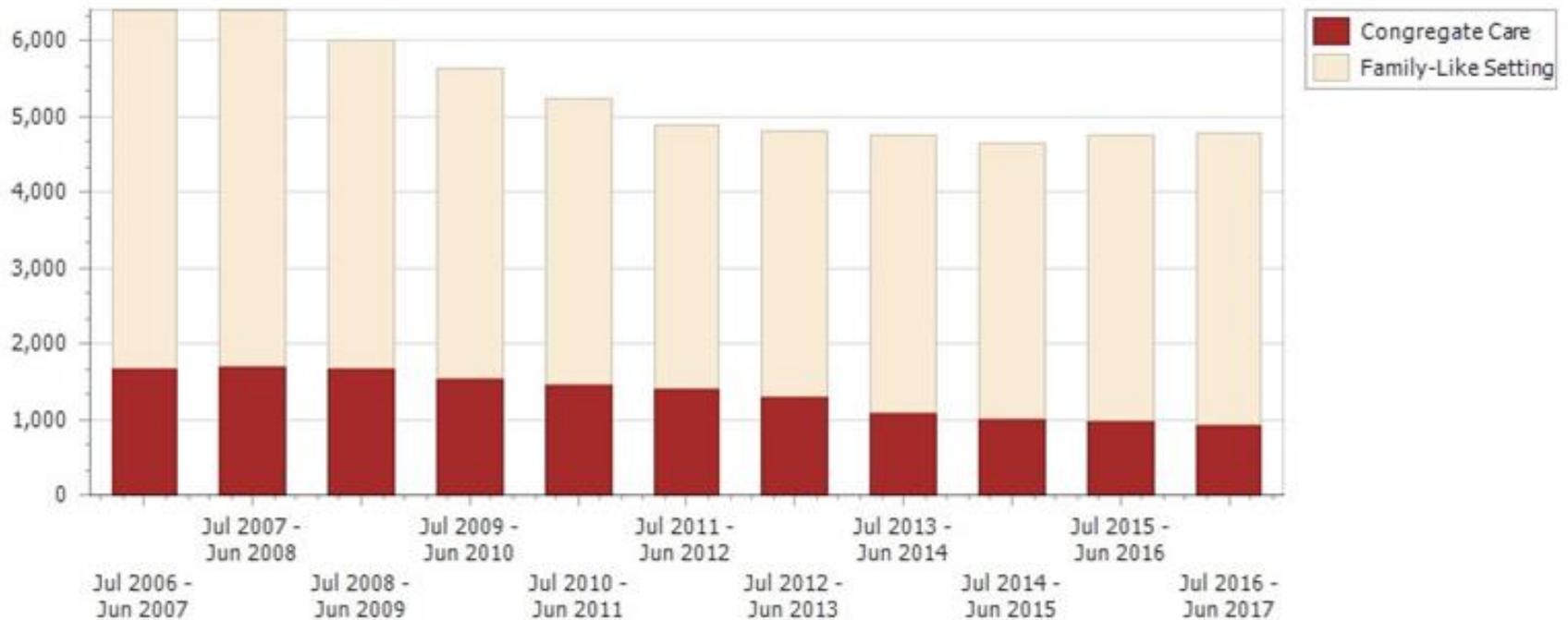
Actions Taken to Reduce Congregate Care

- In 2017, the Department utilized its IV-E Waiver Savings to provide funds for mini-grants to county departments and child placement agencies to reduce the reliance on congregate care and recruit more foster families (\$150,000)
- Annie E. Casey Foundation provided onsite technical assistance to four counties. Casey Family Programs provided financial resources to numerous counties over the past several years
- From 2012-17, the DCW has held numerous meetings and trainings, provided technical assistance, and supported additional efforts to reduce congregate care.

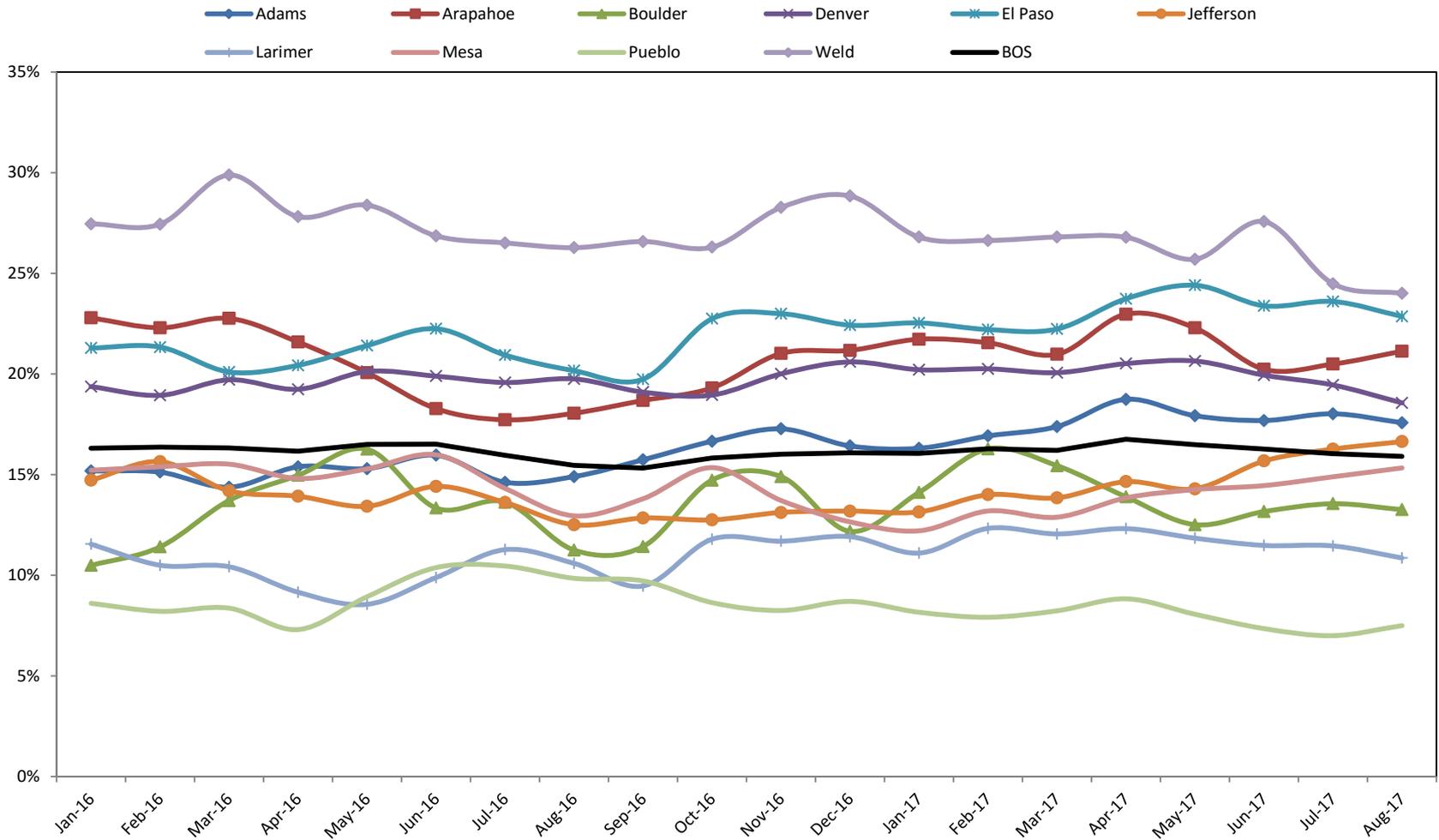


Out-of-Home Placement

Type of placement for children in out-of-home placement on the last day of the report period Report Time
Period: July 1, 2006 - June 30, 2017



Children in Congregate Care: (Federal Approximation), 10 Large Counties



Performance-Aligned Funding Proposal*

- Add \$2M to child welfare block grant
- Change cost-share of certified foster care to 90% state/10% county
- Change cost-share of congregate care to 70% state/30% county
- All other services remain at 80% state/20% county
- Create a new cash fund for underspending to re-invest in counties to increase permanency

*Informed by Annie E. Casey Foundation recommendations of April 2014

Review of Congregate Care Decisions

If the child was placed into congregate care (either an initial placement or subsequent placement) during the review period, who requested/recommended this level of care/congregate care for the child/youth?	FY 15 Q1 Count	FY 15 Q1 %	FY 15 Q2 Count	FY 15 Q2 %
Court Appointed Special Advocate (CASA)	4	0.7%	4	0.8%
County Department	188	32.7%	158	32.3%
Court/Judge	82	14.3%	70	14.3%
Guardian ad Litem (GAL)	139	24.2%	89	18.2%
Other	21	3.7%	20	4.1%
Parent/Guardian/Caregiver	50	8.7%	37	7.6%
Probation	58	10.1%	55	11.2%
Respondent Parent Counsel	1	0.2%	2	0.4%
Unable to Determine	32	5.6%	54	11.0%
TOTAL	575	100%	489	100%



Prevention and Intervention Services

- We would like additional time to analyze and consult with county and other partners
- Aligns with Department proposal
 - Creates new funding source for innovation and development
- Concerns with ability of state to provide direct child welfare services



Garfield County child welfare work wins high praise in national review



Ryan Summerlin
October 14, 2017

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Garfield County

Garfield County DHS Director Mary Baydarian and Commissioner John Martin.

Garfield County's child welfare division got some big recognition recently when it was called out by a federal review team for setting the bar for the nation.

Each year the U.S. Department of Health and Human Service's Children's Bureau has a team that reviews child welfare practices across the country. The team visits each state every six to seven years.

This year was Colorado's turn, and the team evaluated three counties: Denver, Pueblo and Garfield. Garfield was the only one to volunteer,



Reggie Bicha

Executive Director

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303-866-3475



COLORADO
Department of Human Services

DEPARTMENT OF HUMAN SERVICES
Office of the Executive Director, Office of Operations, Division of Child Welfare
FY 2018-19 JOINT BUDGET COMMITTEE HEARING AGENDA

Tuesday, November 28, 2017

9:00 am – 12:00 pm

9:00-9:10 INTRODUCTIONS AND OPENING COMMENTS

9:10-9:20 OFFICE OF OPERATIONS

- 1 How much of the department's square footage is actually being utilized and how much is vacant?
- 2 Do any of the department's buildings contain county operations? If so, how many square feet? Do the counties reimburse the state for the cost of that space? If so, at what rate? What is the total reimbursement to the state by counties for locally utilized space?

9:20-9:30 CHILD ABUSE AND NEGLECT HOTLINE

- 3 What seasonal trends in the child welfare system can be determined through call data from Hotline System? For example, do number of calls, referrals, and assessments increase upon the start of the school year?

9:30-10:30 CHILD WELFARE SYSTEM CAPACITY

- 4 Please describe the long-term objectives of the child welfare system and the milestones that need to be reaching over the next 5 to 10 years to achieve those objectives. Please discuss how LEAN or any other management model can be used in the development of the allocation formula.
- 5 What guidance does the department provide to counties for best practice in child welfare and the associated outcomes for children and families? What discretion does an individual county have in prevention and intervention programming?
- 6 How are outcomes for children and families measured in the context of each workload metric? How are these outcome data used in the determining the allocation of funds to each county?
- 7 Please evaluate the normalized and factored allocation model JBC staff utilized in the "Child Welfare System Capacity" analysis.
- 8 How can an allocation formula factor in challenges faced by the case workers and providers themselves? How can it factor in employee retention rates?

- 9 Please describe the actions the department is taking to:
 - a. Improve the county Medicaid utilization rate for children in the child welfare system; and
 - b. Reduce the time it takes for the approval of Medicaid eligible services for children in the child welfare system so that counties are not put in the position of using Core Services funding to obtain immediate services for the children.
- 10 Please discuss the effectiveness of the child welfare allocation formula process and whether or not the department believes changes should be made to statute to improve it.
- 11 Does the department believe that the structure of the child welfare allocation committee needs to be changed to ensure a better balance between state and county representation? Does the statute need to be changed to reflect the fact that there is no longer only one statewide association of counties and to ensure that there is representation from groups of counties in each association?

10:30-10:45 BREAK

10:45-11:30 CHILD WELFARE SYSTEM CAPACITY (CONTINUED)

- 12 Please discuss the impact of court-ordered out of home placements on the child welfare system and on a county's block allocation.
- 13 Please discuss how the processes implemented by the Office of Respondent Parents' Counsel are impacting county child welfare workload, budgets, and service provision to children.
- 14 Has there been stakeholder discussion concerning the ability of smaller counties to meet the 20.0 percent match obligation and possible options that might address those challenges?
- 15 This year's R4 budget request for funding for additional county staff is identified as phase 4. How many phases of funding does the department expect to request in total?

11:30-12:00 PREVENTION AND INTERVENTION SERVICES

- 16 Please provide input concerning JBC staff's recommendation for legislation as defined in the "Prevention and Intervention Services" issue on page 23 of the briefing document.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

- 1 By January 2, 2018, please provide a written description of the child welfare allocation formula that was approved by the Child Welfare Allocation Committee on November 27, 2017.

- 2 By January 2, 2018, please provide a written description of specific county expenditure data that is available from the County Financial Management System.
 - a. If available, please provide a breakdown of county expenditures for FY 2016-17 for the following:
 - i. Each workload metric utilized in the department's allocation formula options;
 - ii. Out-of-home placements by type (foster care, kinship care, Child Placement Agencies, Residential Child Care Facilities, etc.); and
 - iii. Prevention and intervention program by specific program.
 - b. If available, please provide a breakdown of county expenditures for FY 2016-17 for administrative costs by job classification and other activities that support the delivery of child welfare services by type of activity.

- 3 By January 2, 2018, please provide a written report on FY 2016-17 out of home placements in Child Placement Agencies (CPAs) and Residential Child Care Facilities (RCCFs), including:
 - a. The number of children placed in in-state and out-of-state CPAs and RCCFs;
 - b. The county responsible for each placement;
 - c. The daily rate paid for each placement;
 - d. The number of days for each placement; and
 - e. Whether or not the child is dual-diagnosed with mental health issues and intellectual and developmental disabilities.

COMMON QUESTIONS ASKED OF ALL DEPARTMENTS

At the request of JBC staff, Department of Human Services responses to common questions asked of every department will be provided on the hearing agenda for the Office of Information Technology Services, County Administration, Office of Self-Sufficiency, Adult Assistance Programs, Division of Youth Services, and Office of Early Childhood of January 8, 2018.