DEPARTMENT OF HUMAN SERVICES
(Office of Information Technology Services, County Administration, Office of Self Sufficiency, Adult Assistance Programs, Division of Youth Services, and Office of Early Childhood)
FY 2018-19 JOINT BUDGET COMMITTEE HEARING AGENDA

Monday, January 8th, 2018
9:00 am – 12:00 pm

9:00-9:05 INTRODUCTIONS AND OPENING COMMENTS

Presenters:
- Reggie Bicha, Executive Director, Department of Human Services
- Sarah Sills, Director, Division of Budget and Policy, Department of Human Services

9:05-9:50 DIVISION OF YOUTH SERVICES

Presenters:
- Reggie Bicha, Executive Director, Department of Human Services
- Minna Castillo Cohen, Director, Office of Children, Youth & Families, Department of Human Services
- Anders Jacobson, Director, Division of Youth Services, Department of Human Services
- Sarah Sills, Director, Division of Budget and Policy, Department of Human Services

1 Are the Division's caseloads decreasing because less youth are getting into trouble and/or because other programs are diverting them from detention, commitment, and parole?

Potential Causes for Decrease in Average Daily Population (ADP)

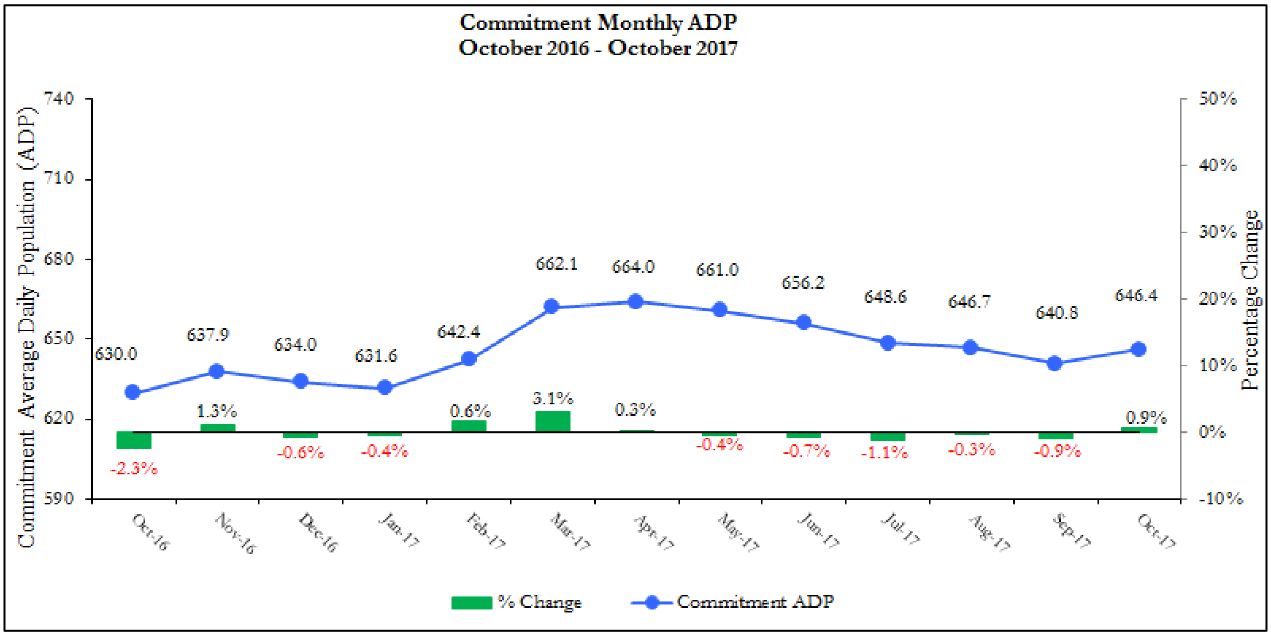
The decline in the Division's commitment ADP is the result of both a reduction in the number of youth committing crimes, as well as the ongoing evolution of interventions aimed at preventing commitment. Both detention and commitment populations across the country have been decreasing for approximately ten years. Populations are in large part driven by juvenile arrest rates. In Colorado, juvenile arrests have declined 59% since FY 1996-97; similarly juvenile court case filings have declined 53% since FY 2001-02; and again since FY 2001-02, new juvenile probation cases have decreased by 61%. Division of Youth Services' commitment ADP decreased 55.2% from a high of 1,453.5 in FY 2005-06 to 651.1 in FY 2016-17.

Despite previous declines in ADP, it is important to note that new commitments have actually increased in nine of the thirteen months from October 2016 to November 2017 (Chart 1) resulting in an increasing ADP for FY 2017-18. December 2016 Legislative Council Staff

(LCS) projections for DYS commitment populations were 592. Current YTD ADP is 646.2. The Department is therefore projecting a shortfall in the Purchase of Contract Placements line.

The number of new commitments in the current fiscal year represents a 10.7% increase over the same time period in FY 2016-17. The pattern in the latter half of FY 2016-17 and into the current fiscal year of increased new commitments has resulted in ADP remaining stable and therefore, not decreasing at the rate necessary to meet the Legislative Council projections for FY 2017-18.

Chart 1: DYS Monthly Commitment ADP (October 2016 - October 2017)



Source: Trails System

Several legislative initiatives have been implemented that provide interventions at these stages to enhance community collaboration and prevent commitment. These include but are not limited to:

- Senate Bill 91-94 has played an important role in ensuring youth do not progress further into the juvenile justice system. Services that include supervising youth in the community, providing case management and treatment services as well as efforts to assist youth struggling on probation have demonstrated positive impacts on failure to appear and new charges for youth awaiting disposition on a current case.
- House Bill 04-1451, targeting youth involved in multiple systems (probation, local departments of human services, mental health system, etc.) for enhanced service provision and case coordination.

- House Bill 06-1255, requiring a multidisciplinary team to provide the court with recommendations prior to commitment.

2 Is the Department seeing better outcomes for youth when they leave facilities due to the General Assembly appropriating money for additional staff beginning in FY 2014-15?

It is too early to determine how the recent Division system-wide enhancements (such as completion of phase 3 staffing, the pilot program outlined in HB 17-1329, implementation of trauma-responsive environments, etc.) are impacting youth outcomes in the long term. The Division's annual recidivism report provides a general summary of youth outcomes as they return to their communities; however, recidivism is a lag measure and would not reflect results for at least three to four fiscal years. This three to four year lag period would allow for (youth currently committed to the Division) a two-year length of service in residential placement, a 6-month minimum parole period, then one full year discharged from the Division, to track potential influences on recidivism. The Division expects to have data at the conclusion of FY 2021-22.

3 Please provide an update on the progress of the Division's culture change, pursuant to H.B. 17-1329 (Reform Division Of Youth Corrections) and other initiatives and policy changes.

The Division has made significant progress responding to the specific elements of HB 17-1329. These include:

- Youth Seclusion Working Group: Renamed and expanded to the Youth Seclusion and Restraint Working Group to review data and provide recommendations for improved practices. The first meeting was held December 6, 2017.
- Community Boards: Governor-appointed Community Boards established in all four regions convened the first round of meetings throughout December 2017.
- Name Change: Completed change from Division of Youth Corrections to Division of Youth Services.
- Pilot Program: Contracted with the Missouri Youth Services Institute to facilitate, coach, train and assist with implementation of the pilot program at the Lookout Mountain Youth Services Center. Pilot is expected to begin July 1, 2018.
- Pilot Program Evaluation: Contracted with the RAND Corporation.
- DYS Performance Assessment: Contracted with Development Services Group to conduct a performance assessment of safety in all facilities.

In addition, the Division has committed to a trauma-responsive environment, which is in alignment with clarifying the rehabilitative purpose of the Division. Some examples of this include:

- Implemented the Division's Strategic Plan, which focuses solely on creating an organizational trauma-responsive environment.
- Increased staffing allowing for progress in working with youth one on one, in smaller groups to establish a trauma-responsive culture.
- Changed Seclusion practices (The Division has never used solitary confinement):
  - Reduced number of seclusion episodes;
  - Reduced the average length of time in seclusion to well below national-average; and
  - Eliminated long-term seclusion practices.
- Changed Division restraint practices:
  - Eliminated pressure-point pain compliance;
  - Eliminated offensive strikes;
  - Eliminated the Wrap restraint device by November 18, 2017, seven and a half months ahead of schedule;
  - Increased focus on verbal de-escalation by focusing on Motivational Interviewing, verbal communication skills, relationship approach and strength-based focus.
- Established calming rooms in two of our ten state operated facilities as an alternative to seclusion and staff time-outs. We plan to implement these changes system-wide.
- Eliminated routine strip searches and replaced them with personal searches, which allows a youth to wear a gown during the process.
- Provided new, extra thick 6" mattresses to improve living conditions.
- Youth will receive a third healthy snack each day starting February 1, 2018.
- Creating a new dress code for detained youth, eliminating hospital scrubs.
- Changed direct care staff titles to "Youth Services Specialists" from "Correctional Youth Services Officer".
- Division staff traveled out of state to review other state systems, had others come to Colorado to do the same.
- Enhanced focus on family engagement with a two-generation focus to include a family advisory committee, family support groups, family orientation and increased family activities.
- Created a Division-wide behavioral expectation matrix for all State-operated programs with pre and post groups.
- Trained all State operated programs in two new trauma-responsive group processes, Problem Solving and Appreciation Groups.

The Division continues to make organizational culture changes to develop and sustain a trauma-responsive environment. Both youth and staff are embracing the change, which is having a positive impact on the youth facilities. For example, the Division is seeing a reduction in youth on staff assaults, and a reduction in the use of seclusion and the use of physical response. These types of policy changes can be made as the Division moves towards staffing youth facilities at a 1:8 daytime staff to youth ratio and 1:16 sleeping time staff to youth ratio.

4 **What is the process by which the Division determines that youth with intellectual and developmental disabilities are best served within its facilities rather than through a different system that specializes in youth with intellectual and developmental disabilities? Is the state following all relevant laws to ensure that youth with intellectual and developmental disabilities are receiving appropriate services in Division facilities?**

For youth transitioning from county custody to the Department, there are mechanisms that allow the court to be informed; these include team decision making meetings (TDMs), probation pre-sentencing investigation reports (PSIs), and multi-disciplinary team meetings prior to commitment. The juvenile court makes the decisions regarding committing youth. In most cases, the decision is made with the knowledge that a youth has been identified as Intellectually Developmentally Disabled.

Section 19-2-922(3)(a) C.R.S. (2017) provides that when the Department determines that a committed youth requires placement in a state facility for youth with Intellectual Developmental Disabilities, it shall initiate proceedings under article 10.5 of title 27, C.R.S. A review of youth with intellectual/developmental disabilities who are currently committed to the Division have presented with multiple challenges that include Aggravated Offender Sentences on serious crimes against persons, as well as violent and aggressive behaviors. Many were unsuccessful in lesser restrictive settings. Often, the fact of a youth's commitment is an indication of the failure of community-based alternatives and the lack of other options. The Division is following the law in regard to moving youth to a facility for intellectual/developmental disabilities youth when it is determined that it is necessary. Youth with intellectual/developmental disabilities have remained in the Division based upon the lack of state facilities designed for and equipped to ensure a safe, secure environment and the ability to treat all of the issues facing each individual.

5 **Please provide data on turnover within the Division's facilities? How does recent data for FY 2016-17 compare to prior years? What strategies is the Division implementing (or considering implementing) to address staffing retention challenges?**

Table 1 shows Turnover Rates by Facility for direct care staff in the Youth Services Specialist I and Youth Services Specialist II classifications. Direct care staff at the Department are currently paid, on average, 20% below market. In any job classification, the midpoint of the pay range is considered to be the prevailing market wage for that type of job. New staff are generally hired at the minimum salary. Considering Colorado's unemployment rate is among the lowest in the nation at 2.3 percent in June 2017, competition among employers for qualified workers is at an all-time high. As a result, staff can easily look to the private sector to increase their annual salary.

As a result of HB 17-1329, a vendor was selected through the Request for Proposal (RFP) process to evaluate the Division's facilities to include a comparative analysis of: staffing of facilities, reasons for direct care staff attrition, culture and morale, training, overtime, and impacts of staff salary. The vendor's work will be complete by May 1, 2018. Additionally, the Division has taken steps, as a result of funding received in the appropriations bill, to contract with a vendor to specifically review recruiting, hiring and training processes to be completed no later than June 30, 2018. These analyses will help inform the Division of needed changes and current best practices.

Table 1: Division Turnover Rates by Facility (FY 2012-13 through FY 2016-17)

Division of Youth Services Turnover Rates by Facility
Youth Services Security Officer I & II Positions
Fiscal Years 2012-13 through 2016-17

	FY 2012-13		FY 2013-14		FY 2014-15		FY 2015-16		FY 2016-17	
	# Separations	% Turnover	# Separations	% Turnover	# Separations	% Turnover	# Separations	% Turnover	# Separations	% Turnover
ADAMS	3	18%	3	19%	2	10%	3	15%	7	**34%**
FOOTE	6	12%	9	19%	20	43%	7	16%	19	**40%**
GILLIAM	13	24%	20	37%	12	20%	12	21%	28	**44%**
GRAND MESA	3	9%	3	8%	3	9%	7	21%	6	17%
LOOKOUT	11	10%	20	19%	13	13%	21	21%	52	**49%**
MOUNT VIEW	14	18%	24	29%	23	25%	20	18%	42	46%
PUEBLO	4	21%	2	11%	6	24%	5	19%	3	12%
PLATTE VALLEY	22	32%	15	22%	15	21%	25	36%	48	55%
SPRING CREEK	12	22%	19	37%	16	28%	27	42%	25	**39%**
ZEB PIKE	1	4%	2	8%	5	16%	9	28%	3	**9%**
DIVISION WIDE	**89**	**18%**	**117**	**23%**	**115**	**22%**	**136**	**24%**	**233**	**41%**

Source: Department of Human Services' analysis of data contained in the CPPS system.

The Division has requested additional staffing in FY 2018-19 to comply with federal law and achieve best practice for staffing ratios. This will allow for a balanced workload. In addition, the Department is requesting compensation increases for Division direct care staff. Both of these actions will have a positive impact on staff retention.

6 **Is the policy for contacting the police the same for all of the Division's facilities? If so, why do some facilities, such as Platte Valley, have more total new crimes and police contacts than other facilities when looking at data across FY 2014-15 through FY 2016-17?**

There is a consistent law enforcement decision matrix that all ten State-operated facilities utilize. Staff are not prohibited from contacting law enforcement even if the decision matrix guides otherwise. In addition, youth are able to call police on their own or request that they be contacted.

The use of this matrix has been discussed with the Platte Valley's leadership team to ensure the practice is followed. The differences seen in their police response can be attributed to differing practices within the local law enforcement departments. Once a staff or a youth notifies law enforcement of a potential crime, it is the decision of the local law enforcement department to determine appropriate actions. If no enforcement action is taken, the facility incident report (critical incident report) is labeled "police contact no charge."

There are more "police contact no charge" incidents than "new citations" incidents because local law enforcement and the district attorney's office need time to review and gather evidence before making decisions around charges. Citing a youth on-the-spot occurs less frequently (divisionwide, on average less than 3 per month) than the process described above (divisionwide, on average 9 per month).

7 **Please define citations as it relates to the infractions committed within the Division's facilities.**

Citation is an internal Division definition that tracks summons and complaints in Trails. Citation is not defined in statute, but summons and complaint are defined in 16-2-106 C.R.S. (2017) as a document that includes the name of the defendant, the offense charge, the statute alleged to have been violated, a description of the offense charged, offense date, offense location, the peace officer that issued the citation, and directs the defendant to appear before a specified county court at a specific date, time, and location.

8 **Are there physical limitations in certain facilities that present challenges to decreasing the occurrence of assaults and fights? What are the plans to address such limitations? What are the budgetary impacts of such plans?**

The Division facilities were constructed at a time when there was an enhanced focus on corrections as opposed to rehabilitation. The current facilities have a much more correctional feel than what the Division believes is best for youth in its care. The Division would certainly recommend a better and more modernized design to serve youth, which is contrary to what is available for our use today.

For example, the Division is requesting final funding from the Capital Development Committee to construct a new 40-bed detention facility in Brighton. The design team has been very thoughtful in creating the final layout of the facility. The design allows for the following:

- Open campus setting;
- Non-correctional appearance, both inside and out;
- Detention only facility;
- Extensive outdoor recreation space to accommodate several small group activities simultaneously;
- Extensive landscaping;
- Single story residential units;
- Living units no greater than 10 bedrooms with no double bunking;
- Acoustic ceilings and sound barriers;
- Extensive natural light;
- Larger windows throughout the facility for sight;
- Attention to paint colors, wall hangings, and furniture to create a homelike environment;
- Family visitation space;
- A community garden with raised planter beds;
- Outdoor learning plazas set within a park like environment;
- A large group multipurpose room in the housing building;
- Small outdoor patios adjacent to each of the four housing units;
- A community room adjacent to the public lobby for large group meetings; and
- Dining rooms overlooking an outdoor landscaped activity plaza.

In regards to the Division's twelve state-owned secure facilities there are a number of current physical limitations that present challenges to decreasing acting out behaviors, fights and assaults, and the ability to self-regulate. Addressing these challenges would require significant funding. These following limitations include:

Living units greater than 10 youth;

- Mixing of genders;
- Two tier living units;
- Limited outdoor space;
- Limited recreation space;
- Multi-purpose facilities (detention and commitment combined);
- High ceilings with no sound barriers making it loud for youth and difficult to regulate emotions;

- Putting together lower and higher risk youth due to constraints in physical plants to separate youth;
- Putting together different age groups due to constraints of physical plant;
- Institutional looking living areas and bedrooms. There is a need to purchase more homelike environment products such as flooring, paint, furniture, pictures, etc.;
- Limited space to increase interventions such as self care rooms (alternative to seclusion); and
- Small classrooms and limited career technology space for post-secondary youth.

Knowing that the reality of securing funding to replace 12 state-owned secure facilities is most likely not an option, the Division would suggest that there are some enhancements that are in our control and could lead to the reduction in acting out behaviors from the youth in our care. Those enhancements include:

- Continue to be creative in how space is used within facilities
  - Converting offices/seclusion rooms to self care spaces for youth
  - Utilizing closed living units to program smaller groups of youth during the day
  - Placing youth into small groups within a larger living unit
- Enhancing the living environment by creating a more homelike environment
  - Painting of facilities to have more a more soothing color tone
  - Non-correctional furniture outside of bedrooms
  - Wall hangings

The Division has contracted for the completion of an Operational Program Plan. There were a number of areas identified within our facilities to support the creation of a trauma-responsive environment that we will be seeking resources to support.

These included the following:

- The residential units would include only six to eight youth, with a trauma-responsive, homelike environment.
- Single occupant sleeping rooms should be provided as a safe and secure place for a youth to ensure there is minimal opportunity for harm or intimidation from other youth.
- A calming room should be available on each unit.
- Each unit should have a kitchen, with a sink, microwave, refrigerator and small work space. This both softens the environment and provides opportunities for learning living skills.
- Additional space for treatment groups, family and individual sessions.
- Enhanced space for educational opportunities for youth to support acquisition of skills.

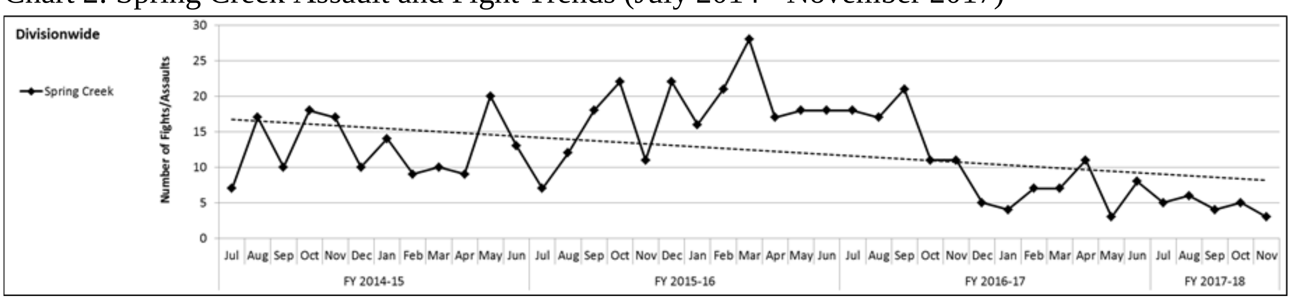
9 Why is adding more FTE the solution to problems in the Division's facilities versus other options?

The success of the Division's cultural changes are highly dependent upon the additional FTE approved by the legislature. The Division adopted a trauma-responsive model within all ten state-operated programs. As part of this model, the Division is integrating practices that research has shown aids in the creation of safer facilities to include the use of safety and self care plans, and trauma psychoeducational groups for all youth. The Division changed its culture and practice through policy. This has allowed for the Division to impact past restraint practices, to include eliminating pressure point compliance, offensive strikes, use of the Wrap restraint device, increased focus on verbal de-escalation practices, focus on strengths and the importance of the relationships, and getting rid of routine strip searches by replacing them with a personal search that allows a youth to wear a gown. Lastly, the Division has put significant emphasis on employing evidence-based practices to continue increasing safety within facilities. These trauma-responsive approaches aide in calming the living conditions and in turn allow for a healthy environment for both youth and staff.

The Division is also working toward meeting federal standards and ensuring safety within State-operated facilities. The Division believes the addition of staff has, in large part, increased safety, specifically at Spring Creek, the one program that has been compliant with federal staffing standards (no other program is expected to be at 1:8 until January 2018, due to last round of hiring in December for FY 2016-17 staff allocation).

See Chart 2 which displays Spring Creek's fight and assault trends. The Division has seen a correlation with improved staff to youth ratios and decreased fights/assaults.

Chart 2: Spring Creek Assault and Fight Trends (July 2014 - November 2017)



Source: Trails System

10 Please provide a status update on the use of restraints and seclusion across the Division's facilities. Is there a relationship between the use of restraints and seclusion and other measures (e.g. youth outcomes, assaults and fights, etc.)?

As a status update, reports included, the Seclusion and Restraint Oversight Work Group (HB 17-1329) recently convened and reviewed data that show the following results over the last six month reporting period (March 2017 - August 2017):

In regard to seclusion:

- Seclusion incidents declined 43% (1,442 to 816);
- Unique clients secluded declined 25% (484 to 365);
- Length of stay in seclusion declined 7%, (49 minutes to 46 minutes; for context, the national average is 16 hours for committed youth and five hours for detained youth);
- There were no youth placed in seclusion for more than four hours in the last data collection period, and no youth held in seclusion for 8 hours in two consecutive days. In fact, there has not been a seclusion episode over 4 hours in 2017.

In regard to restraint:

- Restraints declined 8% (4,261 to 3,900);
- Unique clients restrained increased 3% (651 to 668);
- Physical Managements declined 4% (2,841 to 2,732);
- Mechanical (Non-Wrap) declined 13% (1,287 to 1,117);
- Wrap use declined 62% (133 to 51);
    - The Wrap restraint was eliminated for youth ages 10-13 on July 1, 2017.

The Division does not see a correlation between restraint usage and specific facility performance.

As previously indicated the Division has made significant changes in its restraint philosophy and practice. They include:

- Elimination of pressure-point pain compliance;
- Elimination of offensive strikes;
- Full elimination of the Wrap restraint device occurred November 18, 2017, seven and a half months ahead of schedule;
- Increased focus on verbal de-escalation by focusing on Motivational Interviewing, Verbal Judo, relationship approach and a strength-based focus.

11 Please provide any reports produced by the Youth Seclusion and Restraint Working Group.

Please see Attachment A for the Youth Seclusion and Restraint Working Group report.

12 **Why is the Platte Valley facility experiencing challenges related to staffing vacancies, assaults and fights, new crimes, use of seclusion, and use of restraints? Does the facility serve youth with unique challenges? If so, what additional resources are needed to meet these challenges and what is the budgetary impact of such resources?**

Platte Valley received ten (10) additional FTE in the FY 2017-18 allocation which were hired in September, October and November. The new hires completed the academy and Platte Valley has the resources to move toward desired staff to youth ratios. The data in response to Question #13 demonstrates the positive results supported by the staffing budget request(s) of the Division's hiring phases.

It should be noted that in October 2016, Spring Creek's commitment program was eliminated, which resulted in 16 committed youth transferring to Platte Valley. Initially, this significant increase in commitment population resulted in a more complex milieu and behavioral issues. As indicated in the response to Question #13, Platte Valley has demonstrated marked improvement.

Platte Valley serves both detained and committed youth. Both populations present unique challenges. Specifically, and like all other Division facilities, youth that present with mental health disorders, significant substance abuse, aggressive behavior and trauma histories. The Division continually assesses for needed resources and has been forthcoming with budget request to meet those needs. The Division will continue to be thoughtful in assessing additional resources into the future.

13 **Please provide FY 2017-18 data to date on staff vacancies, assaults and fights, new crimes, use of seclusion, and use of restraints at the Platte Valley facility. Are these measures improving compared to recent fiscal years?**

Overall, the numbers are showing improvement for Platte Valley. To follow are the tables, summaries and charts pertaining to seclusion, restraints, assault and fight incidents, as well as new crimes and staff vacancies for Platte Valley.

Table 2: Seclusion Usage Declines at Platte Valley

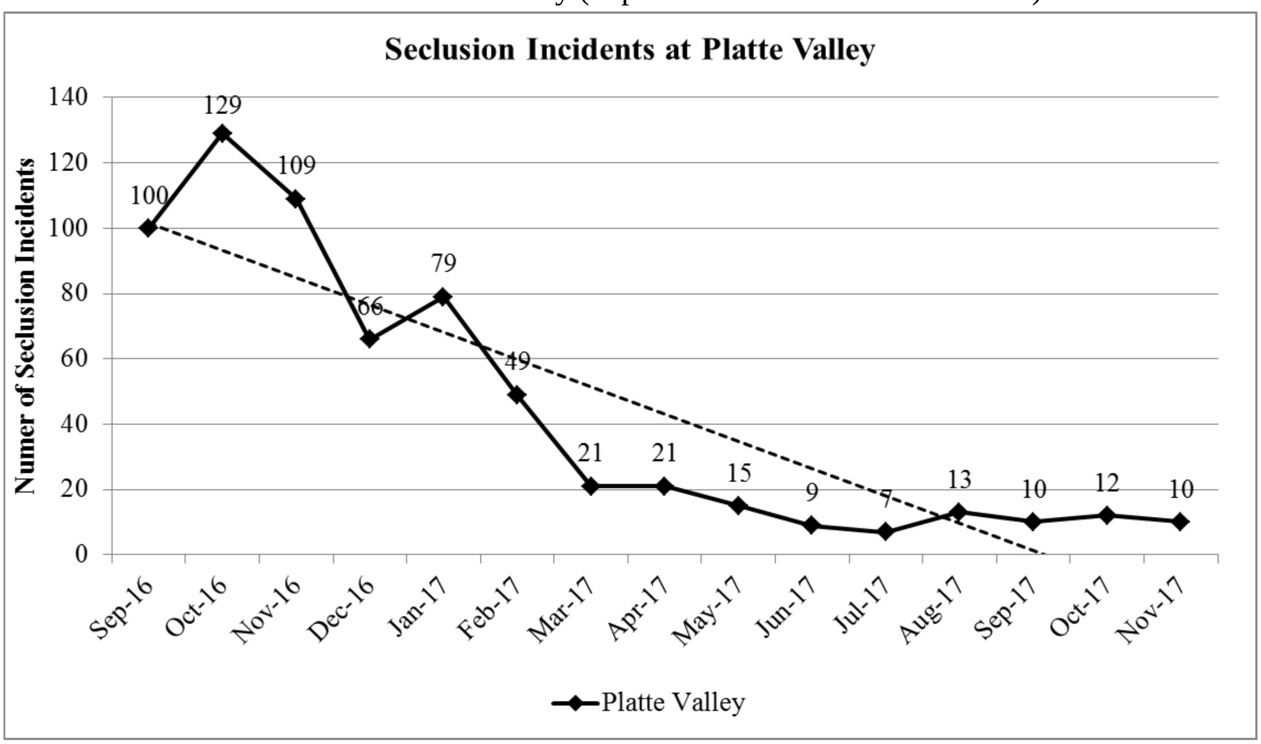
DIVISION OF YOUTH SERVICES NUMBER AND AVERAGE DURATION OF SECLUSION INCIDENTS September 2016 - August 2017									
	NUMBER OF SECLUSION INCIDENTS		PERCENT CHANGE (Period1 vs. Period2)	NUMBER OF SECLUSION CLIENTS (Unique)		PERCENT CHANGE (Period1 vs. Period2)	AVERAGE SECLUSION LENGTH IN HOURS		PERCENT CHANGE (Period1 vs. Period2)
	Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17	
Platte Valley	532	86	-84%	129	38	-71%	0.8	0.8	-6%

Source: Trails System

Table 2 shows, as outlined in the data compiled for the Seclusion and Restraint Oversight Working Group (HB 17-1329), that seclusion incidents declined 84%, number of clients secluded declined 71%, and the average seclusion length declined by 6% when comparing the two most recent (6-month) reporting periods.

Additionally, Platte Valley's seclusion usage rate (0.51 per 100 bed days) is below the state average rate (0.68).

Chart 3: Seclusion Incidents at Platte Valley (September 2016 - November 2017)



Source: Trails System

In regard to restraint, Platte Valley's performance is also improving. Overall, restraints declined 23%, the number of clients restrained declined 14%, physical management declined 22%, mechanical restraints declined 24%, and Wrap restraint declined by 62%.

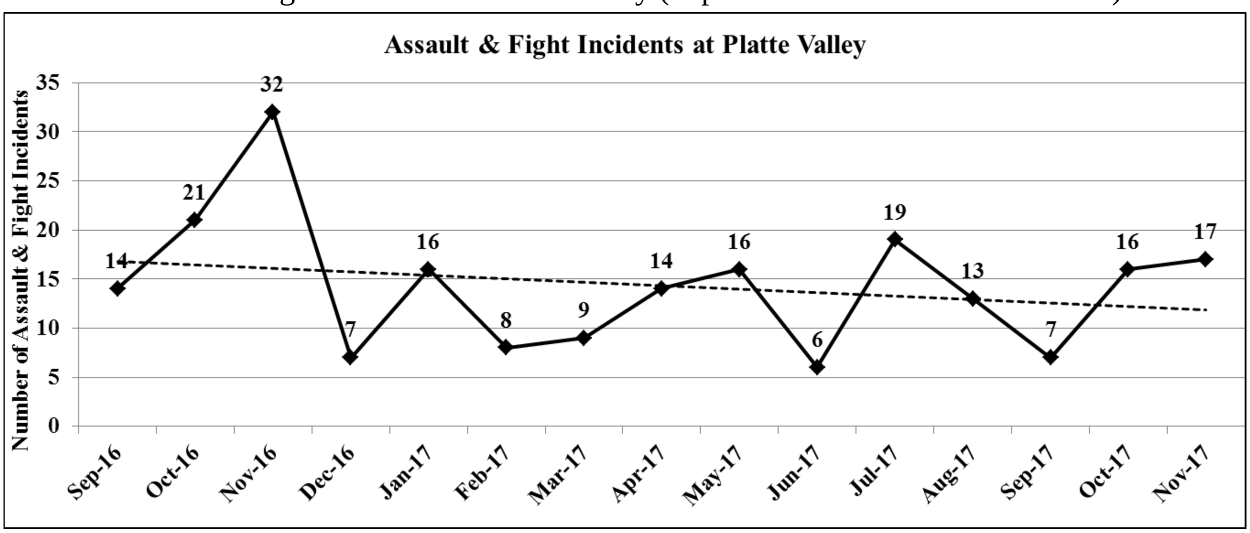
Table 3: Restraint Usage Declines at Platte Valley

DIVISION OF YOUTH SERVICES NUMBER AND TYPE OF RESTRAINTS September 2016 - August 2017															
	TOTAL NUMBER OF RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)	NUMBER OF RESTRAINED CLIENTS (Unique)		PERCENT CHANGE (Period1 vs. Period2)	PHYSICAL MANAGEMENT RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)	MECHANICAL (NON-WRAP) RESTRAINS		PERCENT CHANGE (Period1 vs. Period2)	WRAP RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)
	Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17	
Platte Valley	1,008	772	-23%	130	112	-14%	690	540	-22%	289	221	-24%	29	11	-62%

Source: Trails System

A visual representation of Platte Valley's assault and fight trends are shown in Chart 4. Similar to seclusion and restraint, the facility is showing declines in this area as well.

Chart 4: Assault & Fight Incidents at Platte Valley (September 2016 - November 2017)



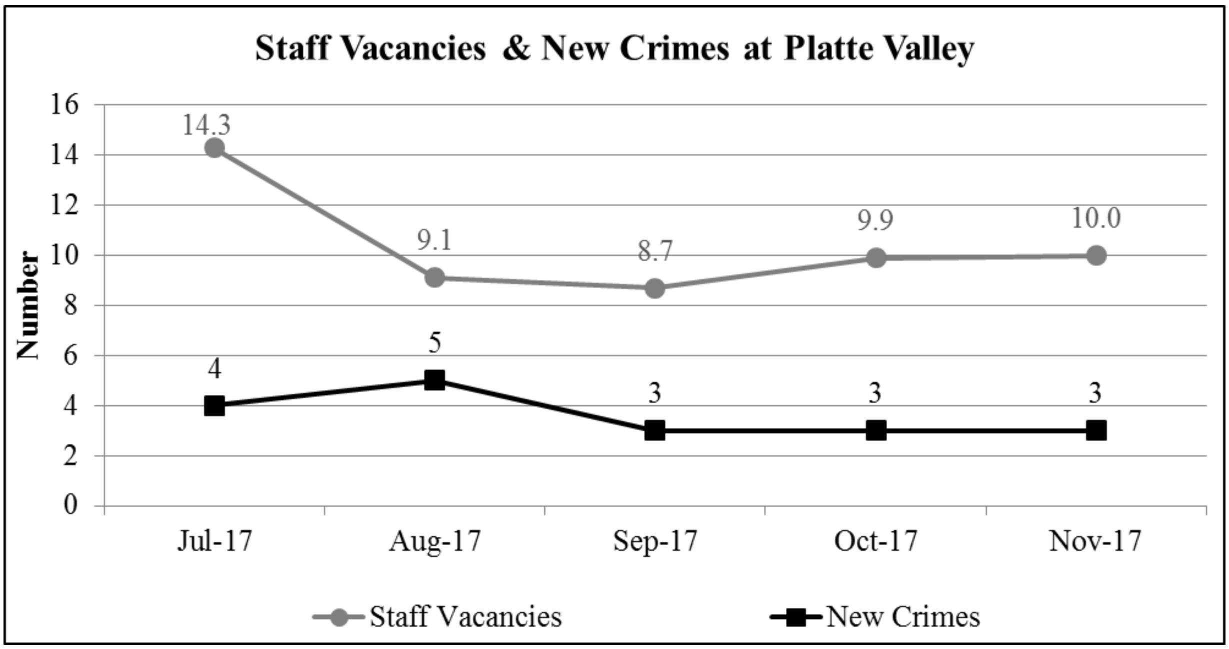
Source: Trails System

Table 4: Platte Valley Staff Vacancy and New Crime Trends (FY 2017-18 YTD)

Platte Valley	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17
Staff Vacancies	14.3	9.1	8.7	9.9	10.0
New Crimes	4	5	3	3	3

Source: Staff vacancies data from CDHS Payroll raw data and DYS Staffing plans. New crime data provided by the Greeley Police Department.

Chart 5: Platte Valley Staff Vacancy and New Crime Trends (FY 2017-18 YTD)



Source: Staff vacancies data from CDHS Payroll raw data and DYS Staffing plans. New crime data provided by the Greeley Police Department.

14 **A number of seclusion rooms were converted to offices at the Platte Valley facility. How does this balance with the high number of seclusion incidents at this facility in FY 2016-17 (740 compared to a statewide average of 233)?**

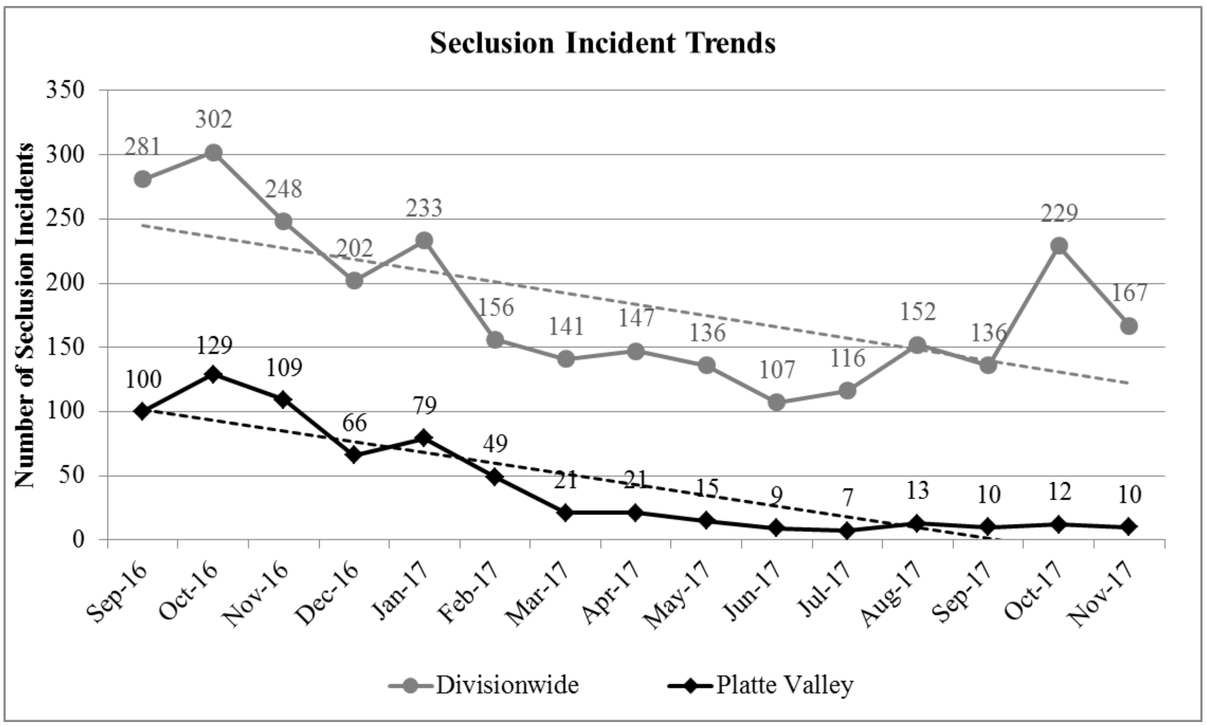
See response to Question #13 which addresses Platte Valley's use of seclusion last fiscal year, and improvements realized in this area most recently. Chart 6 illustrates these improvements.

The use of seclusion within the Division declined precipitously from the FY 2016-17 high in October 2016 (302) to the fiscal year low in June 2017 (107). This was a 65% decrease over the course of nine months. The average length of time a youth spends in seclusion is 46 minutes, which is well below the 16-hour national average for commitment populations and 5-

hours for detained populations (Performance-based Standards, or PbS field average). The Division did not have a single seclusion episode exceeding 4 hours throughout 2017.

As an important distinction, the Division does not utilize solitary confinement, which is used for disciplinary or punishment reasons. Seclusion in the Division facilities is utilized only in cases of emergency (as defined in Section 26-20-102 (3) C.R.S. (2017)), after the failure of less restrictive alternatives, or after a determination that such alternatives would be inappropriate or ineffective under the circumstances. Furthermore, seclusion is only utilized for the purpose of preventing the continuation or renewal of an emergency; for the period of time necessary to accomplish its purpose; and in cases where a court order mandates that a youth be kept separate from the general population.

Chart 6: Seclusion Trends, Divisionwide and Platte Valley (September 2016 - November 2017)



Source: Trails System

9:50-10:35 OFFICE OF ECONOMIC SECURITY

Presenters:

- Reggie Bicha, Executive Director
- Ki'i Powell PhD, Director, Office of Economic Security
- Sarah Sills, Director, Division of Budget and Policy

County Administration

15 What other states deliver public assistance programs using a state-supervised, county-administered model? Do these states implement any policies or strategies not present in Colorado that are effective in streamlining processes and decreasing costs?

In addition to Colorado; California, Minnesota, New Jersey, New York, North Carolina, North Dakota, Ohio, Pennsylvania, and Virginia operate in a state-supervised, county-administered model. Nevada and Wisconsin operate in a hybrid model, with some counties county-administered and some state-administered.

Table 5 presents average annual per case approved Automatic Data Processing (ADP) costs for county-administered states between FFY 2009-10 and FFY 2015-16:

Table 5: County-Administered States' Costs and Performance

	Cost (Averaged, FFY 2010-FFY2016)			Performance											
	Avg. Monthly Cases	Annual ADP Cost	Average cost/case	FFY 2017*			FFY 2016			FFY 2015			FFY 2014		
				PER	CAPER	Timeliness	PER	CAPER	Timeliness	PER	CAPER	Timeliness	PER	CAPER	Timeliness
Colorado	217,299	$6,208,402	$28.67	5.95%	27.02%	97.83%	3.51%	24.33%	96.98%	3.90%	40.68%	94.13%	4.26%	53.14%	91.91%
California	1,842,727	$87,179,285	$47.62	6.50%	39.51%	NA	NA	35.33%	NA	4.43%	32.87%	89.64%	5.13%	35.79%	86.82%
Minnesota	246,636	$5,103,551	$20.66	5.69%	24.49%	NA	NA	25.35%	NA	5.96%	23.44%	93.93%	6.87%	39.19%	89.46%
Nevada	178,552	$2,199,160	$12.48	5.45%	19.71%	NA	NA	23.29%	NA	4.85%	31.67%	91.15%	7.61%	54.87%	83.93%
New Jersey	406,598	$9,029,996	$22.45	4.02%	31.81%	NA	NA	38.42%	NA	1.09%	24.58%	85.25%	1.43%	72.66%	76.57%
New York	1,632,062	$10,768,993	$6.68	5.54%	23.65%	NA	NA	24.11%	NA	3.07%	29.86%	87.08%	5.23%	29.17%	83.36%
North Carolina	755,005	$4,167,748	$5.50	5.23%	30.09%	NA	NA	39.41%	NA	6.64%	59.21%	82.69%	4.98%	64.45%	72.63%
North Dakota	26,244	$991,269	$37.77	3.96%	21.15%	NA	NA	19.61%	NA	2.69%	19.89%	96.38%	1.73%	10.97%	97.14%
Ohio	832,361	$8,847,757	$10.64	5.18%	19.06%	NA	NA	19.59%	NA	5.91%	22.19%	86.27%	4.67%	26.03%	79.72%
Pennsylvania	864,881	$13,051,605	$15.27	5.02%	23.33%	NA	NA	22.28%	NA	2.01%	23.76%	93.59%	4.27%	33.06%	85.54%
Virginia	414,805	$9,914,732	$23.90	10.81%	42.04%	NA	NA	37.08%	NA	3.55%	23.64%	91.48%	4.73%	16.62%	93.32%
Wisconsin	384,386	$9,218,297	$24.18	7.54%	20.10%	NA	NA	19.58%	NA	4.05%	27.02%	93.33%	2.55%	28.13%	95.87%

NA = FNS has not yet provided any state data

*Data is October 2016 to June 2017 (9 months)

Note: ADP costs reported reflect those costs utilizing Federal dollars. Costs do not reflect the total costs because General Fund dollars used to support CBMS costs beyond the federal allocation are not included in the calculation.

Colorado staff have visited three other county-administered states. Although the overall administrative structure is the same, there are significant differences in county autonomy and state oversight among county administered states. Because most states operating a county-administered model require counties to share 50% of the costs, counties rely heavily on the state to provide structure and best practices to assist with cost control. Counties in other states are incentivized to reduce costs because every dollar saved represents 50% county funds, compared to Colorado where it is only 20% county funds. Another readily apparent difference is in program operation. Other county-administered states have significantly more rigid parameters dictating program operation, using statewide, streamlined work management systems and technology resources which largely dictate the processes used by counties. This practice promotes less expensive, standardized processes across the states, while still allowing local control for personnel and other decisions. Finally, the visits revealed that Colorado had a lower State staff ratio to provide oversight and guidance to counties compared to its counterparts.

16 **Please discuss how each of the requirements included in S.B. 16-190 (Improve County Administration Public Assistance Programs) were fulfilled as it relates to the county workload study and the creation of a continuous quality improvement program. Specifically, as it relates to the county workload study, did the vendor fulfill its contracted obligations, and if not, why did the Department sign off on the report?**

Workload study. The final report created through the Department's contract with Deloitte Consulting, LLC, the vendor, per SB 16-190 (titled "The Collection and Analysis of Data Relating to County Department Costs and Performance Associated with Administering Public Benefit Assistance Programs") received by the Department addressed all components related to county administration and met the Department's satisfaction.

The following lists presents the specific areas of consideration outlined in the legislation and the corresponding pages/section of the report addressing each topic:

- Status of counties in meeting performance measures in administering public assistance programs. (Appendix L)
- Inventory of relevant county activities, including application initiation, interactive interviews, and case reviews. (Pages 72 and 82)
- Assessment of administrative work not yet completed by county departments and the cause of delays in incomplete work. (Page 83)
- Amount of time spent by county departments on each activity. (Pages 70-83)
- Cost incurred by county departments, including staff and operating costs, relating to each activity and client. (Pages 85-104)
- Variance among county departments per cost, time, and return on investment. (Page 102)
- Relationship between time and cost for each activity with respect to counties' performance. (Appendix S)

- Required funding to meet counties' workload in administering public assistance programs, including funding required for current business processes and total required for implementing business reengineering and other best practices adopted by peer counties. (Appendix T)
- Business process improvements that contributed to counties' decreased time, cost, or ability to meet performance standards. (Pages 118-124)
- Options for a cost allocation model for distributing State funding to county departments to administer public assistance programs. (Pages 125-138)

Continuous quality improvement. SB 16-190 directed the design of a continuous quality improvement (CQI) program. Specifically, the legislation directed, "...in collaboration with the county departments, the State department shall design a continuous quality improvement program that, at a minimum, solicits feedback from county employees to identify incremental and breakthrough continuous improvements….[and] shall provide a description of the program to the Joint Budget Committee by February 1, 2017." The report (submitted in February 2017 to the Joint Budget Committee) contains elements of a CQI program design as well as an approach to designing a CQI program. The workgroup comprised of State and county representatives continues to meet and further refine the design of the program.

17 What does the Department think about the recommendations included in the county workload study and the continuous quality improvement program report? What tangible actions is the Department considering based on these recommendations? What is the budgetary impact of the actions that are under Department consideration?

Workload study. The recommendations provided in the workload study provide a comprehensive analysis of the various elements of county administration. Given the volume of information contained in those reports, the Department is still in the process of considering implementation strategies. Yet, concrete action to address some of the most critical needs is already in motion.

In particular, recommendation 4a, 4b, and 4c contained in the workload study report identified a strong need, among counties, for enhanced training opportunities. All of the FTE requested for SNAP and SNAP-QA are being driven, in part, by the workload study to provide critical guidance to counties regarding appropriate application of policies and practices. Funds requested in R8 (Enhancing SNAP Performance and Improving County Technical Assistance) are required to satisfy these needs in FY 2018-19.

Recommendation 5 in the workload study (Adjust Cost and Budget Allocations to Counties and Programs) indicates potential for a more equitable distribution of funds across programs at both the State and county levels. In particular, the study identifies the potential for cost savings by using new allocation methodologies, as well as more equitable distribution of funds between Medicaid and SNAP. Because the Medicaid program has the potential for a higher overall average federal contribution than SNAP, updated allocation methodologies could save costs to both counties and the State.

Thus, the Department, in collaboration with counties and the Department of Health Care Policy and Financing (HCPF), has convened a cost-allocations workgroup to assess the efficacy of the questions being used in Random Moment Sampling (RMS). This group will provide recommendations for modifications to those questions early in 2018. In addition, Deloitte has been contracted by the Office of Information Technology (OIT), using existing resources, to review and recommend alternative allocation methodologies that could benefit the State. The Department anticipates future budget requests may result from its focus on allocation methodologies and workload estimates.

Continuous quality improvement. The recommendations presented in the February 2017 report present an array of components for a CQI program to "...identify incremental and breakthrough continuous improvements," as stated in the legislation. The workgroup (comprised of State and county stakeholders) has continued to meet to actualize this effort. A CQI program mission and vision statements have been created. Currently, the workgroup is working on developing guidelines to support implementation of CQI practices.

18 After reviewing the findings of the county workload study and the continuous quality improvement program report, Joint Budget Committee staff indicated that the General Assembly may wish to implement a series of short-term solutions or plan long-term solutions (or a combination of both solutions) to address public assistance program administration challenges. What is the Department's opinion on these two options? Is the timing right to begin considering and planning long-term, systemic changes in the delivery of public assistance programs? What actions would be required (budget and policy) of the General Assembly to begin such a process?

While the Department agrees that there are likely better ways to operate programs and serve clients, incremental change is the recommended strategy to ensure consistent delivery of services to clients. The Department does not advocate for the long-term solutions, listed on page 27 of the Joint Budget Committee briefing document, such as consolidating state supervision under one umbrella. Centralizing rules, technology, communication, and administration across six federally funded programs and one state-run program would be a complex task, ripe for errors during the transition, and with no guarantee of reduced cost or improved services.

The Department advocates for advancing the right solutions to continue to improve the delivery of public assistance programs in Colorado. As such, the Department has recommended a number of short-term solutions to the JBC, including, but not limited to, the R-8 Budget request for FTE in the SNAP program, continued investments in CBMS, resources for tools and investments in the TANF program, and ongoing collaboration with counties and sister agencies.

19 **Please discuss any quantitative information included in the county workload study that indicates whether the General Assembly is over-funding or under-funding the county administration component of public assistance programs. What budget actions would the Department recommend based on the study's quantitative findings?**

The SB 16-190 study calculates the average cost per case, by public assistance program, among the nine sampled counties. That cost per case is used to calculate the administrative costs among the remaining 55 counties.

Annual *program cost = (weighted average cost per case, 9 counties) x (program volume) x (12 months)*

When examining costs for the 9 counties reviewed excluding TANF, the report indicates that counties spent more than needed based on the cost model by $6,298,896 (i.e. C (spent) minus B (needed)). However, the report simultaneously concludes that the counties were underfunded in the allocation by $5,521,050 (i.e. B (needed) minus A (received)) as detailed in section 7.3.1. While total costs indicated the nine counties as a whole spent more than needed based on the analysis, costs examined at a county by county level indicate that individual counties overspent while some underspent.

Table 6: County Administration Funding

A. Total Allocation for FY 2015-16 excluding TANF (received)	$55,378,373
B. Total Cost Model Results excluding TANF (needed)	$60,899,423
C. Total CFMS reported expenditures excluding TANF (spent)	$67,198,319
Source: SB-190 study report Note: FY 2015-16 fiscal data was used to conduct this analysis. This analysis preceded the General Assembly's action in 2017 to increase the County Administration appropriation by $16 million.	

This information becomes more nuanced at a Department level. For instance, when examining the CDHS portion (excluding TANF) for the nine counties reviewed, counties spent more than needed, based on the cost model, by $9,057,215 (i.e. C (spent) minus B (needed)) and that the counties were overfunded in the allocation by $676,846 (i.e. B (needed) minus A (received)) as detailed in section 7.3.1. Using department level data, the report concludes that costs could be shifted from CDHS expenditures to HCPF expenditures, to enhance maximization of State and county dollars.

Table 7: CDHS Funding

A. CDHS Allocation for FY 2015-16 (received)	$25,753,864
B. CDHS Cost Model Results (needed)	$26,430,710
C. CDHS CFMS reported expenditures (spent)	$35,487,925

Source: SB-190 study report

Data from the nine counties was then extrapolated to the other 55 counties as outlined in Appendix T. State and county partners overseeing the completion of the final report agree that caution is warranted in interpreting the data, given that the results are based on review of only nine counties and that there are significant differences among Colorado's 64 counties. Additionally, the cost of administrative delays or backlog was not calculated into the study's cost model because no data exists on these issues that can be uniformly applied across counties. Counties, HCPF, and CDHS have created several efforts in relation to these findings to discern the reliability of this data and potential next steps.

Additionally, the Department recommends the General Assembly consider the report's conclusions (documented in section four) that there is a strong need for enhanced training in county offices as it considers the R8 SNAP Increased Food Security and County Technical Assistance request for new FTE.

Furthermore, consideration of Recommendation 5 (Adjust Cost and Budget Allocations to Counties and Programs) indicates that appropriated funds could be used more efficaciously by:

5a. Engage in research of alternative cost methodologies
5b. Use workload to determine budget allocation, adjusting for cost of living

More clearly stated, the workload study identifies that there may be cost savings by utilizing new allocation methodologies for both expenditures and budget in the future. The report indicates that funds are not accurately distributed between Medicaid and SNAP. Because the Medicaid program has the potential for a higher overall average federal contribution than SNAP, in some instances, updated allocation methodologies could save costs to both counties and the State.

Therefore, the Department, alongside counties and HCPF, has begun a cost-allocations work group to assess the current set of questions being used in the current allocation methodology, Random Moment Sampling (RMS). This group will provide recommendations for modifications in early 2018. In addition, Deloitte was contracted within existing dollars through OIT to review and recommend allocation methodologies that could be more beneficial to the State. The Department anticipates future budget requests will result from the continued work developing new allocation methodologies and workload estimates.

20 How does the FY 2018-19 budget request for CBMS comport with the technology-related recommendations included in both the county workload study and the continuous quality improvement program report?

Response provided *jointly by OIT, HCPF, and CDHS*
The CBMS budget request does not directly relate to the SB 190 recommendations. The agencies have reviewed the county workload study and the continuous quality improvement program report. The agencies and counties will continue to work with the CBMS Executive Steering Committee to prioritize projects, which may include projects based on these recommendations. Counties are represented on the CBMS Executive Steering Committee, and the various workgroups that govern CBMS. The recommendations in the county workload study and the continuous quality improvement program report will be taken into consideration when prioritizing changes to CBMS. However, recommendations made in these reports must be taken into consideration along with other projects and changes to state and federal requirements. The changes to CBMS are made through the fixed budget provided to the agencies through allocated CBMS Pool Hours, which included a dedicated number of hours for projects requested through a county user group. Through this county user group, projects based on the recommendations in these reports can be initiated.

21 Please explain how the county workload study identified model counties that meet performance standards and operate cost-effectively. What recommendations did the vendor include in the study to replicate the practices of model counties in other counties?

Neither SB 16-190 nor the workload study required model counties to be identified. However, the legislation does seek information on the "the relationship, if any, between the time and cost associated with each activity and the county department's performance with respect to the performance standards for the public assistance program." The study did analyze practices and costs across the nine reviewed counties. Results indicate that there are no clear correlations between program operating costs and performance. Best practices presented in the report include use of a Work Management System, county investments in training of employees, and investments in team culture (section 6.4, page 123).

22 Senate Bill 16-190 required the Department to design a continuous quality improvement program. Please describe this design and what budgetary actions are required to implement the program.

SB 16-190 directed the design of a continuous quality improvement (CQI) program. Specifically, the legislation directed the Department to collaborate with county departments to "design a continuous quality improvement program that, at a minimum, solicits feedback from county employees to identify incremental and breakthrough continuous improvements…." A workgroup comprised of State and county representatives oversaw the analysis of this design which was outlined in a report submitted in February 2017 to the Joint Budget Committee.

The report outlines key components of that CQI approach, including:

- Design and implement a multi-pronged communication channel (i.e. clearinghouse) that ranges from federal to State to county to front-line workers (and back.) Include topics such as new program concepts, changing requirements, and lessons learned.
- Support counties to develop thoughtful CQI plans and strategies.
- Include a range of approaches (e.g. Business Process Reengineering, Lean, Plan-Do-Study-Act (PDSA), Four Disciplines of Execution (4DX)) to apply to different situations and support county preferences.
- Enhance use of online forums and social media to support sharing of best practices.
- Identify resources and initiate improvement programs.

Work is advancing through the State and county CQI workgroup which continues to meet to hone the approach. A CQI program mission and vision statements have been created. Currently, the workgroup is working on developing guidelines to support implementation of CQI practices.

Colorado Counties, Incorporated (CCI) and the Colorado Human Services Directors' Association (CHSDA) have recently met with the Joint Budget Committee analyst to recommend allocating funds for 1) a CQI facilitator position, and 2) CQI incentives for counties. The Department is not yet prepared to request budgetary action as it is continuing to work collaboratively with the CQI workgroup to refine the CQI program design. Any program designs requiring budgetary action will be considered in future years' budget processes.

23 What model is used to provide training to county staff administering public assistance programs? How does the training model incorporate knowledge sharing across counties?

The Health Care and Economic Security Staff Development Center (SDC) was created as a direct result of the FY 2011-12 Supplemental Request (S-14) Attachment 1, resulting from HB 12-1339 which directed the formation of "...a training consultancy that would be governed by representation from OIT, HCPF, DHS, and counties to ensure holistic and integrated training that reflects the business needs and vision of the service delivery system statewide."

The SDC provides integrated system and policy training to county departments of social/human services (serving families who are accessing public assistance including SNAP, Medicaid, CHP+, Adult Financial Services, and TANF) and the State's Medicaid/CHP+ certified application assistance sites. Per its mission, the SDC identifies critical training needs and establishes, facilitates, and maintains competency-based training curricula. Examples of the types of training offered include a) instructions on program eligibility determinations and recording information in the statewide eligibility system (CBMS) to get accurate results, b) demonstrations and updated direction based on CBMS enhancements that occur during regularly scheduled system builds, c) regulatory or programmatic changes, and d) other skills to enhance workers' success such as communication or effective interviewing skills. Training is offered regularly and statewide through a number of modalities such as web-based training and in person instructional training offered at the SDC or at an eligibility site that has a certified trainer.

The SDC was created based on a train-the-trainer model which includes trainers in communities around the State. The SDC is comprised of 41 Certified Trainers representing Adams, Arapahoe, Boulder, Colorado Access, Connect for Health Colorado, Denver, Denver Health, El Paso, Garfield, Fremont, Jefferson, Larimer, Las Animas, Mesa, Montezuma, Otero, Pueblo and Weld. These community trainers advance the reach of training modules to all 64 counties by offering onsite assistance at neighboring counties/eligibility sites and/or opening their classrooms to neighboring sites. This model allows the rapid expansion of knowledge and skills throughout counties and eligibility sites, while creating a natural training network with a built-in feedback loop among staff responsible for determining eligibility that allows for knowledge transfer across counties. This model has bolstered continuous improvement to the development, delivery, and modality of training required to assist workers adapt and remain productive amid a frequently changing environment.

Training is delivered through a number of modalities including Instructor-led Training (in person); Virtual Instructor-led Training; Online Training including web-based training with practice components, webinars, and short videos/ tutorials; and by way of providing user guides and other learning materials. In total, Certified Trainers and State Trainers have provided more than 110 in-person and online trainings accessed by approximately 4,300 health and human services professionals in FY 2016-17.

24 Why are counties considered "community providers" when applying across-the-board provider rate increases?

Counties are considered "community providers" as they are providers of direct services. Specifically, the State directs counties to provide services related to the administration of the Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Child Welfare, Child Care, etc. Counties may choose to subcontract their "community provider" responsibility to private providers.

25 Is the provider rate increase submitted by the Department a true one percent increase or is it a different percentage change?

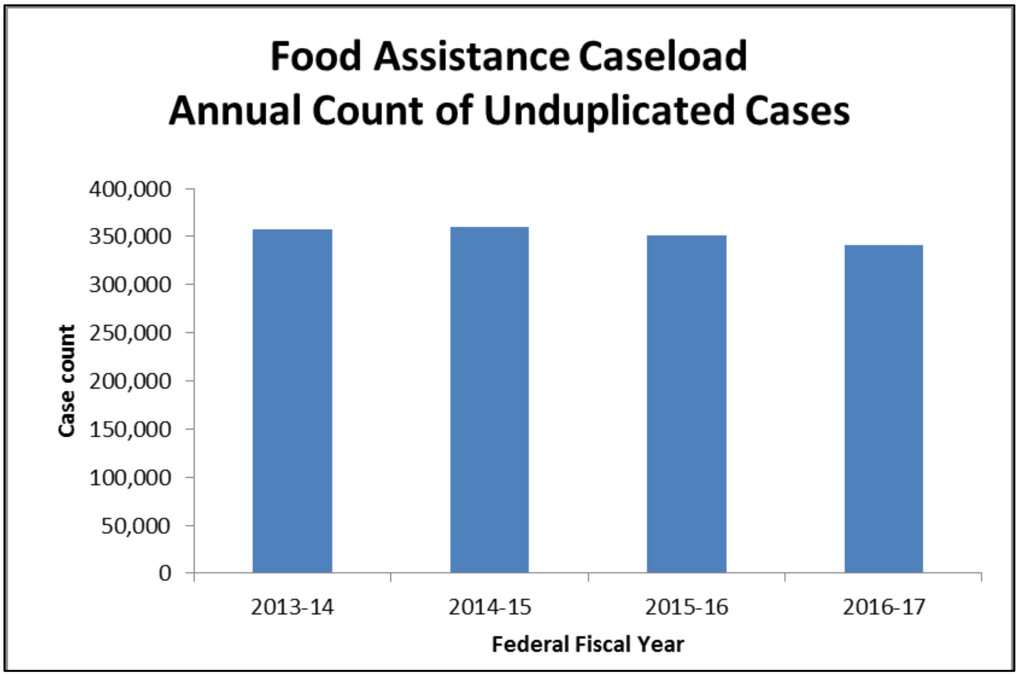
Yes, the Department's FY 2018-19 provider rate increase is a true one-percent increase based on the FY 2017-18 appropriation in SB 17-254

Supplemental Nutrition Assistance Program

26 Why has the SNAP caseload declined from FY 2014-15 to FY 2016-17? Do households that leave SNAP shift to other public assistance programs?

Colorado's declining SNAP caseload has been consistent with economic improvements. The Department lacks the data to confirm whether or not clients leaving SNAP shift to other programs. For clients who leave SNAP due to increased income, improved economic status will likely preclude eligibility for other public assistance, as those clients would likely be over income to qualify for most programs.

Chart 7: SNAP Caseload



Source: Colorado Benefits Management System (CBMS)

27 **Please describe potential federal bonuses that Colorado may receive for bettering its performance in administering SNAP. How much money may Colorado receive for such bonuses?**

Colorado's SNAP performance in FFY 2015-16 (Oct. 1, 2015 - Sept. 30, 2016) indicates the State will be eligible for federal bonuses for most improved CAPER (Case and Procedural Error Rate) and application timeliness. The awarded amount is a proportionate share of available funds, based on states' caseloads. States were notified in the fall of 2017 that the Food and Nutrition Service (FNS) is conducting additional verifications of results before awardees are announced. Thus, at this date, the Department does not know when, or if, it will receive bonus payments or how much money will be received until FNS' review is complete and it announces the awardees and amounts.

28 **How does the "R8 Colorado SNAP increased food security and county technical assistance" decision item request relate to the recommendations included in the county workload study or the continuous quality improvement report?**

All of the FTE requested for SNAP and SNAPQA are strongly supported by the SB 16-190 county workload study. The 2.0 SNAPQA positions are needed to meet federal quality assurance review requirements. The 5.0 SNAP positions will provide critical guidance to counties in applying policies appropriately and using validated practices.

In particular, recommendation four presented in the county workload study identified a strong need among counties for enhanced training and technical assistance, as follows:

4a. Comprehensive New Employee Foundational Training
4b. Increased On-Going Training Courses
4c. Increased Training for Remote Counties

29 What were the goals of implementing categorical eligibility for SNAP in Colorado? Have those goals been met? If not, why not? How will the Department's plan to raise the categorical eligibility for SNAP for all households to 200 percent of the federal poverty level assist in meeting the goals of categorical eligibility?

In 2010, when HB 10-1022 was implemented, Colorado was responding to a 2009 program access index of 42% (meaning only 42% of people eligible for SNAP were receiving benefits). Available data showed that states implementing broad-based categorical eligibility (BBCE) better captured the eligible-but-not-enrolled population. Categorical eligibility is intended to simplify the application and eligibility determination process and reduce the time county SNAP administrators must spend verifying resources. However, these provisions do not circumvent the verification and requirements of the SNAP application process, including the client interview.

The primary reasons states implement BBCE are:

1. Simplify eligibility process to alleviate county workload
2. Improve program access by eligible households

Colorado achieved both goals. As categorical eligibility simplifies the verification process it can have impacts on timeliness of application processing at counties. Elimination of this consideration would require counties to verify all documentation prior to processing applications, which could negatively affect the tremendous gains in application timeliness. Verification requirements would significantly increase county workload thus potentially delaying the capture of all the necessary information to make eligibility determinations. Additionally, Colorado has also improved from 42% to 55% in the program access index, though the State remains one of the poorest performing states on this measure.

Aligning the income thresholds across the elderly and disabled population with the non-elderly, non-disabled population will bring Colorado into compliance with implementation of

BBCE (see letter from Food and Nutrition Services). In addition to being in compliance, implementing BBCE with 200% FPL will ensure the elderly and disabled populations will not be removed from a needed support, while continuing achievement of the two original goals set in HB 10-1022.

To clarify, categorical eligibility (as it relates to SNAP and other means-tested programs) provides a simplified eligibility process so that recipients of designated public assistance program have already satisfied eligibility criteria (e.g. gross income) that, by merit, satisfy SNAP income eligibility criteria. Categorical eligibility should not be equated with automatic enrollment. It does not waive requirements to submit an application, complete an interview, and provide documentation of eligibility factors not already verified by the other program.

30 How would county administration duties be impacted if the caseload were to grow by 8,000 households as a result of changing categorical eligibility to a single threshold of 200 percent of the federal poverty level for all households? Would more funding be required to meet the increased caseload demands?

Table 8 outlines the projected caseload growth, by county, if the caseload grew by various percentages (from 3% to 7%). Other states that have implemented broad-based categorical eligibility have seen a 3-4% increase in first few years and up to a 5-7% increase over a longer span of time.

Colorado's SNAP caseload has declined for the past two years by roughly 5% and is anticipated to continue to decline given the improved economy. The Department estimates that caseloads will continue to decline, albeit at a slower rate, following this policy change. No additional funding is needed if caseloads continue to decline at the projected rate. However, if this projection changes, the Department would revisit this need.

Table 8: SNAP Caseload Projections

County Name	Current Caseload	3% increase	4% increase	5% increase	7% increase	County Name	Current Caseload	3% increase	4% increase	5% increase	7% increase
ADAMS	20592	618	824	1030	1441	KIT CARSON	276	8	11	14	19
ALAMOSA	2127	64	85	106	149	LA PLATA	1785	54	71	89	125
ARAPAHOE	20833	625	833	1042	1458	LAKE	231	7	9	12	16
ARCHULETA	502	15	20	25	35	LARIMER	9887	297	395	494	692
BACA	227	7	9	11	16	LAS ANIMAS	1698	51	68	85	119
BENT	449	13	18	22	31	LINCOLN	264	8	11	13	18
BOULDER	7769	233	311	388	544	LOGAN	1012	30	40	51	71
BROOMFIELD	865	26	35	43	61	MESA	8918	268	357	446	624
CHAFFEE	683	20	27	34	48	MINERAL	22	1	1	1	2
CHEYENNE	82	2	3	4	6	MOFFAT	662	20	26	33	46
CLEAR CREEK	309	9	12	15	22	MONTEZUMA	1835	55	73	92	128
CONEJOS	798	24	32	40	56	MONTROSE	2477	74	99	124	173
COSTILLA	611	18	24	31	43	MORGAN	1162	35	46	58	81
CROWLEY	421	13	17	21	29	OTERO	1945	58	78	97	136
CUSTER	205	6	8	10	14	OURAY	114	3	5	6	8
DELTA	1998	60	80	100	140	PARK	587	18	23	29	41
DENVER	40161	1205	1606	2008	2811	PHILLIPS	180	5	7	9	13
DOLORES	70	2	3	4	5	PITKIN	188	6	8	9	13
DOUGLAS	2218	67	89	111	155	PROWERS	1047	31	42	52	73
EAGLE	606	18	24	30	42	PUEBLO	18356	551	734	918	1285
EL PASO	31628	949	1265	1581	2214	RIO BLANCO	223	7	9	11	16
ELBERT	393	12	16	20	28	RIO GRANDE	1012	30	40	51	71
FREMONT	3235	97	129	162	226	ROUTT	469	14	19	23	33
GARFIELD	1734	52	69	87	121	SAGUACHE	624	19	25	31	44
GILPIN	192	6	8	10	13	SAN JUAN	35	1	1	2	2
GRAND	224	7	9	11	16	SAN MIGUEL	141	4	6	7	10
GUNNISON	496	15	20	25	35	SEDGWICK	143	4	6	7	10
HINSDALE	15	0	1	1	1	SUMMIT	322	10	13	16	23
HUERFANO	969	29	39	48	68	TELLER	1090	33	44	55	76
JACKSON	41	1	2	2	3	WASHINGTON	174	5	7	9	12
JEFFERSON	14705	441	588	735	1029	WELD	10415	312	417	521	729
KIOWA	75	2	3	4	5	YUMA	403	12	16	20	28
						State Totals AVG	**222928**	**6688**	**8917**	**11146**	**15605**

Source: FY 2016-17 Food and Nutrition Services FNS-388 Report

31 **Is it possible (with statutory changes) for Colorado to only use standard eligibility (including asset tests) to screen applicants for SNAP rather than the combination of categorical eligibility and standard eligibility? How would limiting screening to only standard eligibility impact SNAP caseload?**

Colorado could partially revert to an asset-based eligibility determination. Federal SNAP regulations require categorical eligibility for certain households. Households in which all members receive benefits from the TANF program or SSI are considered categorically eligible for SNAP. Federal rule allows states to broaden the scope of categorical eligibility to support additional households receiving benefits and services from other TANF/MOE funded programs (e.g. Domestic Violence programs). Colorado chose to implement this option, which has been promulgated into statute via HB 10-1022. This legislation required the repeal of categorical eligibility to adopt broad-based categorical eligibility (BBCE) and remove the asset test. Legislation would be required to remove the BBCE provision.

Estimates of the caseload impact are difficult to project because asset information is not currently collected in CBMS and significant investment would be required to incorporate this change. Therefore, the Department lacks a reliable source from which it can identify the population that would be negatively impacted by the change.

32 **If a household participates in SNAP, does this automatically convey categorical eligibility to any other public assistance programs (e.g. free and reduced lunch)?**

Yes, SNAP eligibility confers categorical eligibility for a number of programs, including The Supplemental Nutrition Program for Women, Infants, and Children (WIC), National School Breakfast/Lunch Meals, Lifeline cellular phone access, and child care reductions for after school programs to support working families. Additionally, SNAP enrollment affects education funding levels for Title I funding (associated with the percentage of low income population students enrolled).

33 How many other states have implemented categorical eligibility with a threshold of 200 percent of the federal poverty level for all households?

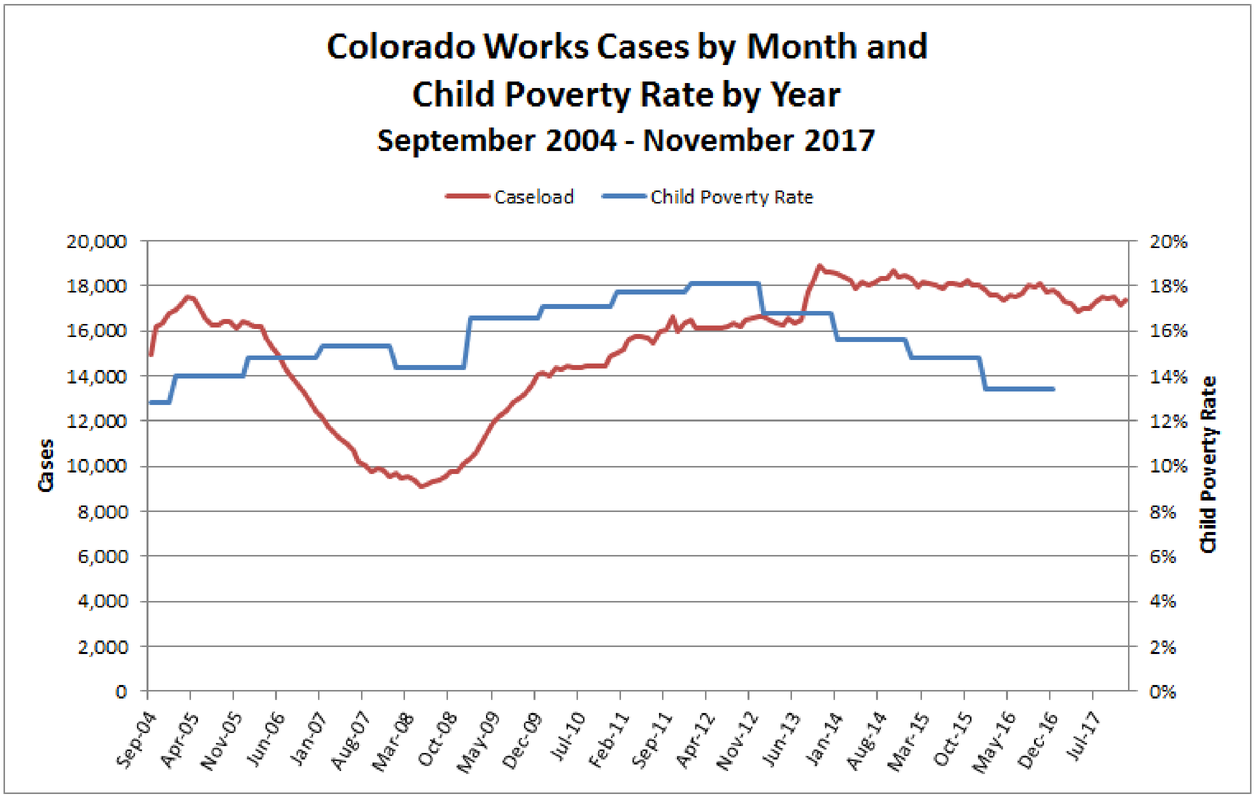
Fourteen states (i.e., California, Delaware, Florida, Hawaii, Maryland, Massachusetts, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Washington, and Wisconsin), plus the District of Columbia have implemented categorical eligibility at 200% FPL.

Temporary Assistance for Needy Families (TANF)

34 Why has the TANF caseload declined from FY 2013-14 to FY 2016-17? Do families that leave TANF shift to other public assistance programs?

Colorado Works serves families with household income less than approximately 27% FPL (for a family of three, less than $460/month). 94% of families have no income at all when they apply for Colorado Works. Research indicates that the Colorado Works caseload lags the general economy's gains and dips. Following the Great Recession, the Colorado Works caseload had begun to plateau in FY 2012-13. Chart 8 presents more detail regarding the caseload changes.

Chart 8: Colorado Works Cases and Child Poverty Rate



Source: Colorado Works Caseload data from Colorado Benefits Management System (CBMS). Child Poverty Rate from U.S. Census Data.

Colorado's child poverty rate has generally decreased since 2013-14. From 2013 to 2016 the child poverty rate decreased by about 5%, whereas the Colorado Works caseload decreased almost 8% during the same time period.

An improving economy is likely to contribute to a decrease in TANF caseload. Historically the population traditionally served by Colorado Works (little work experience, low educational attainment, etc.) is slowest to recover.

Upon leaving the Colorado Works program, nearly all families retain their Medicaid benefits for twelve months through Transitional Medicaid and food assistance benefits for at least five months as part of the federal Transitional Food Assistance program. There are few other human services programs available for these families to transition.

35 Please explain what information is provided from counties and the state to the federal government on TANF expenditures and TANF reserves. Is this information adequate to

determine if expenditures from TANF funds are congruent with federal program goals and policies?

The Department provides the federal government with all TANF expenditures and reserve information at a statewide level. As such, the required federal reports reflect all expenditures as state expenditures and reserves (i.e. not differentiating between state and county expenditures or reserves).

In FFY 2015, the federal government updated the expenditure categories; all state and county expenditures adhere to those federal program goals. As a block grant program, states determine most TANF guidelines governing expenditures and choices for spending on cash assistance, education and training, work supports, family supports, etc. In Colorado, the Department articulates the program vision and mission and individual counties are responsible for implementing the program, within the State and federal rules. Every TANF expenditure meets the allowable standards.

36 What is the appropriate amount of money that should be retained in county TANF reserves and the state's Long-term Works Reserve on an annual basis versus the amount used for services for citizens? Is there a better use for the money (e.g. assisting families attain self-sufficiency) than remaining in the state and county TANF reserves?

The Department maintains a conservative approach to projecting the State Long Term Works Reserve (LTR). As such, the LTR projection is based on assumptions that both the federal block grant received ($136 million) and funds allocated to counties ($128 million or 94% of the total funds received) will remain flat. The Department calculates a reasonable LTR to be $19.9 million (14.6% of the total block grant). This calculation is based on the following assumptions:

- 10% basic cash assistance expenditure increase, similar to the caseload increase experienced during the Great Recession (approximately $9.0 million), and
- one year of administration and potential system changes (approximately $10.9 million).

Each year, the Department submits decision items for initiatives to promote and support the federal requirements only in excess of the preferred $19.9 million minimum reserve balance.

Table 9: State Long Term Works Reserve

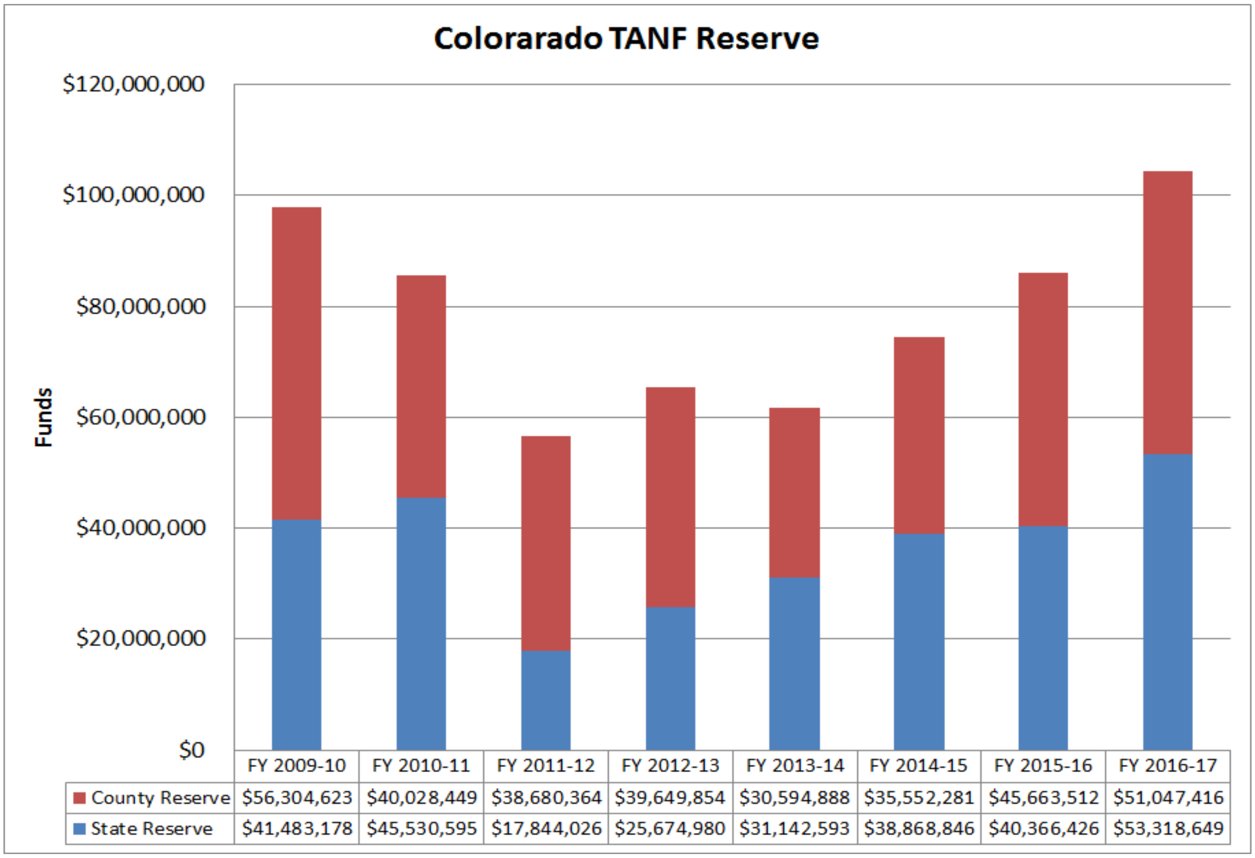
	FY 2016-17	FY 2017-18	FY 2018-19
Prior Year Funds	$40,366,426	$53,318,649	$44,817,418
TANF Grant	$135,944,442	$135,607,703	$135,719,950
TANF Contingency	$14,400,411	$4,520,256	$0*
Total Resources	$190,711,279	$193,446,608	$180,537,368
Total Appropriations	$145,819,917	$148,629,190	$151,793,353
Ending TANF Reserve	**$53,318,649**	**$44,817,418**	**$28,744,015**

Source: CDHS Request for Information (RFI) #2 TANF Reserve. The difference in ending TANF Reserve of FY 2016-17 and beginning FY 2017-18 is attributed to transfers between Child Care and Child Welfare, encumbrances, and differences in timing between federal, state, and county fiscal years.
*The Department projects $0 in Contingency Funds because those funds must be applied for each year, with no guarantee in receipt or amount.

Annually, counties receive $128 million from the $136 million TANF grant to fund cash benefits, works supports, and program administration. Counties also have access to their individual County TANF Reserve which is intended to support flexibility, long-term planning, unexpected caseload changes, and local innovation.

When counties underspend their block grant, those unused funds are added to the County TANF Reserve. Statute allows individual counties to carry forward funds in their County TANF Reserve up to 40% of their allocation or $100,000, whichever is greater. Collectively, the counties have $51 million in reserve (Chart 9). Every county has a County TANF Reserve of at least 27.4% in addition to their annual allocations and 28 counties are at the maximum. If current spending patterns continue, every county will be at its cap if/when the statewide County TANF Reserve balance reaches $61.3 million, possibly by the end of FY 2018-19.

Chart 9: Colorado TANF Reserves



Source: CDHS Request for Information #2 TANF Reserves

The Colorado expenditures and reserves are shown in federal reports as one figure and do not differentiate between state reserve and county reserve. The FY 2016-17 figures show $104 million reserve ($51 million for the counties and $53 million for the State) on $136 annual grant. In Federal FY 2014-15, 28 other states had reserves less than 15%, including 15 with 0% in reserve.

Given Colorado Works' flexibility, some counties choose to underspend their yearly Colorado Works allocation to be able to cover any potential over-spending in child care (CCCAP) and/or child welfare (Title XX). Yet, untransferred and/or unspent funds are not serving Coloradans. Every county in Colorado has poverty within its bounds. Holding funds in reserve is a choice to save these funds for potential future needs in lieu of addressing current needs of eligible families. The flexibility of the Colorado Works block grant allows counties to provide an array of services, including education, training and employment services; family supports to reduce hardship; and much more to generally help families become self-sufficient. Services could be enhanced, particularly, in the following areas of employment services and work supports, cash assistance, and child care.

Enhance Employment Services. Forty-two percent of Colorado Works participants report they were working for pay at the time they left the program. While this is slightly higher than many similar programs nationwide, data suggests that the majority of participants are *not* exiting to employment. Furthermore, only 74% percent of participants who were employed when they left the program report they are still working one or two months later, indicating that some employment is short-lived. To mitigate this, TANF funds could be spent on job retention supports to improve the longer-term employment outcomes for participants.

Among the subset of recent Colorado Works participants who are unemployed and currently looking for a job, 68% (more than two out of every three) cite transportation as a barrier hindering employment. Other major barriers reported include unstable housing (52%), childcare issues (31%), and health issues (42%). Reserved funds could provide supportive services in these areas to resolve or ameliorate these highly common barriers to employment. For instance, Colorado Works could subsidize transit or increase childcare subsidies which would likely increase employability and employment among Colorado Works participants.

Enhance Basic Cash Assistance Grant. Counties have the flexibility to spend Colorado Works funds to increase the monthly cash grant amount for participating families. Since the TANF program was established in 1996, Colorado's cash grant amount has decreased by 14.9% in inflation-adjusted dollars. The benefit amount was last modified, though only slightly, in 2009.

Supplement Child Care Assistance. Families report that child care expenses are one of the most critical work supports they need. Up to 30% of the total annual TANF expenditures can be transferred to meet shortfalls in the Colorado Child Care Assistance Program (CCAP). However, there is no limit on how much counties can spend on TANF-eligible people and child care costs within their Colorado Works funds (i.e. without being formally transferred). For example, a county could choose to spend a significant portion of its Colorado Works funds to fund slots for TANF-eligible toddlers in child care facilities or provide scholarships for TANF-eligible children to attend summer camps.

37 For FY 2016-17, how many counties used their TANF reserves to cover child care costs? Child welfare costs? Have these amounts increased over time? If so, why?

At the close of FY 2016-17, the following Colorado Works funds were transferred from County TANF Reserves to cover child care and child welfare costs:

- 11 counties transferred $3,872,359 to cover Colorado Child Care Assistance Program (CCCAP) over expenditures

- 14 counties transferred $727,796 to cover child care quality initiatives
- 3 counties transferred $331,397 to cover Child Welfare (Title XX) over expenditures

For the three years prior to FY 2016-17, no TANF was required to be transferred because neither CCCAP nor Title XX was over expended. During the same period, approximately $751,000 was transferred annually to cover child care quality initiatives.

Table 10: TANF Transfers

Program	FY 2014-15	FY 2015-16	FY 2016-17
TANF spent on Child Care Quality	$764,754	$739,588	$727,796
TANF spent on CCCAP over expenditure	$0	$0	$3,872,358
TANF spent on Child Welfare (Title XX) over expenditure	$0	$0	$331,397

Source: CDHS Settlement Accounting Closeout Documents

38 **Please provide an update on the implementation of H.B. 17-1355 (County Block Grant Money To Child Care Quality Programs) and how it impacts county TANF reserves.**

HB 17-1355 is fully implemented. It codified what had been common practice to allow counties to choose to use their County TANF Reserve for child care quality activities, including the following qualifying activities:

- Provide comprehensive consumer education related to making child care decisions to parents and the public;
- Increase parental choice;
- Improve the quality and availability of child care;
- Develop, establish, expand, operate, and coordinate resource and referral programs specifically related to child care;
- Make grants or provide loans to child care providers to assist such providers in meeting applicable State, local, and tribal child care standards, including applicable health and safety requirements;
- Provide training and technical assistance in areas appropriate to the provision of child care services, e.g.; training in health and safety, nutrition, first aid, the recognition of communicable diseases, child abuse detection and prevention, and care of children with special needs;

- Improve salaries and other compensation (e.g. fringe benefits) for full- and part-time staff who provide child care;
- Minor upgrades to child care facilities to assure that providers meet State and local child care standards, including applicable health and safety requirements; and
- Any other activities that are consistent with the intent of child care quality activities.

Table 11 presents the number of counties funding child care quality initiatives and amount transferred annually. During the past three years, only two counties who spent Colorado Works funds on child care quality initiatives experienced a decrease of County TANF reserves, amounting to $1,862.

Table 11: TANF Transfers for Child Care Quality Initiatives

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Number of counties spending funds	15	14	11	14
Total funds spent	$767,725	$746,754	$739,588	$727,796

Source: CDHS Settlement Accounting Closeout Documents

39 Has Colorado (or any other state) ever received a financial penalty for failing to meet the federal TANF work participation rate standard?

Colorado has not been sanctioned for not meeting the Work Participation Rate (WPR). The Administration for Children and Families (ACF) has confirmed that no state has paid a fiscal penalty since the program was established in 1996.

40 Please describe the Department's plan for meeting the federal TANF work participation rate standard. When does the Department anticipate meeting the standard?

The Department does not agree with ACF's conclusion that the State failed to meet the WPR in FY 2011-12, or in successive years, and has formally disputed that conclusion. Yet, the Department took immediate action to improve performance, especially given the length of the dispute process and ability to ameliorate penalties if WPR is met during a corrective compliance period. Overall, the Department's plan is two-fold: 1) respond to ACF by disputing the non-compliance, and 2) improve program performance on the WPR measure. Any year the State meets WPR, Colorado's entire liability will be erased.

1. **Respond to ACF -** Colorado is currently in the midst of the dispute resolution process. The first stage is to dispute the findings altogether by challenging various legal elements of the WPR calculation. If the dispute is ultimately denied, the next stage seeks a reduction of the sanction, culminating with submission of a corrective compliance plan with detailed steps and timeframes for correcting the non-compliance. Colorado has not progressed past the first stage in this process yet.
2. **Improve Program Performance -** Working closely with both county and federal partners, the Department has made significant progress to improve WPR (improved approximately 20%) by training county workers, making changes in the automated system (CBMS), issuing new guidance to counties, improving performance management data, and centralizing specific quality control functions at the state level. These strategies intentionally avoided any changes to the ways in which participants experience the program. The Department's budget request (R15, Enhancing County Colorado Works Case Management Performance) will provide critical resources to move the Department's progress to improve the WPR.
3. **Eliminated Two-Parent Rate -** In 2017, The Department enacted a rule change that removes Two-Parent Colorado Works households from the WPR calculation (while maintaining the same program requirements). Colorado's two-parent rate will officially be eliminated from the WPR calculation beginning in FFY 2017-18, following ACF's August 31, 2017 approval of the State's Sampling Plan for TANF Active and Closed Cases which identifies the exclusion of two-parent families in the sampling plan. This action makes the all-family rate the sole measure to which Colorado will be held accountable.

Through implementation of these changes, Colorado anticipates full compliance with the WPR rate in FFY 2017-18.

<u>**ReHire Colorado**</u>

41 Has the ReHire Colorado initiative been in place long enough to determine if it is worthy of a permanent statutory extension? How has it been evaluated and what evidence suggests that it should be a permanent program? Please provide statistics, including waitlists, on ReHire Colorado participants and their performance in the program.

The transitional jobs model is a nationally-recognized promising strategy for increasing incomes and improving labor market outcomes and well-being, especially among disadvantaged workers. The Department has evaluated initial results of ReHire Colorado. Overall, results demonstrate that ReHire Colorado is making an impact on those being served. The University of Colorado has evaluated the program using a randomized control trial for

Wave 2 (i.e. after July 2016) participants. Compared to a control group of individuals who did not participate in ReHire, ReHire participants achieved both higher earnings and a higher employment rate during the quarter they began ReHire. This gap has continued for three quarters (so far). The longer the observed employment gains persist, the higher and more accurate our calculation of the return on investment will be.

From January 2014 to November 2017, ReHire has served more than 1,800 individuals, placing more than 1,200 into transitional jobs, and supporting 950 in attaining unsubsidized employment. 78% of participants who were receiving SNAP or TANF when they entered ReHire have decreased their benefit amount or stopped receiving benefits altogether. Among ReHire participants, the percentage of non-custodial parents making regular, monthly child support payments nearly doubled, from 21% in the quarter before joining the ReHire program to 41% in the quarter after joining the program. Meanwhile, the percentage of ReHire participants who had made no child support payments was cut in half, decreasing from 38% in the quarter before joining ReHire to 19% in the quarter after beginning the program. Overall, the average monthly child support payment in the three months before a non-custodial parent entered the ReHire program increased 53%, from $88 per participant per month to $186 per person per month.

There is no waiting list for ReHire Colorado. However, the program design does not accommodate all participants to be placed in a transitional job. By design, half of the ReHire applicants are placed in the control group. Among the treatment group, the majority of participants are matched with a transitional job. However, some participants receive employment services, but not a wage-paying, transitional job in cases where a transitional job opportunity is not available to match the participant's interests.

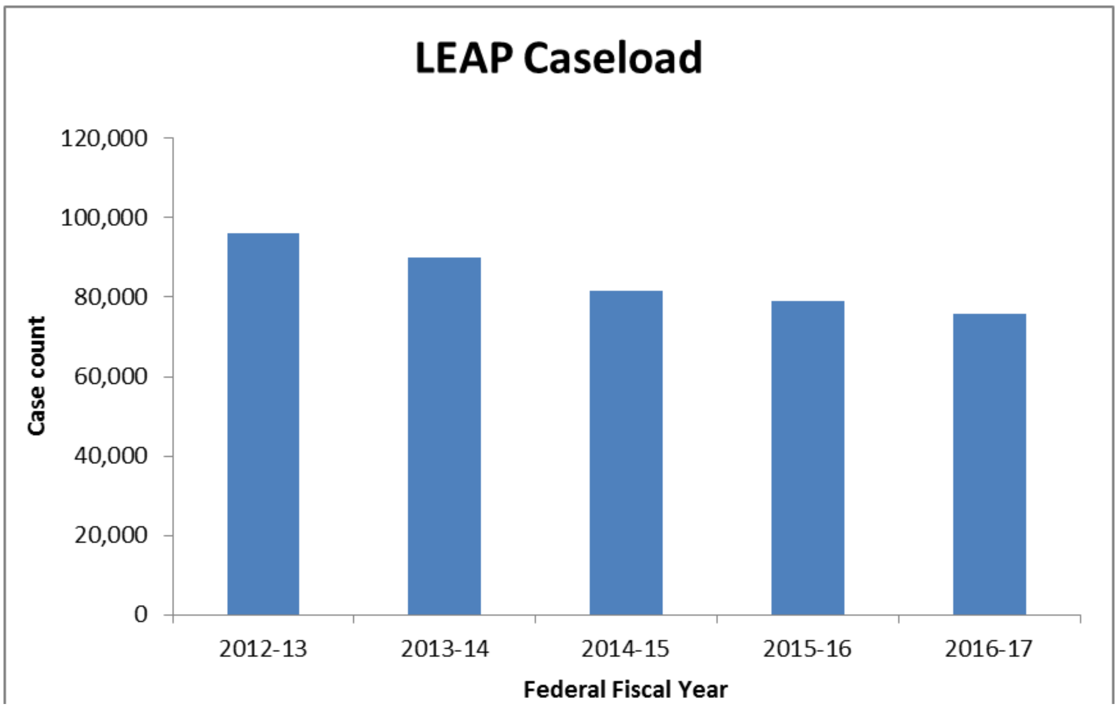
Making the ReHire program permanent would extend the positive outcomes realized, while providing ongoing data to evaluate the return-on-investment as more time passes after participants exit the program. A permanent extension would remove the program's sunset date, yet an annual appropriation by the General Assembly would be required to maintain the program.

Low-income Energy Assistance Program (LEAP)

42 Why has the LEAP caseload declined from FY 2011-12 to FY 2016-17? Do households that leave LEAP shift to other public assistance programs?

Following a similar trend among other public assistance programs, the Low-income Energy Assistance Program (LEAP) caseloads have decreased since hitting a peak in FFY 2012-13 (see Chart 10). The Department attributes the caseload decline to the recovering economy and historically low unemployment rates in Colorado, leaving fewer households living in poverty. When household incomes climb above the LEAP eligibility threshold (currently 165% FPL, $1,658/month for a household of one), the household is no longer eligible for benefits.

Chart 10: LEAP Caseload



Source: LEAP Eligibility Database

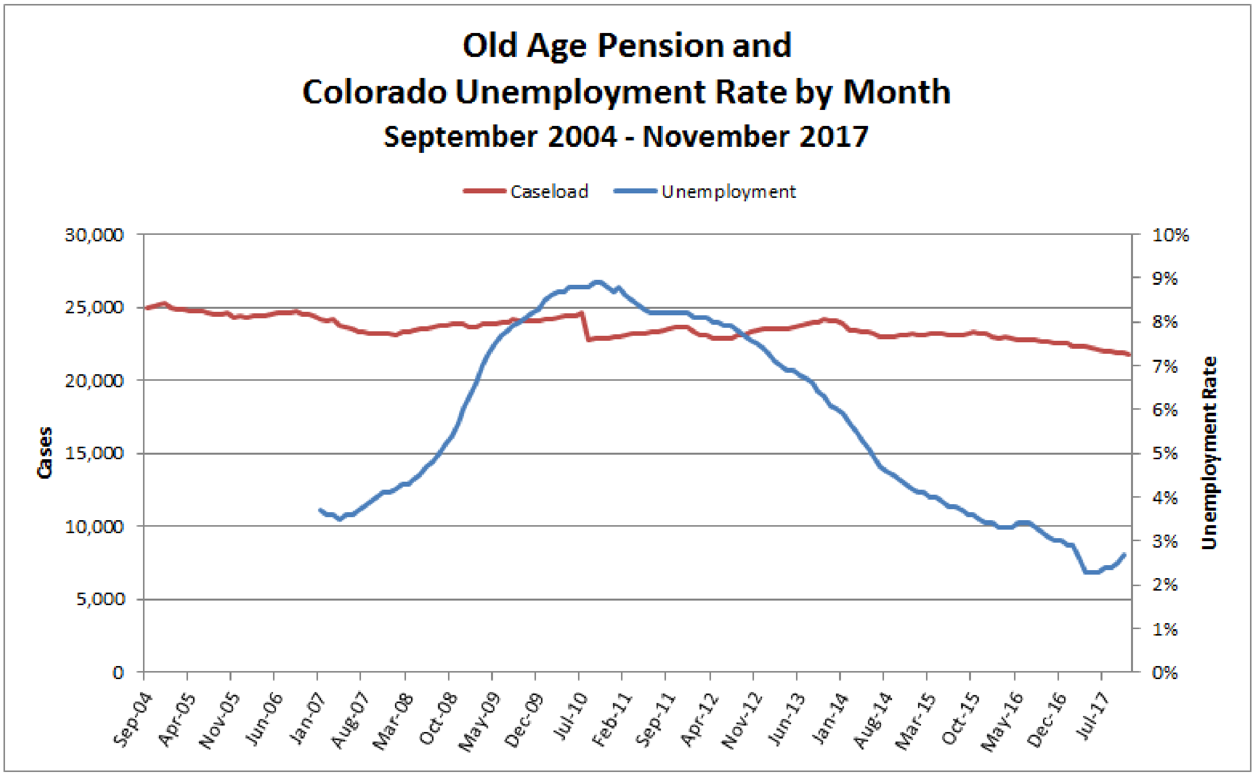
Data shows some clients who receive LEAP also receive benefits from other public assistance programs (e.g. SNAP, Medicaid, TANF). However, LEAP is one of the last benefits a household would lose due to rising income, given its higher income threshold. Households with income over 165% FPL, and no longer qualify for LEAP, can pursue energy assistance through community partners, including Energy Outreach Colorado.

Old Age Pension (OAP)

43 Why has the OAP caseload declined from FY 2013-14 to FY 2016-17? Do households that leave OAP shift to other public assistance programs?

The Old Age Pension (OAP) program provides cash benefits to eligible individuals age 60 years and older and are income eligible (in FY 2016-17 meaning their earned or unearned income is equal to or less than the OAP grant standard of $773, effective January 1, 2017). Caseloads for OAP have fluctuated in recent years, decreasing about 5% overall between FY 2013-14 and FY 2015-16 (Chart 11). This specific caseload trend has not been evaluated. However, indicators suggest this caseload decrease is correlated with an improved economy, availability of other options administered through the Social Security Administration, and delayed retirement. Additionally, some people have enrolled into Long Term Care Services through Medicaid. The Department regularly tracks OAP caseload and expenditure changes and uses this data to consider adjusting benefits, as needed, to support the existing caseload.

Chart 11: Old Age Pension Caseload



Source: Caseload data provided through CDHS COGNOS Report. Unemployment Rate data provided by United States Bureau of Labor Statistics.

44 If the State Board of Human Services raises the cost-of-living from 1.5 percent to 2.0 percent, how much more money will the Department request for FY 2018-19?

The State Board of Human Services approved the Department's recommendation to apply a 2.0% COLA to mirror the Social Security Administration's (SSA) action in October 2017. Annually, the SSA announces the COLA amount in mid-October to be effective in January. Given timing issues, the Department submitted a decision item for a 1.5% COLA in the Governor's November 1 budget and followed with a Supplemental/Budget Amendment in January to adjust the request to match the SSA's action.

For 2018, a 2.0% COLA will be applied to the OAP grant standard. The Supplemental/Budget Amendment requests the additional funds to apply a 2.0% COLA for the second half of FY 2017-18 and to adjust the budget request for FY 2018-19. Applying a 2.0% COLA will increase the funds required in FY 2018-19 by $636,213.

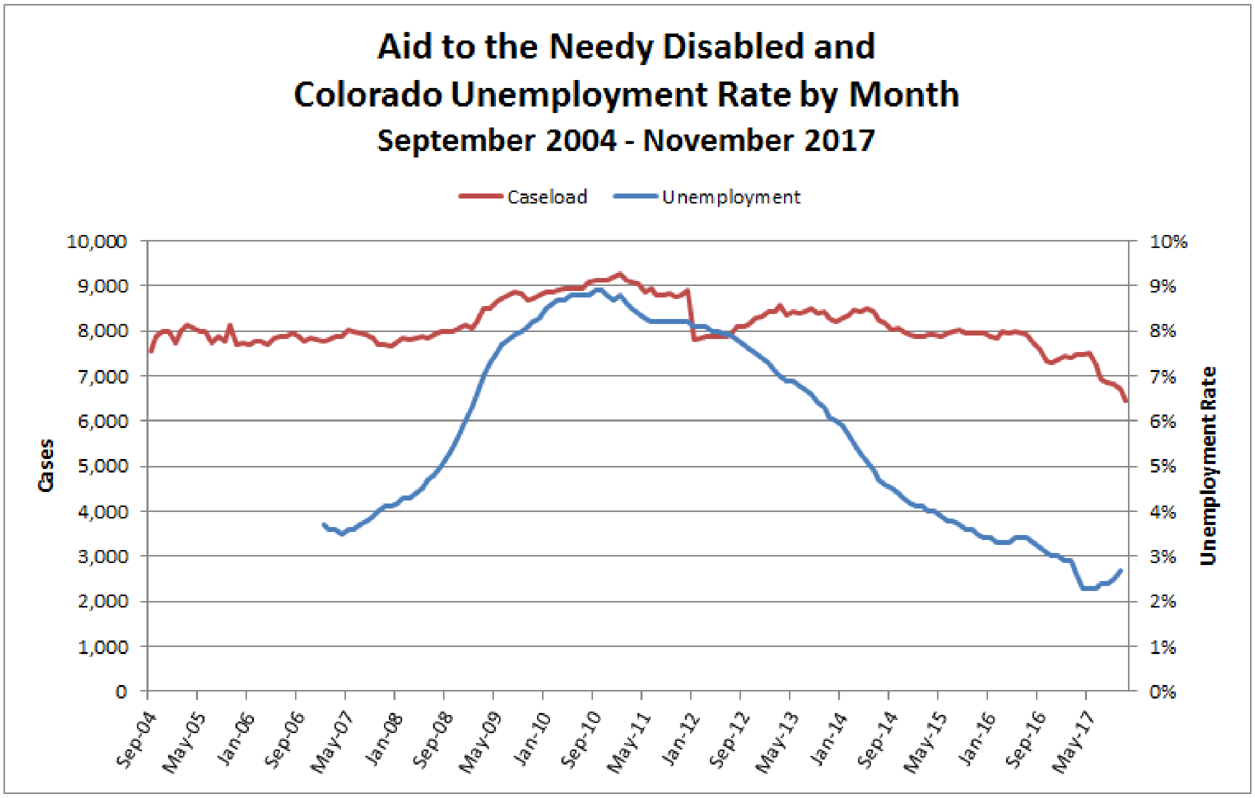
The Department suggests a more efficient approach in lieu of submitting a separate decision item and Supplemental/Budget Amendment, for this informational item in the budget. The Department recommends submitting an annual December 15th RFI indicating the percentage announced by the SSA, projected fiscal impact, and whether the amount listed in the Long Bill should be adjusted. This approach would be far more efficient than the current process. OAP is continuously appropriated. An annual December 15th RFI would both allow the Department to provide accurate projections based on the SSA announcement, and reduce workload of preparing and reviewing a separate decision item and Supplemental/Budget Amendment.

Aid to the Needy Disabled (AND)

45 Why has the AND caseload declined from FY 2013-14 to FY 2016-17? Do households that leave AND shift to other public assistance programs?

The Aid to Needy Disabled (AND) program supports low-income individuals who have a disability and are applying for Supplemental Security Income (SSI) benefits, or who have been approved for disability benefits, yet their benefit is less than the maximum AND benefit. During FY 2016-17, AND served an average of 7,141 people per month. This is down from a peak of about 9,000 in early 2011, see Chart 12.

Chart 12: Aid to the Needy Disabled Caseload



Source: Caseload data provided by CDHS COGNOS Report. Unemployment Rate data provided by United States Bureau of Labor Statistics.

Caseload declines have not been studied specifically. However, the Department attributes two primary indicators to the decline:

- Low AND income threshold and low benefits ($189/month maximum) may require recipients to continue to work part time to sustain their households versus seeking benefits. When unemployment was higher, the program was more essential.
- Disability determination waits are shorter today than they were in 2013 and 2014. In June 2014, SSI applicants waited an average of 152 days for a determination. By June 2016, that wait time had dropped to 110 days. Moving people from AND to SSI more quickly effectively reduces the caseload.

The Department estimates that approximately 36% of the people who leave the AND program transition to SSI benefits. Fewer than 10% of the participants age out of the program and transition to the Old Age Pension program. The remainder fail to renew their benefits, leave the State, or have an increase in income that makes them ineligible.

46 For individuals that receive funding from the AND program while awaiting (and ultimately receiving) federal Supplemental Security Income (SSI), how much money does the state receive in reimbursements from the federal government and how long does the process take for the state to receive this money? Does this money equal the amount of state money provided in the interim to individuals or does it cover only a portion?

AND serves a small group of people who have already received federal SSI benefits through the AND-Colorado Supplement (AND-CS) program. The State cannot recoup Interim Assistance Reimbursements (IARs) from this population. The rest of this response refers only to the AND-State Only (AND-SO) recipients.

Approximately 36% of AND-SO recipients who left the program in FY 2016-17 successfully transitioned to Supplemental Security Income (SSI). When an AND recipient is approved for SSI, the State is reimbursed for AND benefits paid during the SSI application process. These funds are the IARs which depend on AND payments made during the SSI application process. Table 12 presents IAR totals received in Colorado during the three most recent fiscal years. It is important to note that the eligibility criteria for AND is not exactly aligned with SSI criteria, meaning not all individuals receiving AND assistance will become eligible for SSI.

The process for the State to receive the IAR funds takes no more than 30 days from when the AND recipient is approved for SSI benefits. The reimbursement equals the timeframe that the client was in an active application or appeal status with the Social Security Administration (SSA), and the SSA determined the client disabled for that same period.

Table 12: Interim Assistance Reimbursements

	FY 2014-15	FY 2015-16	FY 2016-2017
Interim Assistance Reimbursements (IARs)	$3,321,691	$2,622,729	$3,622,895
Total spent AND-SO funds	$15,888,094	$15,966,011	$14,870,575
Number of people served (distinct) AND-SO	11,790	11,548	11,171

Source: CDHS COGNOS Report

10:35-10:50 BREAK

10:50-11:30 OFFICE OF EARLY CHILDHOOD

Presenters:

- Reggie Bicha, Executive Director
- Mary Anne Snyder, Director, Office of Early Childhood
- Sarah Sills, Director, Division of Budget and Policy

Child Find

47 Joint Budget Committee Staff recommended a transfer of the Child Find program from the Department of Education to the Department of Human Services' Office of Early Childhood. What is the Department's opinion on this recommendation?

The Department supports the JBC staff recommendation. Moving early intervention (EI) evaluation responsibilities under the Department will:

- Streamline the process for families,
- Ensure children receive standardized evaluations with evaluation tools appropriate for this age range, and
- Create efficiencies for funding these activities by implementing screening procedures and utilizing Medicaid.

Moving EI evaluation responsibilities under the Department will bring the Colorado program into compliance with the federal requirement under Part C of the Individuals with Disabilities Education Act (IDEA) for a single line of responsibility for all EI activities. It will also ensure the State can consistently meet timelines for evaluating children and initiating services. Community Centered Boards (CCBs) are expected to complete more evaluations each year, due to the fact that school systems operate on different schedules, taking breaks over summer and holidays. Additionally, school district-based Child Find teams are expected to complete evaluations for children older than age three as well as children birth through age two, which leads to capacity issues. These situations present challenges to the Department in its attempt to meet federal timelines for completing evaluations. Moving the responsibility for birth through age two evaluations under the Department will resolve these issues.

The Child Find staff at CDE is funded through Part B Special Education funding, which dictates a focus on the support of preschool special education evaluation activities. Part B Special Education funding cannot be used to support Part C activities.

One FTE will be needed and would be responsible for the federally required coordination of child identification efforts statewide. The position would be charged with the identification and development of appropriate procedures to be implemented statewide for birth through two evaluation activities.

Additionally, the FTE would develop rigorous standards for appropriately identifying infants and toddlers with disabilities and will ensure the implementation of an age-appropriate State-identified evaluation tool. The position will also be responsible for statewide training on the use of the tool and ongoing technical assistance on best practices for evaluating children ages birth through age two.

48 Is Colorado the only state that places the identification of individuals that qualify of early intervention services in one Department and the provision of these services in a separate Department?

Yes. Currently, the Department is at risk of a finding of non-compliance and a corrective action plan by the federal Office of Special Education Programs (OSEP) for not ensuring a single line of responsibility for all Part C activities if this transfer is not pursued.

49 Is Child Find an appropriate name for this program? Has the Department contemplated a different name that more clearly identifies what the program does?

In Colorado, Child Find is recognized as a program for identifying and providing services for children from preschool through grade 12. This is confusing for referral sources and for families of infants and toddlers, who often do not understand the relationship between Child Find and early intervention services.

The Department refers to the EI program as Early Intervention Colorado to clearly define the role of this program. The Department would market all early intervention services as EI Colorado, and the evaluations would be included as part of the continuum of services provided by Early Intervention Colorado. This would remove the perception that evaluation of infants and toddlers is a separate program and would provide families with a seamless, accessible, family-centered process from eligibility through transition out of EI services.

50 With regard to JBC Staff's recommendation on Child Find:

a. Does the Department intend to engage with the Department of Education (CDE) on this recommendation? If so, in what manner? If not, please explain the reasons why no engagement is planned.

Staff from the Department and CDE have had meetings to troubleshoot issues around the current structure for Part C evaluations for many years. Starting in the fall of 2016, several formal meetings occurred between leadership from the Department and CDE to specifically discuss the possibility of transferring Part C evaluation activities to the Department. Both state agencies agree that the goal is to have the best possible process in place for children and families.

On June 29, 2017 the Department included CDE in a phone call with its federal Office of Special Education Programs (OSEP) Part C and Part B contacts. During this call, the OSEP expressed serious concerns centering on the State's Part C Lead Agency's (the Department) need for a single line of responsibility and the lack of control over how evaluations are completed for infants and toddlers across the State.

The OSEP conducted an onsite technical assistance visit on September 20 and 21 to address their escalating concerns. The visit confirmed the issues that the Department and CDE have been trying to solve, including:

- Colorado is the only state with a bifurcated system. The OSEP has indicated this is only allowable as long as the Part C Lead Agency (the Department) has the authority to enforce Part C requirements, and the Department does not have this authority. The OSEP has stated the current structure is overly complicated for families.
- Multiple tools are used to determine eligibility, including some that are not appropriate for infants and toddlers. The OSEP is concerned that children’s eligibility is contingent upon the area in which they reside and is now urging the State to standardize the eligibility process. The OSEP views the current evaluation process as potentially harmful to families when children do not receive the services for which they would be eligible.
- School district Child Find teams work mainly on a school-year schedule. This results in breakdowns in the scheduling and the ability to complete Part C evaluations during seasonal breaks.

b. The Consortium of Directors of Special Education was involved in previous discussions on the transfer of Child Find. Does the Department plan an engaging them as part of this recommendation? If so, in what manner? If not, please explain the reasons why no engagement is planned.

Should the JBC choose to move forward with this recommendation, the Department will work with CDE to engage the Consortium of Directors of Special Education on the seamless transfer of Part C evaluation activities.

c. **If the JBC moves forward with this recommendation, what is the strategy for engagement with CDE and the Consortium of Directors of Special Education on the transition of this program?**

The Department will build on the strong foundation established between the two agencies through years of partnership to ensure the seamless transition of Part C evaluation responsibilities. The Department will work with CDE to engage the Consortium of Directors of Special Education on this transition.

51 **Does the Department or CCBs have a shortage of qualified personnel (i.e. speech/language pathologists, occupational therapists, psychologists, etc.) that would affect evaluations of the Child Find program? If a shortage exists, how has it affected DHS' and CCBs ability to support the evaluations?**

There is not a shortage of qualified personnel to conduct Part C evaluations for children birth through age two. The Department and CCBs currently support evaluation activities with qualified personnel when school districts do not have the capacity to complete all Part C evaluations. The Department also has additional capacity through its use of Telehealth as needed.

52 **Will the transfer of Child Find affect the Department's responsibilities with regard to transitions from early intervention services to the education system when the individual receiving services turns 3 years old? If so, what are the effects and how will the Department mitigate those effects?**

No, the transfer will not affect the Department's responsibilities regarding transition. The Department ensures that every child exiting EI has an individualized transition plan. Evaluations for children potentially eligible for Part B special education services will remain the responsibility of the local Administrative Units (AUs). Approximately 51% of children in EI do not go on to qualify for Part B special education services.

Transferring responsibility for Part C evaluation activities to the Department could increase the capacity of local Child Find teams to more fully participate in the transition for children who may be eligible for Part B services. This has the potential to improve families' experience during the transition process.

Incredible Years

53 **What is the Department's positon on using the Marijuana Tax Cash Fund (MTCF) for the Incredible Years program? What current statutes does the Department believe allows the use of MTCF for the Incredible Years program?**

The Department believes funding of the Incredible Years program is an allowable use of money in the MTCF under the two sections identified by JBC staff Vance Roper (emphasis added):

39-28.8-501(2)(b)(I) through (III), C.R.S (2017):

(I) The general assembly hereby finds and declares that the retail marijuana excise tax and sales tax created a new revenue stream for the state, and the basis of these taxes is the legalization of marijuana, which presents unique issues and challenges for the state and local governments. Thus, there is a need to use some of the sales tax revenue for marijuana-related purposes. But, as this is revenue from a tax, the general assembly may appropriate this money for any purpose.

(II) The general assembly further declares that the new retail marijuana tax revenue presents an opportunity to invest in services, support, intervention, and treatment related to marijuana and other drugs.

(III) Therefore, the purposes identified in this subsection (2) prioritize appropriations related to legalized marijuana, such as drug use prevention and treatment, protecting the state's youth, and ensuring the public peace, health, and safety.

39-28.8-501(2)(b)(IV):

(IV) Subject to the limitation in subsection (5) of this section, the general assembly may annually appropriate any money in the fund for any fiscal year following the fiscal year in which they were received by the state for the following purposes:

(B) **To provide services for adolescents and school-aged children in school settings or through community-based organizations**;

(C) To treat and provide related services to people with any type of substance use or **mental health disorder**, including those with co-occurring disorders, or to evaluate the effectiveness and sufficiency of substance use disorder services;

(G) **For the promotion of public health**, including poison control, prescription drug take-back programs, the creation of a marijuana laboratory testing reference library, and other public health services related to controlled substances;

54 Would the Incredible Years program qualify for funds under the Pay for Success program?

Invest In Kids (IIK), currently the only Colorado organization implementing Incredible Years is not participating in the unique focus of the current OSPB Pay for Success initiative. However, this does not mean that it would not qualify under a different pay for success program.

55 Has the Department looked at the global impact from the Incredible Years program? If so, how far reaching is the effect of the program?

The Colorado Governor's Results First initiative evaluated six years of Colorado-specific Incredible Years' (IY) outcome data. The analysis presented a $4.13 total benefits-to-cost ratio for the IY Parent Training and a $1.50 total benefits-to-cost ratio for the IY Parent and Child Training. These benefits are largely derived from increased labor market earnings and reduced health care costs. This evidence-based program's global outcomes include improved parent-child relations, improved parental functioning, improved student-teacher relations, prevention of the early onset of disruptive behavior and emotional problems, and the promotion of positive emotional regulation and academic readiness among children. Finally, the research literature on the Incredible Years shows statistically-significant impacts on the following important short-term outcomes for children and parents that participate which include the reduction of disruptive behavior disorder symptoms, attention deficit hyperactivity disorder symptoms, internalizing symptoms, major depression disorder, and parental stress.

According to a research and practice article in the peer-reviewed American Journal of Public Health, a single point increase in social-emotional competence as a kindergartener, when using the Social Competence Scale, translates to a 54% increased likelihood of high school graduation and 46% greater chance of having a stable, full-time job at age 25. The Social Competence Scale is the same tool used in the Colorado implementation of Incredible Years to evaluate the program annually. In Colorado, Invest In Kids has seen statistically significant increases in participating children's prosocial communications, emotion regulation and academic skills as reported by his or her teacher, parent or caregiver. The Incredible Years' global and short-term outcomes ultimately prepare participating children for school success leading to a positive workforce contribution in the State.

56 Has the Department compared the Incredible Years program to other similar programs? Does the State offer other programs similar to the Incredible Years program? Do any other programs offer greater benefit to cost ratios than the Incredible Years program?

Other than Results First, the Department is not aware of any cost-benefit specific comparative reports looking at early childhood social-emotional programs. However, there are several reports that look at the general effectiveness of programs in the social and emotional learning space. An example of such a report can be found at https://www.casel.org/wp-content/uploads/2016/01/2013-casel-guide.pdf. Of the 14 evidence-based programs reviewed in this report, to the Department's knowledge, Incredible Years (IY) is the only one implemented in Colorado.

Incredible Years is a rigorously researched program that fosters child social-emotional well-being. It meets the most rigorous evidence-based definitions, and has been reviewed and recommended by the following nationally-recognized organizations:

- The Substance Abuse Mental Health Services Administration's (SAMHSA) National Registry of Evidence-Based Practices http://legacy.nreppadmin.net/ViewIntervention.aspx?id=311
- Blueprints for Healthy Youth Development (Promising Practice Rating) http://www.blueprintsprograms.com/factsheet/incredible-years-parent
- Office of Juvenile Justice and Delinquency Prevention (Effective Evidence Rating) http://www.crimesolutions.gov/ProgramDetails.aspx?ID=194
- California Evidence-Based Clearinghouse (highest scientific rating) http://www.cebc4cw.org/program/the-incredible-years/
- Promising Practices Network (Proven Evidence Rating) http://www.promisingpractices.net/program.asp?programid=134
- Child Trends 2015 "Social Service Programs that Foster Multiple Positive Outcomes" http://www.childtrends.org/publications/social-service-programs-that-foster-multiple-positive-outcomes-2/

Further, and very importantly, the program has significant implementation supports in place in Colorado. These are provided by an independent nonprofit organization that has fifteen consecutive years of experience implementing Incredible Years and outcome data showing effectiveness.

The State offers the Early Childhood Mental Health Specialist (ECMHS) program which is similar to Incredible Years. Both programs are prevention-oriented and aim to increase social and emotional well-being of young children with supports provided to parents and caregivers.

Together, IY and ECMHS create a complementary continuum of early childhood mental health supports focused on school readiness, improved parent/caregiver-child relationships, and preventing behavior problems from becoming more challenging disorders.

57 What is the vision for implementation of this program? What is the Departments strategy for expanding this program? Will this program be offered in every county and if so, what is the timeframe for achieving this? What will be the total cost of the program once it is expanded to meet the Department's vison and strategy?

Invest In Kids has reported that demand for the program far outweighs the available resources to meet it (their funding was able to support only 36% of community partner requests this year). Additionally, the organization reports that current reach represents approximately 11% of the State's age-eligible children from low-income families in only twenty-two counties. By year two of this request (full year of implementation), the Department anticipates the requested funds will reach approximately 2,000 Colorado children annually. While communities in all sixty-four counties will have an opportunity to apply, a thoughtful and thorough site readiness process will be used to determine where future expansion will occur based on alignment with community need and capacity, while continuing to ensure a diverse geographic footprint. This funding will provide services in new communities and expansion of services within existing ones. It will not replace funding that supports the existing programs.

58 Please discuss the sustainability of private funding sources for the Incredible Years program if the state adopts and expands the program?

Invest In Kids has reported to the Department it is confident that the investments from private funding sources will continue, based on the program's strong outcomes and increasing demand.

59 What are the fund balances of the non-profit that is running the Incredible Years program? Why didn't the non-profit running the program expand it on their own? Why is the state being asked to expand the program for the non-profit?

Invest In Kids (IIK) has been implementing the Incredible Years program in Colorado for the last fifteen years. While IIK is currently the only provider of IY in the State, the Department plans to complete a formal procurement process to identify the most experienced and successful implementation partner. As a result, IIK may or may not be selected as the implementation partner, making the fund balances not relevant at this time.

General Questions

60 **Please respond to the following questions about early Intervention:**

a. **Are the early intervention programs fully funded for the current fiscal year?**

No, the early intervention program does not have adequate funding for the current fiscal year. A restriction was placed on the Department's FY 2017-18 appropriation due to a $708,131 over-expenditure in FY 2016-17 resulting from a spike in caseload growth during the last quarter and an increase in evaluations needed to be completed by CCBs. The Department submitted a supplemental budget request to restore spending authority.

In addition, the Department has submitted a separate supplemental budget request for FY 2017-18 to address continuing caseload growth and an increase in evaluations needing to be completed by CCBs.

b. **Will any of the Community Centered Boards run out of funding for early intervention services before the end of the fiscal year?**

Yes, the Department anticipates that some CCBs will run out of funding approximately the second week of May 2018. This is due to the reasons outlined in the Department's response to question 11(a). The allocations for direct services were reduced by the amount of over-expenditure in FY 2016-17. Additionally, the program has experienced an average 6% growth and has not received funding for caseload growth for two fiscal years.

The Department has implemented corrective measures to prevent future over-expenditures, including redundant forecasting processes and a requirement that all Medicaid-eligible services are provided by a Medicaid provider. This is in accordance with 12 CCR 2509-10, Section 7.912(C); 34 CFR 303.05(a); and 34 CFR 303.510, which prescribes the funding hierarchy and the order in which available funding is expended.

c. **Is there adequate funding in the current budget request for early intervention?**

No. The allocations for direct services were reduced by the amount of over-expenditure in FY 2016-17. Additionally, the program has experienced an average 6% growth and has not received funding for caseload growth for two fiscal years.

d. **Is the Department submitting a supplemental request for early intervention funding?**

Yes. The Department has submitted a supplemental budget request to regain spending authority for the FY 2016-17 over-expenditure, which will restore the full allocation to the CCBs. Additionally, the Department has submitted a supplemental to address caseload growth and additional funding needed for evaluations completed by CCBs. This request makes the assumption that the CCB's projected increase in the adherence to the funding hierarchy will be realized.

61 Please respond to the following questions on Early Childhood Councils:

a. What is the role of Early Childhood Councils in the Office of Early Childhood?

The Early Childhood Council statutes create a statewide system of local councils intended to coordinate community-level, public and private stakeholders in the delivery of accessible, quality child care services. (§§ 26-6.5-101 et seq., C.R.S. (2017))

Early Childhood Councils are required through statute to create an integrated system of early childhood services, through collaboration among various public and private stakeholders, for the effective delivery of early childhood services in the areas of early care and education, family support, mental health, and health. These services shall support children eight years of age or younger and their parents in a manner that is responsive to local needs and conditions.

b. What role do Early Childhood Councils play with regard to early intervention?

Each Community Centered Board is required to have a community-based advisory group or Local Interagency Coordinating Councils (LICCs). In some cases, Early Childhood Councils serve as this advisory body. Early Childhood Councils do not, however, play a direct role in service provision for the Early Intervention Colorado program.

c. Discuss the funding allocation for Early Childhood Councils.

The intent of the Early Childhood Council funding was to create a statewide system of local councils intended to coordinate community-level stakeholders, both public and private, for the purpose of developing and ultimately implementing a comprehensive system of early childhood services to support the school readiness of children five years of age or younger in the community. The system of Councils grew from twelve "pilot site agencies" in 1997 to thirty-four Councils today, raising questions about how best the Department can efficiently and fairly allocate limited funds within such a system.

Historically, the Department utilized grant review committees to determine funding for the ECCs in past Requests for Applications (RFAs). This led to less predictable and more subjective distribution of the funds, and some geographic areas of the State were not served. To address the fair and equitable distribution of funds that support this work, the Department has developed a grant funding methodology, referred to as the "allocation methodology." This methodology is based solely on demographic data tied to the geographic service areas in which each ECC operates (data is based at the county level in most cases).

The formula distributes funds based on the number of children with high needs within each Council service area. It adjusts for the relative urbanicity of each area so that rural areas receive more funds per child with high needs. This adjustment is intended to recognize that rural areas often lack the resources of urban areas. As ECCs may reconfigure to serve different geographic service areas, this methodology supports a targeted investment strategy that is flexible and nimble based on how the ECC service areas are configured. The systems building funds in this RFA are tied directly to the Early Childhood Councils activities outlined in statute.

d. Provide a breakdown of the funding for each Early Childhood Council and the total funds that are allocated to the Early Childhood Councils.

Attachment B provides a breakdown of all funding the Early Childhood Councils receive from the State. This includes funding mentioned above as well as funding from child care quality initiatives, Early Childhood Mental Health (ECMH), and Maternal, Infant, and Early Childhood Home Visiting (MIECHV).

e. How does the Department support Early Childhood Councils and what interactions does the Department have with the Early Childhood Councils?

In addition to the financial support outlined in question 12(d), the Department provides a variety of supports to Councils related to Colorado Shines, the State's Quality Rating and Improvement System (QRIS) for child care. This includes training and technical assistance on the rating criteria, verification processes, and centralized Salesforce data system. The Department also provides regular, ongoing support to specific Council needs through the QRIS Coordinators. The Department assigns a QRIS Coordinator to each Council, who communicates with them on a regular basis and hosts monthly phone calls. These calls focus on topics like supporting progress toward measurable outcomes, such as those tied to C-Stat goals, through data collection and dissemination, monthly updates, and providing contract management support. The QRIS Coordinators also staff a help desk that Councils may call if they have questions. A webinar is held on a monthly basis that addresses various topics of interest for Councils.

62 Please respond to the following questions on the CCCAP program:

a. Is the funding for the program adequate? If not, what would adequate funding look like?

The Colorado Child Care Assistance Program (CCCAP) is one of several required activities of the federal Child Care Development Fund (CCDF) and is funded with federal, state and local dollars. CCCAP provides child care assistance via provider reimbursement to low-income parents/caregivers who need child care services to support their efforts toward economic self-sufficiency. This includes parents/caregivers who are working, searching for employment or are in training, and those enrolled in the Colorado Works Program. Between October 1, 2016 and September 30, 2017, 62.1% of families receiving CCCAP were at or below 130% of the Federal Poverty Level.[1]

The cost of providing these subsidies is driven by three factors:

- Number of children served
- Amount of time children are in care
- Rates paid for each unit of care

As any one of these factors increases, so does the cost to provide these subsidies. Over the past few years, this first cost driver (numbers served) has remained relatively constant. In FY 2014-15, 30,668 children participated in CCCAP, and 30,328 participated in FY 2016-17. The other two cost drivers (time in care and rates) have increased as a result of both state and federal legislation, as well as market forces. This has resulted in an increase to the overall cost to provide subsidies for child care in Colorado.

Though the number of children served has remained relatively constant, this number should not be confused with the demand for subsidies for eligible families, which is far higher. CCCAP is administered through county departments of human/social services under the direction of the Colorado Department of Human Services, the lead agency for the federal Child Care and Development Fund (CCDF). Each county sets eligibility requirements for families, but all counties must serve families who have an annual income less than 165 percent of the federal poverty guideline. Counties cannot serve families who have an income over 85 percent of the state median income per federal statute.

Based on these criteria, approximately 13% of Colorado children potentially eligible for child care subsidies are served by CCCAP. This percentage increases or decreases as macroeconomic forces result in more, or fewer, children eligible (as poverty shifts). However, in recent years, the actual number served has remained relatively constant and independent of

[1] This calculation is based on a unique count of families over a 12-month period and does not assume that families remain at a particular Federal Poverty Level (FPL) for the entire 12-month period. It does not include Child Welfare CCCAP cases.

economic shifts, even though HB 14-1317 increased the portion of the population eligible by raising the minimum income requirements (at least 165% of the federal poverty level).

The second factor driving costs, the amount of care children receive, has increased by 8.6% from FY 2014-15 to FY 2016-17. While the Department cannot pinpoint the exact reasons, HB14-1317 and the federal reauthorization of CCDF implemented 12-month eligibility periods for families which also reduced reporting requirements that may have otherwise interrupted care. The legislation now allows for parents to seek care for children based on the child's needs regardless of the parent's work schedule, which may also contribute to additional time in care.

The final factor driving costs, the amount paid for quality care, has also increased. In FY 2014-15, the amount paid per child per full-day care unit was $27.41, and in FY 2016-17 this had increased to $33.54. This shift is primarily driven by increases in the market rate and legislative requirements to support quality through tiered reimbursement (HB14-1317). This policy shift is also supported by the federal reauthorization of CCDF, which requires states to take into account the cost of providing high quality services and to certify that these rates are high enough to provide equal access to the population receiving subsidies.

Experiencing quality care is vital to young children's development. According to a recent report, quality care can help to close the achievement gap between poor and wealthy children.[2] Additional research indicates that children who participate in a high quality care program have higher IQ levels, greater economic success and lower incidences of obesity and chronic illness.[3]

The program has undergone major policy changes in recent years, driven by HB14-1317 at the state level and the federal reauthorization of CCDF at the federal level. This has led to full expenditure of the available funding for the program and put some counties on pace to over-expend. This issue will be further compounded by the fact that the federal CCDF award cannot support the level of current CCCAP expenditures beyond FY 2019-20.

Determining adequate funding for this program requires making choices about how many families to serve and how much to pay for the quality of those services. To cover the costs of maintaining the same level of services for the approximately 30,000 children currently served by the program each year, there will need to be additional state and local ongoing investments of approximately $12.5 million by FY 2019-20, assuming rates and the amount of time each

[2] https://heckmanequation.org/assets/2017/01/F_Heckman_Moffitt_093016.pdf. Retrieved December 28, 2017.

[3] http://www.usa.childcareaware.org/wp-content/uploads/2017/01/CCA_High_Cost_Report_01-17-17_final.pdf. Retrieved December 27, 2017.

child is in care are held constant. If the General Assembly chooses to also eliminate the existing wait lists and continue to serve that demand, this will add to the ongoing annual cost by approximately $4.8 million. Neither the Department nor counties have the option to pay lower rates, as it would violate HB14-1317 tiered reimbursement requirements and CCDF federal requirements regarding equal access. Alternatively, the General Assembly may choose to serve fewer children and families through CCCAP subsidy.

b. How much is currently spent on child care assistance if all funding sources are included (i.e. CCDF, Child Welfare Fund, TANF, etc.)?

In FY 2016-17, counties spent a total of $96,838,384 on child care subsidies related to CCCAP. This included $3,872,359 in TANF transfers and $2,101,301 of other local/county dollars.

An additional $7,074,781 was expended out of the Child Welfare Block for Child Welfare child care in FY 2016-17. Child Welfare Child Care is used to prevent children from being removed from their home or to keep them in the least restrictive setting possible. Historically, these funds have been used primarily for biological parents and non-certified kin homes.

c. How is the allocation of CCCAP determined? What components are used to determine allocation of funds (i.e. demand, waitlists, over-expenditures, etc)?

The Department has the statutory authority to set the CCCAP allocation. The CCCAP allocation formula is proposed by a standing committee of county human services directors that represent every region of the state, as determined by the CDHS Policy Advisory Committee. The committee meets regularly to evaluate and adjust the allocation formula.

The current methodology includes four main components:

- Income Eligibility Factor (50%) which approximates the number of income-eligible children to receive CCCAP in each county. To approximate a county's share of income eligible recipients, this factor uses census data on children living in households at or below 300% of the Federal Poverty Level in each county depending on the counties cost of living. The portion under 6 years old is used for 30% of the total allocation, and the portion aged 6-12 is used for 20% of the total allocation (for a total of 50%). This choice was made because CCCAP is utilized at higher levels for younger children.
- Likely Natural Enrollment Factor (25%) which approximates the number of individuals likely to enroll in CCCAP in the absence of county options. This is

important because an approximation of eligibility alone does not capture the portion of eligible families who will actually enroll.

- County Business Climate Factor (25%), previously referred to as the Utilization Factor. The Business Climate Factor is meant to account for the differences in business climates across the State as experienced by child care providers. To do so, it has two components, (1) market rates and (2) the previous year's CCCAP utilization.
- Unemployment Rate. The formula is designed to increase the allocation of counties whose unemployment rate falls outside 3 standard deviations of the statewide unemployment rate. Based on current data, no counties fall outside of 3 standard deviations of the statewide rate for the FY 2017-18 allocation formula.

The following components are required by statute (26-2-804, C.R.S (2017)) but do not have a direct impact on the allocation amounts this fiscal year:

- Performance Contract Line - Statute requires that the State account for contract related performance (pursuant to 26-2-715, C.R.S. (2017)). For the current allocation, this factor has no effect because performance contracts are not currently in place for CCCAP.
- County Block Grant Support - Statute requires that the State consider the monies allocated to a county from the County Block Grant Support as defined in 26-2-720.5, C.R.S. (2017) This Block Grant has not been appropriated in recent years, so there are no counties impacted by this factor.

d. Do the quality initiatives in the state affect child care costs?

High quality care typically costs more to provide than low quality care. The Department promotes high quality but does not mandate that care is provided at any particular level of quality.

HB14-1317 implemented tiered reimbursement for higher quality providers. Additionally, the CCDF reauthorization requires states to take the cost of providing high quality care into account and certify equal access to high quality care when setting subsidy payments (CCCAP). Furthermore, CCDF requires that states offer consumers transparent measures to understand provider quality and safety when seeking care for their child. In this way, the state's quality initiatives recognize both the importance of quality child care in the lives of Colorado's children, and the reality that high quality costs money.

The Department has supported quality improvement activities of providers while meeting the CCDF consumer education requirements through the Colorado Shines Quality Rating and Improvement System. The quality initiatives undertaken by the State, which may include quality improvement incentives, such as coaching, professional development opportunities and classroom materials, are funded by CCDF and are offered free of charge. In addition, the Department offers fee-free, e-learning professional development courses through the Professional Development Information System.

e. **How has the quality improvement program affected quality of childcare in the state?**

Prior to Colorado Shines, approximately 10% of eligible providers across the state participated in the voluntary, fee-for-service quality rating program. Colorado Shines launched officially in February 2015 and as of November 2017, 51.6% of all eligible providers are engaged in Colorado Shines at a Level 2 or higher with 40% of those programs rated high quality (Levels 3-5). In addition, the percentage of children under five receiving CCCAP in high quality care has increased from 20.7% in November 2013 to 54.1% in 2017.

f. **Does the Department have long-term solutions to address the consistent over-expenditures for CCCAP?**

As discussed in question 13(a), the cost of providing subsidies through CCCAP is driven by three factors:

- Number of children served
- Amount of time children are in care
- Rates paid for each unit of care

Because the second two factors are largely driven by legislation and are generally increasing, and the State is on pace to over-expend this year, the State is left with two choices: decrease the number of children served or increase the funds available.

Currently, the Department is pursuing the second choice and is exploring multiple funding options, including utilizing all CCDF carryover dollars and accessing state TANF long term reserves to cover the current over-expenditures in CCCAP as supported by the Department's supplemental request. However, these are short time or one-time only solutions. Long-term funding solutions will likely require additional state General Fund in order to maintain the current level of service.

Should the General Assembly take no action, counties will likely reduce the numbers served to stay within their budgets. This could be done by restricting eligibility to reduce the population defined as eligible, or increasing wait lists for those currently eligible. Counties may also choose to raise local dollars (i.e. tax levy) in order to avoid reducing the numbers currently served.

63 Please provide an update on services for families who would have been served under the Two Generations Reaching Opportunities program. What effect does the lack of this program have on families?

Had the 2GRO program been funded, the Department expected the 175 participants to move closer to economic self-sufficiency and transition off public assistance. This would have been accomplished by tasking a variety of community leaders to provide participants with intensive supports around completing their GED testing, receiving short term certificates that lead to livable wages, and applying the principles of financial literacy.

2GRO would have provided participating families' young children access to high quality child care that would lead to greater school readiness and ensure the children would enter kindergarten ready to learn. The 175 participants could have benefited from evidence-based home visiting that would support their goals to complete higher education, secure more profitable employment and increase their positive parenting skills. As part of 2GRO implementation, communities would bring partners together using an innovative and sustainable model to help residents in their communities move out of poverty. Without this program, people who would have participated in 2GRO were denied the opportunity to receive services and supports that would have a significant impact on their life trajectories.

11:30-11:50 OFFICE OF COMMUNITY ACCESS AND INDEPENDENCE

Presenters:

- Reggie Bicha, Executive Director
- Mark Wester, Director, Office of Community Access and Independence
- Sarah Sills, Director, Division of Budget and Policy

Community Services for the Elderly

64 Please describe the waiting lists for services funded by the Department for community services for the elderly.

The Department does not maintain centralized waiting lists for services provided by Area Agencies on Aging (AAAs). The AAAs and their contracted service providers maintain waiting lists for their services at the local level.

The AAAs must establish waiting lists when services are available but cannot be provided to all eligible consumers. The Department's Policy and Procedure Manual for AAAs provides guidance on how the AAAs are to manage waiting lists. This guidance includes determining eligibility to be on the waiting lists and prioritizing when those on the waiting lists will receive services. The most current information on AAA waiting lists was provided in the JBC Briefing Document. Table 13 contains waiting list information the Department received from AAAs in December 2017.

Table 13: AAA Waiting Lists by Service as of December 2017

Service	Number of Individuals on Waiting List	Average Weeks on Waiting List	Number of AAAs with Waiting List
Home Maker/Personal Care	460	12	7
Chore Services	341	12	4
Adult Day Services	56	N/A*	2
Home Delivered Meals	62	7	4
Material Aid	819	24	8
Legal Assistance	30	N/A*	1
Case Management	186	9	5
Transportation	252	9	4
Respite	265	17	5
Evidence-Based Programs	72	N/A*	1
Total/Average	**2,543**	**11**	N/A

Source: Data provided to the Department from Area Agencies on Aging as of December 2017.
* These two regions did not track length of time on the waiting list.

65 What is the Department's opinion on the need to address waitlists for community services for the elderly compared to the need and benefits of funding the Senior Property Tax Exemption?

The Senior Property Tax Exemption and the community services for older adults funded with State Funding for Senior Services serve different purposes, both of which provide a benefit to seniors in Colorado. The purpose of the Senior Property Tax Exemption is to provide financial relief to Coloradans over the age of 65 who have owned and occupied their home for more than ten years by providing them with a property tax exemption on a portion of the value of their homes. The goal of community services for older adults (e.g., transportation, home delivered meals, caregiver support programs) provided with State Funding for Senior Services is to provide support to older adults to help them continue living independently in their homes and communities. Since the Senior Property Tax Exemption is a tax policy and not a human services policy, the Department does not have any role in overseeing it.

The Department submitted a request for an additional $4 million in State Funding for Senior Services in the FY 2018-19 budget. This funding would be provided to Area Agencies on Aging (AAAs) to help address the waiting lists for senior services in Colorado.

66 Please explain how community services for the elderly funded by the Department of Human Services compare and contrast to community services funded by the Department of Health Care Policy and Financing. Please include a summary of services that are provided by both funding sources, as well as those services unique to each of the funding sources.

The Colorado Department of Health Care Policy and Financing (HCPF) offers community-based services for older adults through the Acute Care Benefits and Home and Community Based Services (HCBS) waivers, which are funded through Medicaid. To be eligible for acute care benefits older adults meet income eligibility requirements and to receive additional services through HCBS waivers, an older adult must meet certain financial and functional eligibility criteria.

The Colorado Department of Human Services offers community-based services for older adults through funding from the federal Older Americans Act (OAA) and State Funding for Senior Services (SFSS) that is allocated to the Area Agencies on Aging (AAAs). To receive services through AAAs, a person is eligible once they are 60 years of age or older. For some services such as in-home services, the person must be at least 60 years of age and have an identified level of functional impairment.

Some community-based services for older adults in Colorado are offered through both the HCBS waivers and the AAAs. These include adult day services, homemaker, non-medical transportation, personal care, personal emergency response, and respite care.

Colorado Code of Regulations states that AAAs are the payer of last resort. Specifically, OAA and SFSS funds shall not be used to pay for available services provided through other federal or state programs for which the older adult is eligible or is receiving. Table 14 shows the services provided by AAAs and through the HCBS Elderly, Blind, and Disabled Waiver.

Table 14: Services Provided by Area Agencies on Aging and through the Elderly, Blind, and Disabled Home and Community Based Services Waiver

Services	HCBS-Elderly, Blind, and Disabled Waiver	AAAs
Adult Day Services	X	X
Alternative Care Facilities	X	
Caregiver Services		X
Chore Services		X
Community Transition Services	X	
Congregate Meals		X
Consumer Directed Attendant Support Services	X	
Counseling		X
Education		X
Elder Abuse Prevention		X
Evidence Based Disease Prevention		X
Home Modifications	X	
Home Delivered Meals		X
Homemaker	X	X
In-Home Support Services	X	
Legal Assistance		X
Material Aid		X
Non-Medical Transportation	X	X
Nutrition Counseling		X
Nutrition Education		X
Ombudsman Services		X
Outreach		X
Personal Care	X	X
Personal Emergency Response System	X	X
Reassurance		X
Respite Care	X	X
Screening		X

Source: Data compiled from Colorado Department of Health Care Policy and Financing website and National Aging Program Information System as of December 20, 2017.

67 How do rates paid for the same community service for the elderly compare for providers funded by the Department of Health Care Policy and Financing versus providers funded by the Department of Human Services?

The Colorado Department of Health Care Policy and Financing establishes standardized rates for providers of community-based services funded through Medicaid.

The Department of Human Services (Department) does not set standard rates for services provided through the Area Agencies on Aging (AAAs). Per the Department's AAA Policy and Procedure Manual, the AAAs procure services providers through a competitive bidding process. The prospective providers submit proposals to the AAAs that include proposed rates for services based on the cost of providing those services. The AAAs select the vendors they will use and the funding levels for each vendor. As a result, the rates for services provided by AAA contracted service providers vary across the state.

Table 15 shows the current Medicaid rate and the average rate paid by AAAs in FY 2016-17 for the services provided by both the HCBS Elderly, Blind, and Disabled Waiver and AAAs. The Department used the average rate paid by AAAs because AAA provider rates vary throughout the State, and there is not a set rate for AAA services.

Table 15: Comparison of Rates for Community-Based Services for Older Adults		
Service	**Medicaid Rate**	**Average Rate paid by AAAs**
Adult Day Services	Basic: $49.04/up to 5 hours Specialized (Individuals with Dementia, Brain Injury, or Multiple Sclerosis): $62.62/up to 5 hours	$11.06/hour
Homemaker	$17.52/hour	$23.45/hour
Non-Medical Transportation	$8.92-$26.98 (per one-way trip based on distance and transportation type--e.g. Wheelchair accessible)	$14.51/per one-way trip
Personal Care	$17.52/hour	$23.89/hour
Personal Emergency Response	Negotiated Rate (Ranges between $20-$50/month).	Rate set by provider (Ranges between $25-$40/month)
Respite Care	$19.76/hour (maximum of 6.5 hours/day)	$17.31/hour

Source: Medicaid rates from the Department of Health Care Policy and Financing's website. AAA rates from the Department of Human Services' State Unit on Aging Data Warehouse for FY 2016-17.

68 **Please explain how respite care services are aligned with the Department's funding for community services for the elderly provided by the Area Agencies on Aging.**

The Department provides funding for respite care services in two ways by contracting both with EasterSeals Colorado and AAAs.

- EasterSeals Colorado provides grants to local organizations to provide respite care for caregivers caring for someone of any age.
- AAAs provide respite services for caregivers of older adults over age 60, individuals with dementia, or grandparents raising grandchildren.

The respite services provided through EasterSeals Colorado and the AAAs compliment the other programs and services provided by the AAAs in the goal of helping older adults remain independent.

Adult Protective Services

69 Please provide adult protective services caseload data for the past five years.

Table 16 shows the number of reports received and the number of open cases, including ongoing and new cases, for each fiscal year for the past five fiscal years.

Table 16: APS Caseload Data for FY 2012-13 through FY 2016-17

Fiscal Year	Number of Reports Received	% Increase from Prior Year	Number of Open Cases	% Increase from Prior Year
FY 2012-13	11,539	5%	6,738	4%
FY 2013-14	11,818	2%	6,760	0%
FY 2014-15	16,696	41%	8,932	32%
FY 2015-16	17,751	6%	8,583	-4%
FY 2016-17	20,328	15%	9,121	6%

Source: FY 2012-13 and 2013-14 data from the Colorado Benefits Management System(CBMS) and FY 2014-15 to present from Colorado APS data system(CAPS).

70 How do law enforcement officials interact with county adult protective services workers? Are there known issues in communications between the two entities that should be addressed? What is required from a budgetary perspective to address any known issues?

SB 13-111 and SB 15-109, the laws that established mandatory reporting of suspected mistreatment of at-risk adults, required that mandatory reporters make their report to local law enforcement per Section 18-6.5-108, C.R.S. (2017). Individuals who are not mandatory reporters may report suspected mistreatment to their local law enforcement agency and/or their local APS program. Per statute, the county department Adult Protective Services (APS) program and local law enforcement agencies are required to share any reports of mistreatment of an at-risk adult they receive with the other agency within 24 hours of receiving the report.

APS Rules further outline how county department APS staff should work in coordination with their local law enforcement agencies.

The Department is aware that communication between county department APS programs and local law enforcement can be challenging when both parties are conducting an investigation of the mistreatment of an at-risk adult. As a result, the Department provides training and technical assistance to county department APS programs on coordinating with local law enforcement on investigations. In addition, statute requires each local county department APS program to have a collaborative agreement with each of their local law enforcement agencies. The purpose of the agreements is to facilitate discussion at the local level about how the local entities will coordinate with each other during an investigation. The county department APS programs are encouraged to use their cooperative agreements as a way to start conversations with local law enforcement about how best to coordinate with one another in these instances.

As with any new law, it takes time to implement the law fully in all areas of the state. There has been progress, particularly in more urban areas of the state where law enforcement agencies have been able to carve out limited resources to set up specialized units to investigate these crimes. Ultimately, effective communication between county APS programs and law enforcement will be cultivated best at the local level.

The Department does not have any budgetary recommendations to address this issue at this time. State APS staff have provided and will continue to offer training and technical assistance to county APS workers within existing resources on how best to collaborate with law enforcement. In addition, the Department has not received feedback from counties indicating the need for additional funds to address this issue. Finally, the Department does not have oversight authority over local law enforcement and, therefore, cannot comment on their budgetary needs.

71 Please clarify how a report made to adult protective services agency is classified as not meeting the definition of mistreatment.

The definitions for the APS mistreatment categories (i.e., caretaker neglect, exploitation, abuse) and self-neglect are identified in 26-3.1-101, C.R.S. (2017). When a report is made to a county department APS program, the county department assesses the provided information to determine whether it meets one of these definitions.

The category of “none” under Allegation in the table in the JBC Briefing document refers to reports made in which there was no mistreatment or self-neglect based on the statutory definition of those terms. For example, a report indicating an at-risk adult, who had no known gait deficits, tripped on a piece of rough sidewalk and fell, causing skinned knees, would not meet the statutory definition of mistreatment and would be documented in CAPS as “none”. A report that a staff member pushed the participant causing the fall would be categorized as “physical abuse”.

72 **Has the department witnessed an increase in the number of adult care providers who report a potential case of at-risk adult abuse who themselves are then investigated for abusing at-risk adults? How do counties determine when to investigate a provider?**

The Department researched its Adult Protective Services (APS) database and of the 25,349 cases opened since July 2014 (the earliest date for which reliable data exists) found 85 cases (0.3 percent) in which the reporting party was also identified as an alleged perpetrator in the case. The APS database does not identify whether the reporting party is the care provider for the at-risk adult. For example, the APS database tracks that a reporting party is the daughter of the at-risk adult, but it does not identify whether or not the daughter is the person responsible for her at-risk mother’s care. As a result, the Department cannot reach any definitive conclusions about how many of the reporting parties in the 85 cases represent caregivers that were investigated for possible mistreatment of an at-risk adult.

The purpose of the APS program is to ensure that at-risk adults are not the victims of mistreatment or self-neglect. Statutes, rules and policies provide guidance on how county department caseworkers must conduct intake, assessment, investigation and service provision for APS cases. The Department provides training, technical assistance and oversight to ensure county department APS staff are conducting APS casework in accordance with statutes, rules and Department policies.

When a report is received by a county APS program, it must evaluate the report to determine if the allegations being reported meet the definition of mistreatment or self-neglect and whether the reported victim meets the definition of “at-risk adult”, as defined in statute 26-3.1-101, C.R.S. (2017) These standards are applied to all reports, no matter who might be alleged to be a perpetrator. If both standards are met, the report is screened in for investigation. In FY 2016-17, 36 percent of reports received were screened in, and the remainder were screened out. Once a report is screened in for investigation, the APS caseworker interviews the client, potential witnesses, family or other collateral persons who may have relevant knowledge of the mistreatment or the client, and the alleged perpetrator, and gathers evidence throughout the investigation. The APS caseworker utilizes the information and evidence gathered to make findings on the allegations and to identify the perpetrator(s) of the mistreatment.

11:50-11:55 OFFICE OF ADMINISTRATIVE SOLUTIONS

Presenters:

- Reggie Bicha, Executive Director
- Sarah Wager, Director, Office of Administrative Solutions
- Sarah Sills, Director, Division of Budget and Policy

Information Technology Services

73 How is it determined that the most cost effective approach to operate and maintain the Department's large IT systems, including CBMS and Trails, is to use services provided by the Governor's Office of Information Technology? What process is used to compare system implementation options offered by entities outside of state government to the system implementation services offered by the Governor's Office of Information Technology? How often are large system delivery strategies revisited to ensure that the most cost effective approach is implemented?

The Governor's *Office of Information Technology provided the following response.*
Colorado has built a strong IT infrastructure and continues to incorporate flexible technologies that drive sustainable and intelligent business decisions. The system implementation services for CBMS are provided by a third party vendor who is contracted to provide maintenance, operations and enhancements to the system, and the vendor is supported by a combination of State staff and third party vendors.

The Office of Information Technology, as part of its statutory responsibility to oversee the state's IT infrastructure, collaborates with our stakeholders to review the service delivery options available to support and upgrade IT systems in the Executive Branch. OIT and the State actively pursue competitive solicitations. OIT and the applicable state department(s) collaborate on final decisions regarding the procurement of the technology solution. This was the case with the recent re-solicitation of the operations and maintenance contract for CBMS, PEAK and related applications last fiscal year.

If the necessary resources and expertise to deliver technology solutions and manage service delivery in the most cost effective manner are available internally, OIT and its stakeholders may leverage State resources. OIT and the State reconsider technology solutions on a system by system basis as business needs and technology changes over time.

The Office of Children, Youth and Families and The Governor's Office of Information Technology *provided the following response:*

The Colorado General Assembly passed House Bill 17-1361 regarding the evaluation of the state information technology resources. The bill requires that a consulting firm evaluate several key areas around IT. A few of the areas of review include:

- The centralization of IT resources and assets;
- Strategic planning and prioritization of IT projects;
- OIT's working relationship with non-consolidated state agencies and institutions; and
- Consumer satisfaction among state agencies with the management of IT.

For this, the Office of the State Auditor has engaged the consulting firm BerryDunn to conduct the assessment. This report is due in Spring 2018.

74 Is it possible to lower the costs associated with operating and maintaining CBMS so that a portion of money appropriated for CBMS could be used to support public assistance for citizens rather than information technology?

The Governor's *Office of Information Technology provided the following response.*
The costs to operate and maintain CBMS, PEAK and related applications include annual obligations that provide the base level of necessary system functionality, even absent new requirements, projects and system enhancements. For example, vendor costs for base system operations; software licensing, and state FTE and contractor costs represent the majority of the CBMS operating budget. Funding for project and system enhancements (i.e. Pool hours) are often dedicated to changes that lead to improved outcomes, including delivering a framework that has led to newly engaged, empowered and educated consumers. Additionally, many system enhancements are made to prevent increasing long-term operating and maintenance costs.

While supporting public assistance for citizens and enhancing the client experience are critical and pivotal objectives of OIT, CDHS, HCPF and other stakeholders, the system operations and maintenance costs are not able to be reduced materially without detrimental impact to citizens.

The Office of Children, Youth and Families and The Governor's Office of Information Technology provided *the following response:*
All funding for statewide systems including CBMS are funded outside of the various public assistance programs. Funds used for operations and maintenance of a system are restricted through the Long Bill and cannot be used to support additional public assistance for citizens.

11:55-12:00 WRAP-UP

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

1 **Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.**

Office of Children, Youth and Families

Division of Child Welfare

The Department's Division of Child Welfare (DCW) has not implemented the Child Welfare Mental Health Services Pilot (§ 19-3-208.5, C.R.S. (2017)). Funding for this program was repealed with the economic down turn and was never reinstated. However, the Department is currently implementing Trauma Informed Screening, Assessment and Treatment as part of the Title IV-E Waiver Demonstration Project. There are currently 15 county departments of human/social services, and the Behavioral Health Organizations and Community Mental Health Centers that are participating in this intervention which meets the intent of the statute.

There is a Statutory Revision Committee (SRC) bill that will be introduced this session to repeal the reporting requirement of this program, unless funding is received prior to the repeal date of July 1, 2019.

Office of Behavioral Health

Division of Community Behavioral Health: SB 17-012

The Division continues to implement SB 17-012, which concerns the development and implementation of a statewide infrastructure for an outpatient restoration program to meet the community need for restoration services for those involved in the criminal justice and juvenile justice systems.

SB 17-012 provided a FY 2017-18 appropriation for $18,000 from the MTCF for operating expenses related to community behavioral health administration. The office is required to develop a standardized juvenile and adult curriculum for restoration services by December 1, 2017.

Implementation Progress: A curriculum has been identified for adults and is currently available for dissemination. A curriculum has been identified for juveniles and is currently being edited for use in Colorado with a planned date of 12-29-17 for dissemination.

1331 Emergency Supplemental Funding

OBH received additional funding for FY 2017-18 through a staff-initiated 1331 emergency supplemental in the amount of $461,702 in General Fund to begin providing outpatient restoration services. This includes the funding for the development and implementation of an outpatient restoration program:

Implementation Progress: A Request for Proposals (RFP) was written to solicit bids for a contractor to hire educators/case managers to deliver competency restoration education with a standardized curriculum statewide. The RFP was posted on 11-29-17 and will close on 1-5-18.

- A Program Manager to oversee the Department's outpatient and inpatient restoration services and contract for the provision of competency education and case management services for individuals ordered to receive competency restoration services. (This position is 0.6 FTE for FY 2017-18 and annualizes to 1.0 FTE in FY 2018-19)
- A Program Coordinator to work with the contract staff to ensure proper training, independent operation from competency evaluators, and the use of best practices. (This position is 0.6 FTE for FY 2017-18 and annualizes to 1.0 FTE in FY 2018-19)
- A Data Analyst to coordinate the sharing of data between CMHIP, the Department's Office of Behavioral Health, the Judicial Department, and community health centers, and to produce program reports (This position is 0.6 FTE for FY 2017-18 and annualizes to 1.0 FTE in FY 2018-19)

Division of Community Behavioral Health: SB 17-019

The Division is continuing to fully implement SB 17-019 to ensure individuals transitioning between settings (jails, the Department of Corrections (DOC), and other community treatment providers) and service providers have access to a broad spectrum of effective psychiatric medications. Table 17 provides an implementation update.

Table 17: Statute Implementation Status

Statutory Requirement	Statutory Deadline	Implementation Status	Notes
Creation of a Medication Formulary		Completed	
Develop a process for education and marketing of the medication formulary and cooperative medication purchasing opportunities	12/1/2017	Completed	OBH completed a statewide assessment of jails and is developing a communications plan and full dissemination strategy based on information obtained in the statewide assessment of jail medication purchasing. Toolkit dissemination and strategy completed 06/30/2017.
Develop a plan for sharing of electronic, patient-specific information	9/1/2018	Pending FY 2018-19 Budget Request	The Governor's FY 2018-19 Budget Request includes: $590,936 from the Marijuana Tax Cash Fund to implement a pilot program intended to improve medication consistency and health record exchange among behavioral health service providers and jails.
Promulgate rules that require providers under the authority of CDHS or DOC to use the medication formulary	12/1/2017	Draft Complete	OBH has created a rule draft requiring facilities that OBH oversees to use the medication formulary. OBH disseminated this draft statewide in December 2017 for review and feedback. The rule draft is projected to go to the State Board of Human Services for first reading in March or April 2018, with the rules going into effect in the summer of 2018.

2 **Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report: Status of Outstanding Audit Recommendations" that was published by the State Auditor's Office and dated June 30, 2017 (link below)? What is the Department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations? Please indicate where in the Department's budget request actions taken towards resolving HIGH PRIORITY OUTSTANDING recommendations can be found.**

http://leg.colorado.gov/audits/annual-report-status-outstanding-audit-recommendations-june-30-2017

The CCCAP program took a variety of actions to address previous audit findings. The OSA FY 2014-15 audit highlighted the need to increase the State's internal controls. Subsequent to this finding, the Department consolidated quality assurance duties across all benefit programs, including CCCAP, into the Office of Performance and Strategic Outcomes (OPSO). The goal of consolidation was to create an objective team of staff specializing in quality assurance and quality improvement efforts. These dedicated staff, organizationally separate from the program, also conducted enough reviews to provide statistically valid findings that can be extrapolated to the State. The OPSO QA staff focus on how well counties determine eligibility and the data the federal improper payment audit required every three years.

While this consolidation has advanced the rigor and validity of the quality assurance data, the OSA FY 2015-16 audit identified needs for further internal program controls. These included issuing a CCCAP policy and procedure manual for county staff to follow, increasing monitoring to ensure counties were implementing corrections to their operations/practices, and delivering county staff training. CCCAP program staff continues its efforts to fully implement all recommendations. This includes the design and implementation of a new county monitoring process. The county monitoring process will consist of on-site county reviews and desk reviews, approximately one of each per month, with a plan to review the entire State over a three-year period. CCCAP staff oversaw the pilot in October and November 2017 and expect full implementation of the new process by December 31, 2017. The Department continues to evaluate additional monitoring needs.

3 **If the Department receives federal funds of any type, please respond to the following:**

a. **Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2017-18 or 2018-19.**

Office of Economic Security: Employment & Benefits Division

The Department has received notice from the U.S. Department of Health and Human Services that Colorado did not meet the Work Participation Rate (WPR) for the Temporary Assistance for Needy Families (TANF) program in federal fiscal years 2012-2016. The federal Administration for Children and Families notified the Department on September 7, 2017 as follows: "The Federal government calculates the base penalty amount by applying the regulations at 45 CFR 261.50 to the data submitted by the Department. Because Colorado was subject to a penalty for failure to meet the participation rate in the immediately preceding fiscal year, the base penalty is last year's penalty amount plus two percent of the FY 2015-16 adjusted state family assistance grant. The Federal government (Administration for Children & Families) then reduces the penalty based on the degree of the State's noncompliance, in accordance with regulations at 45 CFR 261.51."

The Department is currently in the process of disputing the determination and any potential penalties. If the dispute is denied, the Department will request relief and/or reduction in the penalty under the terms of a "discretionary reduction" as outlined in federal regulations. In the event this request is denied, Colorado will enter into a corrective action plan that will ameliorate any penalty, if followed. If the Department meets the WPR in either the current or any future year, the liability status for any prior year is eliminated.

Office of Children, Youth & Families: Division of Child Welfare

There are two areas in which the Department's DCW has been out of compliance with federal data performance/reporting expectations:

1. The Administration for Children and Families (ACF) performs several quality reviews on states' bi-annual Adoption and Foster Care Analysis Reporting System (AFCARS) file submissions. The number of non-compliant records for Colorado's AFCARS Element #57 (timeliness of entry for End Removal Dates) has been increasing over the past several submissions and the non-compliance may result in fiscal sanctions to Colorado. However, to date, the Department has not yet received a notification letter from ACF with regards to a sanction. The Department has provided the necessary guidance to the county departments of human/social services to ensure they have the required information to ensure they are entering necessary documentation into the statewide case management system in a timely manner.

2. In regards to the National Youth in Transition Database (NYTD) 2017B file submission, the Department was out of compliance due to the non-issuance of SIDMODs (unique identifiers) with regards to youth within the Division of Youth Services. The Department is actively working with the Governor's Office of

Information Technology (OIT) to resolve these issues. The Department anticipates ACF will send a notification letter to the Department of a possible sanction, the amount of the sanction, along with the deadline to remediate the error in order to avoid the sanction. This issue is being addressed currently, and the Department has every confidence the issue will be resolved and avoid a sanction.

b. **Are you expecting any changes in federal funding with the passage of the FFY 2017-18 or 2018-19 federal budget? If yes, in which programs, and what is the match requirement for each program?**
c. **Does the Department have a contingency plan if federal funds are eliminated?**

Office of Behavioral Health

b. The Department's Office of Behavioral Health Community Behavioral Health Division submitted its FFY 2017-18 Department's Substance Abuse and Mental Health Services (SAMHSA) Mental Health Block Grant (MHBG) in the amount of $6,605,861, which is $2,239,412 less than the FFY 2016-17 amounts. This equates to a 25% reduction in MHBG. There is not a match requirement for the MHBG.

The Department's SAMHSA PATH FFY 2017-18 Path Grant is $1,018,772, which is $866 lower than the $1,019,638 award. The match rate is 3 to 1 Federal to State and local match.

The Department SAMHSA Substance Abuse Prevention and Treatment (SAPT) FFY 2017-18 Block grant is expected to be the same amount of $28,777,345 in FFY 2017-18 as it was in FFY 2016-17. There is not a match requirement.

c. The Department's Office of Behavioral Health Community Behavioral Health Division's contingency plan is to reduce the State personal services, operating, indirect and contractual costs to balance to the anticipated by $6,605,861 MHBG budget.

The Department will adjust contractual costs for the SAMHSA PATH grant to balance to the FFY 2017-18 award.

Office of Economic Security

Employment and Benefits Division

Temporary Aid for Needy Families (TANF): The federal Administration for Children and Families notified the Department of a 0.33% reduction in the FFY 2016-17 and FFY 2017-18 State Family Assistance Grant that funds the TANF program. The Department anticipates the FFY 2018-19 budget will restore the $448,987 to the Grant.

Colorado Refugee Service Program (CRSP):

b. The federal Office of Refugee Resettlement (ORR) has notified CRSP that its funding in FFY 2017-18 and FFY 2018-19 will be reduced. CRSP anticipates a $4,612,102 funding reduction in FFY 2017-18 and $5,616,095 in FFY 2018-19 (from FFY 2016-17 funding levels). A portion of the funds is tied to the reduced number of new arrivals. However, approximately $1,305,637 in FFY 2017-18 and $2,309,650 in FFY 2018-19 are in discretionary funds to serve refugees who have been living in the U.S. for up to 60 months. CRSP has already reduced funding to services specific to newly arriving refugees. In the absence of other available funding sources to meet the targeted needs of more established refugees, the will further reduce services to refugees and/or eliminate programs.

- Targeted Assistance Grants: In August 2017, the Department learned that the Targeted Assistance Grant-formulary, Targeted Assistance Grant-discretionary, and Refugee Health Promotion programs would be eliminated. However, since the federal government is still operating under a continuing resolution, these changes have not yet been officially enacted. Given the limited support for additional funding to refugee programs at this time, the Department expects these cuts to be fully realized when the federal budget is passed.
- Refugee Social Services (RSS): The Department received its last quarter of FFY 2016-17 funding (to be used in FFY 2017-18) in August 2017. That award notification outlined the change/decrease in RSS funds. At this time, the Department was also notified of the decrease in FFY 2017-18 funding for Refugee Social Services set-asides (Services to Older Adults and Refugee School Impact). Federal budget projections, per the FFY 2017-18 budget package (not yet enacted), show the additional RSS cuts and changes. However, the exact amount will not be known until August 2018.
- In September 2017, the Department learned of cuts to Wilson Fish and Cash and Medical Assistance, which are directly tied to new arrivals. Wilson Fish is expected to be reduced by 27% in FFY 2017-18 (from $3,961,198 in FFY 2016-17 to $2,892,838 in FFY 2017-18). Cash and Medical Assistance is a reimbursement grant. The Department will not know the exact decrease until all quarterly awards have been disbursed (July/August 2018). Yet, federal budget projections show an approximate 34% decrease in FFY 2017-18 (from $6,638,085 in FFY 2016-17 to an estimated $4,400,000 in FFY 2017-18).

c. CRSP's contingency plan has already reduced funding to services specific to newly arriving refugees. In the absence of other available funding sources to meet the targeted needs of more established refugees, CRSP will further reduce services to refugees and/or eliminate programs.

Office of Children, Youth and Families

Division of Child Welfare

b. Colorado's Title IV-E Waiver (Waiver) is scheduled to end on June 30, 2018. The Department has filed a request for extension with the Administration of Children & Families (ACF) to extend the Waiver to June 30, 2019, the Department has not received approval. The end of the Waiver will cause Colorado's Title IV-E federal funds to decrease by an estimated $9 to $12 million leaving Colorado with minimal federal support for interventions and prevention services.

c. The Waiver is a demonstration project and the Department has been working with the counties since the beginning of the Waiver to implement a change in practice which we anticipate will be sustainable once the federal funds are reduced. If the change in practice is not sustainable, the counties will be required to reduce or eliminate services to match available funding as a contingency plan.

Office of Early Childhood

b. The federal Maternal, Infant, and Early Childhood Home Visiting Program (MIECHV) program has yet to be reauthorized by Congress. MIECHV provides about $7,773,000 to the State annually to offer voluntary evidence-based home visiting services to 2,000 Colorado families.

c. If the program is not reauthorized, Colorado's current federal funding can be stretched until January 2019. The State is actively reducing service levels through home visitor staff attrition. The Department does not have a contingency plan that would allow the bulk of services to continue without federal funding, although a small portion of these services could be replaced utilizing state Nurse Home Visitor Program funding. The MIECHV program currently does not require a state match.

Office of Community Access and Independence

b. OCAI anticipates a possible cut in the FFY 2017-18 federal budget to the Senior Community Services Employment Program (SCSEP). The budget proposed by the House of Representatives included a 25 percent reduction in the funding amount for this program while the budget approved by the Senate did not include a reduction. If a 25 percent reduction occurred, Colorado would lose about $200,000 in SCSEP funding. There is no match requirement for this program, as it is all federally funded.

c. In the event that there was a reduction of funds at the federal level, the Department would notify our subgrantee, SER National, that their federal funding was reduced. They in turn would reduce their services relative to the funding reduction. The Department estimates that there would a 25 percent reduction in people served in this program in response to a 25 percent funding reduction.

4 **Is the Department spending money on public awareness campaigns? If so, please describe these campaigns, the goal of the messaging, the cost of the campaign, and distinguish between paid media and earned media. Further, please describe any metrics regarding effectiveness and whether the Department is working with other state or federal departments to coordinate the campaign?**

Yes, the Department is spending money on public awareness campaigns. See Attachment C: CDHS Public Awareness Campaigns for expenditures related to the campaigns.

5 **Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy? Do the statewide compensation policies administered by the Department of Personnel help or hinder in addressing vacancy or turnover issues?**

Vacancy data for the Department of Human Services, by Division and for the Department as a whole, is provided in Table 18, including information on vacancies for both direct care and non-direct care FTE.

Table 18: Department of Human Services Vacancy Rate, by Division/Facility, as of November 27, 2017												
	Total # Direct Care[2] FTE	Total # Vacant Direct Care FTE	% Direct Care FTE Vacant		Total # Non-Direct Care[2] FTE	Total # Vacant Non-Direct Care FTE	% Non-Direct Care FTE Vacant		Total # FTE	Total # Vacant FTE	% FTE Vacant
Department of Human Services[1]	0.0	0.0	0%		1336.4	245.7	18%		1336.4	245.7	18%
Office of Behavioral Health	720.2	99.9	14%		759.3	97.4	13%		1479.5	197.2	13%
Division for Regional Center Operations	650.3	65.5	10%		244.0	27.6	11%		894.3	93.1	10%
Division of Veterans Community Living Centers	363.4	36.4	10%		269.2	33.4	12%		632.6	69.8	11%
Division of Youth Services	900.0	166.0	18%		418.3	58.9	14%		1318.3	224.9	17%
Total	2633.9	367.8	14%		3027.2	463.0	15%		5661.1	830.7	15%

Source: Department of Human Services analysis of information contained in CPPS.
Notes:
1. Department of Human Services data includes FTE from the Executive Director's Office, Office of Administrative Solutions, the Office of Early Childhood, the Office of Economic Security, and the Office of Early Childhood.
2. Because the Department of Human Services operates 19 24-hour care facilities, the Department's FTE can be described as non-direct care and direct care FTE. Non direct care FTE are administrative staff typically working in an office setting while direct care FTE are working in 24/7 facilities at the Regional Centers, Mental Health Institutes, Youth Services facilities, and the State Veterans Community Living Centers.

The Department attributes the following reasons for the turnover/vacancy rate are as follows by non-direct care and direct care FTE:

Non-direct care FTE

The Department attributes turnover/vacancy rates for non-direct care staff to staff transferring to other State agencies or private sector employers, often due to the opportunity for a pay increase or promotion. Other causes of turnover and vacancies include internal promotion, retirement, or more ideal working conditions that better suit personal preferences (e.g. flexible schedule, shorter commute, and ability to meet family obligations). Some turnover can also be identified as positive in which an underperforming employee finds a position more suited to their skillset.

Direct Care FTE

Similar to non-direct care, the Department attributes turnover/vacancy rates for direct care staff to employees transferring to other State agencies or private sector employers, often due to the opportunity for a pay increase or promotion. For example, direct care employees can often find work with other health care providers at a higher rate of pay, a better benefits package, and with a more easily cared for population. These dynamics make it more difficult to hire and retain employees within the Department. For direct care staff specifically, we find that staff are hired with little experience. As they gain experience, many direct care FTE leave seeking higher salaries elsewhere in nursing and law enforcement. Direct care staff turnover can also occur due to staff concerns about the risk of working with high acuity patients and residents who often have significant behavioral challenges, with the potential risk of injury. Finally, The reasons for employee turnover are gathered through a variety of means, both informal and formal. The information provided is largely through conversations with employees who have given notice of their resignation to their hiring authority.

6 **Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Chief Information Security Office (CISO) in the Office of Information Technology (OIT)? Have your information technology infrastructure and policies been audited for cybersecurity capabilities? If so, was the audit completed by the legislative auditor or an outside entity? Do you have dedicated cybersecurity personnel? How do your cybersecurity staff interact with the CISO in OIT? What unique security issues does your Department have? Do you handle private or sensitive data? What unique cybersecurity processes or tools do you use to protect this data?**

The Governor's Office of Information Technology provided the following response.

The Office of Information Security, under the leadership of the state CISO provides security governance, security architecture, risk management, compliance assessment support, and security operations functions for all executive branch agencies (with a few exceptions, such as: CDE, Department of State, Department of Law, Lottery). Agencies, except those mentioned as exceptions, do not have dedicated cybersecurity personnel.

The Office of Information Security has input into the 5-year plans for each Department, and has worked to prioritize projects benefiting each Department, such as: the Enterprise Firewall Refresh project, new quarterly security awareness training, two-step verification, and an enterprise security log collection and correlation engine.

Additionally, the Office of Information Security, within OIT, produces a quarterly risk report card, in which they measure risk for each Department, and have specific goals set, for reducing risk.

Annually, the CISO develops an enterprise information security plan, utilizing input from the Governor's goals, the 5 year plans for each department, and the OIT playbook. The information security plan includes communication and information resources that support the operations and assets of each department.

The Office of Information security, within the Office of Information Technology (OIT) implements enterprise-wide security controls, meant to secure sensitive data for each department. Some of these controls are: ensuring encryption is in place to secure data in transmission, utilizing Zix to encrypt sensitive data in email, implementing specific configuration and technologies to encrypt data in storage. Additionally, OIT has implemented two-step verification to add a layer of protection to email, contacts, and data stored within G-Suite. Each department implements additional procedures, such as training, data retention and access control policies, implemented at a department level to further protect and secure sensitive data. These local security procedures augment technical controls implemented by OIT to enhance the department's continued security health.

OIT supports all of the audits that occur for each department. OIT maintains a register of outstanding technology recommendations for each department, and works individually with the department to prioritize and secure funding to implement the recommendations. In addition to performing remediation, OIT continues to implement controls and improve processes in an attempt to proactively (rather than reactively) improve security.

7 What impact do the SMART Act and Lean processes have on your budget requests? Could they be used more effectively?

The SMART Act is an effective performance management and improvement tool for the Colorado Department of Human Services (CDHS). The data and efforts represented through the SMART Act are embedded in the Department's performance management strategy, C-Stat and the Department's Performance Plan.

Managing Performance Using C-Stat

Through regular monitoring of C-Stat measures, CDHS can determine what is working and what needs improvement. By making space for a data-driven dialogue, CDHS is able to make more informed decisions to align its efforts and resources to cause positive change for the people we serve. There are 60+ C-Stat measures that are being aggressively managed month to month and an additional 60+ measures that have been historically achieved and are placed on the dashboard and are reviewed for continued success. CDHS uses C-Stat measures to manage state-operated facility, county and contractor performance. For example, C-Stat measures are included as pay points in community behavioral health contracts and counties are held accountable for 21 county-facing measures. Counties have become avid consumers of the Department's monthly C-Stat performance reports and dashboards that are sent to county human/social services leadership and Commissioners. They use these data to inform local decisions to drive performance improvements.

Managing Performance Using the Annual Performance Plan

The CDHS 2016-17 Performance Plan, available on the OSPB and CDHS websites, outlines its Wildly Important Priorities (WIPs), Wildly Important Goals (WIGs) referred to as Strategic Policy Initiatives in the Plan, and reflects the Governor's Vision 2018/Dashboard Goals. A subset of the 100+ C-Stat measures are included to illustrate how the Department measures and monitors progress for some of the WIPs, WIGs, and Vision 2018 Goals. In addition to the annual plan, the Department provides the Governor's Office with quarterly reports on the C-Stat measures included in the 2017-18 Plan as well as monthly updates on each WIG (five in 2017-18).

A major component of the Plan's development is the annual town hall tour across the state to speak to CDHS stakeholders, customers and employees. During the summer of 2017, the executive team traveled to 10 counties and conducted town hall meetings with 500+ community members. During these town hall meetings, CDHS leadership shares the WIPs and key budget, policy and program initiatives for the upcoming year and solicits feedback through small groups. All verbal and written feedback is transcribed into written notes so that themes are identified and shared with the public on the Department's website, available here
https://www.colorado.gov/pacific/cdhs/summerplanningtour

The foundation of budget requests is often shaped through data-driven discussions in C-Stat meetings. In any given Office, the discussion of C-Stat measures educates staff and leadership and informs decisions to make policy, program and operational changes that sometimes require new or additional funding.

A clear example of how one particular C-Stat measure whose worsening performance is requiring strategies that need additional funding is the number of days to admission in the Mental Health Institute at Pueblo for court ordered competency evaluations and restoration to competency treatment. Improving this measure's performance by reducing the waitlist for admission is dependent on multiple factors. Consequently, CDHS proposed a package of five interconnected 2018-19 budget requests. These requests all share a common goal, which is to effectively manage the increased number of court ordered competency evaluations and restoration to competency treatment. They include:

a. increasing the number of beds in the Jail-based Competency Restoration Program (R-05a);
b. shifting the operation of the Circle Program from CDHS to an independent subcontractor allowing access to Medicaid revenue (R-05b);
c. increasing the number of psychologists and administrative support at the Colorado Mental Health Institute at Pueblo (R-05c);
d. creating more bed space by purchasing 10 contracted beds through private/non-profit hospitals (R-05d); and
e. providing the program operating funds for SB 17-012 that established an outpatient competency restoration treatment program (R-05e).

Managing Performance using LEAN/Process Re-Design

The Department is taking advantage of the Governor's Office CO Talent Challenge, which offers Lean trainings to state employees who are in charge of a process that needs improving. In 2018, CDHS anticipates more than 40 staff will complete a LEAN training.

Counties, contractors and state employees deliver CDHS program services through a wide variety of processes. Management often examines processes to understand how to make performance improvements. Opportunities to streamline or redesign processes are often identified during C-Stat meetings and status meetings between Office Directors and Senior Executives. Two examples of processes that have benefited from a LEAN application in 2017 are:

a. CDHS-wide eClearance

The Department has invested considerable time to simplify and make electronic its method for submitting, reviewing and approving requests, including procurements, contracts and personnel actions. The project team included dozens of subject matter experts from across divisions, as well as the Governor's Office of Information & Technology and a vendor partner. To date, this effort has affected approximately 900 end users.

b. Child Welfare RED (Review, Evaluate, Direct) Teams

The Division of Child Welfare and the Child Welfare Quality Assurance Division (ARD) streamlined the process of conducting RED Teams for county employees utilizing several tools including mapping, identification, change, pilot, and reexamination processes with all 64 counties.

8 Does your Department use evidence-based analysis as a foundation for your budget request? If so, please provide a definition for your use of "evidence-based," indicate which programs are "evidence-based," and describe the evidence used to support these programs.

In partnership with OSPB, CDHS prioritizes requests for new programs and policies that have a body of research supporting the impact on desired outcomes. In addition, CDHS prioritizes the continuation or expansion of new programs/policies that are in the pilot phase so that rigorous evidence can be collected to determine future investments. CDHS uses the following definitions from Colorado's participation in the Pew Charitable Trust-MacArthur Results First Initiative.

1. An **"evidence-based"** program or practice offers a high level of research on effectiveness, determined as a result of multiple rigorous evaluations, such as randomized controlled trials and evaluations that incorporate strong comparison group designs, or a single large multisite randomized study. These programs typically have specified procedures that allow for successful replication.

2. A **"promising"** program or practice has some research demonstrating effectiveness, such as a single randomized controlled trial or evaluation with a comparison group design, but does not meet the full criteria for an evidence-based designation.

3. A **"theory-based"** program or practice has been tested using less rigorous research designs that do not meet the evidence-based or promising standards. These programs and practices typically have a well-constructed logic model or theory of change. CDHS considers these efforts as needing more research and evaluation.

The CDHS 2018-19 budget requests that fit into categories #1 and #2 include:

1. R-07: Extend the Colorado Works ReHire program

This is a transitional jobs program that serves under- and unemployed veterans, older workers and non-custodial parents. These are individuals who typically face challenges to employment at much higher rates than among the general Colorado population, despite the State's strong labor market. The Legislature created it through HB 13-1004 and subsequently extended it by HB 14-1015 and HB 16-1290 and it is scheduled to expire June 2019. The program design was informed by national research, such as the National transitional Jobs Network. Preliminary evaluation results suggest that ReHire participants are more likely to attain formal employment than similar individuals not receiving the program. Since July 2015, the University of Colorado has conducted a randomized control trial evaluation, which will provide rich information using a rigorous design. For more detail, please refer to the decision item narrative.

2. R-16: Promoting Permanency

This request is to add child welfare staff to increase the timeliness of service and achievement rate for permanency for Colorado's most vulnerable population of children/youth. One component of this request is the continued use of staff trained as Wendy's Wonderful Kids (WWK) Recruiters. A five year randomized control evaluation of the effectiveness of these recruiters demonstrated that a larger share of children served by WWK Recruiters was adopted than those not served by WWK Recruiters. These evaluation results make this a "Promising Practice" in the California Evidence Based Clearinghouse (CEBC). For more detail, please refer to the decision item narrative.

3. R-17: Expand Incredible Years[R] (IY) program

This is a locally proven, two-generation prevention program. A Colorado nonprofit organization has implemented IY with philanthropic support since 2002. Its objective is to foster child social-emotional well-being. It achieves this through three components: 1) classroom management support for teachers; 2) a 60-lesson curriculum delivered in pre-K and kindergarten classrooms, and 3) a parenting program. IY meets the most rigorous evidence-based definitions of multiple national registries. The evaluation efforts include independent observation, multiple randomized control trial studies since 1982 by the developer and independent researchers. The research shows the importance of social-emotional development in early childhood and its lifelong impact. For more detail, please refer to the decision item narrative.

All other 2018-19 programmatic budget requests either need more research and evaluation to assess their effectiveness (e.g. Increased Funding for Area Agencies on Aging) OR would not benefit from using research and evaluation to assess their effectiveness (e.g. County Child Welfare Staff). Lastly, CDHS also submitted NON-programmatic budget requests that are not amenable to evaluation such as capital investments (e.g. Mount View Youth Services Center Ditch Repair) and operational investments (e.g. Compensation Adjustments for Direct Care Staff at DHS 24/7 Facilities).

9 **Please identify how many rules you have promulgated in the past two years (FYs 2015-16 and 2016-17). With respect to these rules, have you done any cost-benefit analyses pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analyses pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.**

The Department has four Type I rule-making entities. These rule-making entities include the: Executive Director of the Department of Human Services; State Board of Human Services; Juvenile Parole Board; and the Adoption Intermediary Commission.

All four rule-making entities follow the requirements set forth in the Colorado Administrative Procedure Act (APA) concerning posting, noticing, and preparing regulatory analyses for each rule proposed for adoption by its respective board. The proposed rule combined with the regulatory analyses constitutes a rule "packet."

Executive Director Rules

An Executive Director rule-making session occurs on an as needed basis for rule-making purposes, which are also preceded by stakeholder input and feedback on proposed new rules, modifications to existing rules, and repeal of outdated or redundant rules.

The Executive Director promulgated 3 permanent rule packets between July 1, 2015 and June 30, 2017 regarding the Procedures for Applying for and Awarding of Gambling Addiction Grants.

State Board of Human Services

The State Board of Human Services meets on a regular basis, usually the first Friday of each month, to conduct business including rule-making. Prior to the rule-making session, stakeholder input and feedback is sought on all proposed new rules, modifications to existing rules, and repeal of outdated or redundant rules.

The State Board of Human Services promulgated 68 permanent rule packets between July 1, 2015 and June 30, 2017. There were 6 emergency rules within this same time frame that were later promulgated as permanent, these permanent rules are included in the 68 total.

Cost-benefit analyses are completed upon request through Department of Regulatory Agencies. During the above mentioned timeframe there were no requests.

No analysis of the Department's rules have been conducted as a whole.

Juvenile Parole Board

The Juvenile Parole Board meets regularly to conduct its work pursuant to statutory mandates; however, they meet on an as needed basis for rule-making purposes. Prior to rule-making, stakeholder input is sought on proposed new rules, modifications to existing rules, and repeal of outdated or redundant rules.

There were no rules promulgated from July 1, 2015 and June 30, 2017.

Adoption Intermediary Commission

Similar to the Juvenile Parole Board, the Adoption Intermediary Commission convenes to conduct work in fulfillment of its statutory mandates and meets on an ad hoc basis for rule-making. Consistent with the other three rule-making entities in the Department, stakeholder input is sought on proposed new rules, modifications to existing rules, and repeal of outdated or redundant rules prior to rule-making.

There were no rules promulgated from July 1, 2015 and June 30, 2017.

In 2017-18, the Department identified the review and clean up of its administrative rules as a Wildly Important Goal. Since the last rule clean up in 2011, the Department is aware that it has created new programs, policies and consequently, rules. In order to ensure that more or new rules does not create an undue burden or cause confusion among stakeholders, the WIG was designed. Since July 1, staff have reviewed 55 rules, and determined that 26 need to revised and the remaining 29 can remain unchanged.

10 Describe the expected fiscal impact of proposed changes to PERA made by both the Governor's Office and the PERA Board of Directors. In addition to direct budgetary impacts, please describe any anticipated secondary impacts of an increase in employee contribution rates. For instance, does the Department anticipate a need to increase employee salaries to compensate for the increase in PERA contributions?

The proposed changes to PERA made by the PERA Board of Directors include a 2.0 percentage point increase in employer contributions from 20.15% to 22.15%, which will have a direct budgetary impact on the department. DPA will provide a statewide estimate for this impact. PERA's proposal makes this change starting January 2020, thus it will affect the department's budget starting with FY 2019-20. The PERA Board proposal also includes a recommendation for contributions to be made on gross pay rather than net pay, which increases the salary base upon which the annual contribution is calculated for both employers and employees. This would have a direct impact on the department's budget as well as employee take home pay. OSPB and DPA are looking into whether this impact can be estimated, and if so, a statewide response will be provided by DPA. The PERA Board proposal also includes a 3.0 percentage point increase in employee contributions—from 8.0 percent to 11.0 percent of pay—beginning in January 2020. Without an increase in employee salaries, these changes would reduce take home pay for state employees beginning in FY 2019-20.

The Governor's proposed changes to PERA will not have a direct budgetary impact on the department, with the exception of maintaining the PERA Board's recommendation for employee and employer contributions to be made on gross pay rather than net pay. As mentioned above, this would increase the salary base upon which the annual contribution is calculated for both employers and employees. OSPB and DPA are looking into whether this impact can be estimated, and if so, a statewide response will be provided by DPA. The Governor's proposal includes a 2.0 percentage point increase in employee contributions—from 8.0 percent to 10.0 percent of pay—beginning in January 2019, a year earlier than the PERA proposal. The Governor's budget request includes an across-the- board salary survey increase of 3.0 percent for most state employees beginning July 1, 2018. With the proposed increase in employee contributions, this will average to a take home pay increase of 2.0 percent for the fiscal year. The proposed salary survey increase results in an increase of $8,558,755 total funds, and $5,516,155 General Fund for FY 2018-19 for the Department.

11 Senate Bill 17-267 required Departments, other than Education and Transportation, that submit budgets to OSPB to propose a budget that is 2.0 percent below the total funds budget in FY 2017-18. Please highlight the following regarding the 2.0 percent reduction:

- **Where these reductions can be found in the Department's request;**
- **What programs are impacted by the reduction; and**
- **Total amount of the reduction.**

In the course of its statutory duties, the Office of State Planning and Budgeting complied with the provisions of S.B. 17-267. A provision of the bill required OSPB's consideration of proposed two percent reductions for certain principal department budgets. OSPB found the process to be useful. In recommending the budget request, especially in the General Fund, while considering each department's budget reduction items, OSPB also took into account the various pressures on spending and needs throughout the state. Additionally, S.B. 17-267's provisions informed decision making in the request, in particular the recommendation for a decrease in the Budget Stabilization factor in the School Finance Act as well as the recommendation to increase the statutory reserve in the General Fund. With respect to the two percent target of General Fund spending as defined in the bill, these two items exceeded the suggested target.

Specific to the Department of Human Services, two budget reduction items were submitted two budget reduction items. The two reductions result in a total reduction of $870,000 including reductions of $619,209 cash funds and $250,000 federal funds. Descriptions of these two items follows:

R-21 Reduce Veterans Community Living Centers Spending Authority

- Reduction of $619,209 cash funds to reconcile spending authority for the Veterans Community Living Centers based on personal services usage.
- The Veterans Community Living Centers provide nursing home and assisted living services at the five skilled nursing facilities for veterans, their spouses and Gold Star parents.
- The requested reduction in spending authority will align the budgets of the VCLCs based on actual personal services utilization.

R-22 Reduce Funding for Micro Grants to Increase Access to Child Care

- Reduction of $250,000 federal funds to eliminate the Micro Grants to Increase Access to Child Care Quality Initiatives appropriation.
- The Micro Grants program was designed to issue grants to help licensed child care providers expand access by increasing capacity and purchasing basic materials.
- The reduction is proposed since the grants are not sufficient to offset the financial challenges of opening and operating a new business, and the administrative costs to operate the program do not warrant continuation.

HIPAA Security Remediation

- Reduction of $105,000 for the development and continuation of a Department wide system-based risk assessment and integration of the HIPAA Security rule into the Department's operations.
- This reduction is based on historical underspending of the appropriation during the past three fiscal years.
- The Department anticipates the current level of HIPAA risk assessment and remediation will continue with the reduced appropriation.

12 **Please provide the following information for the Department's custodial funds and continuously appropriated funds:**

- **Name of the fund;**
- **Amount of funds received;**
- **Whether the revenues are one-time or multi-year;**
- **Current cash fund balance;**
- **Source(s) of the funds;**

- **A list of FY 2015-16 and FY 2016-17 expenditures from these funds;**
- **Expected uses of the funds in FY 2017-18 and FY 2018-19; and**
- **Legal authorization and restrictions/limitations on the Department's use of these funds.**

A response to this question will be provided by the Governor's Office at a later date.

13 **What is the Department's process for engaging in (or disputing) federal land, environmental, jurisdictional, and/or water policy issues? How do you coordinate with other departments, the Governor's Office, local governments, and/or citizens?**

To date, the Department has not encountered any disputes over federal land, environmental, jurisdictional, and/or water policy issues. In the event that a dispute is encountered in any of these areas, the Department would consult with the Office of the State Architect and Colorado Attorney General's Office to help navigate such dispute and would keep the Governor's Office informed of key events and issues.

Primarily, the Department coordinates with local jurisdictions (city and county governments, local fire departments, and other quasi-governmental authorities) during the course of new development or construction. In these situations, the project team managing the project takes the lead on engaging with these groups. A project team typically includes an architect/engineer consultant hired by the Department to design and build the project, and the Department's project manager assigned to the project.

Youth Seclusion & Restraint Working Group

Semi-Annual Report

March 1, 2017 - August 31, 2017 (6 months)

January 1, 2018

COLORADO
Office of Children, Youth & Families
Division of Youth Services

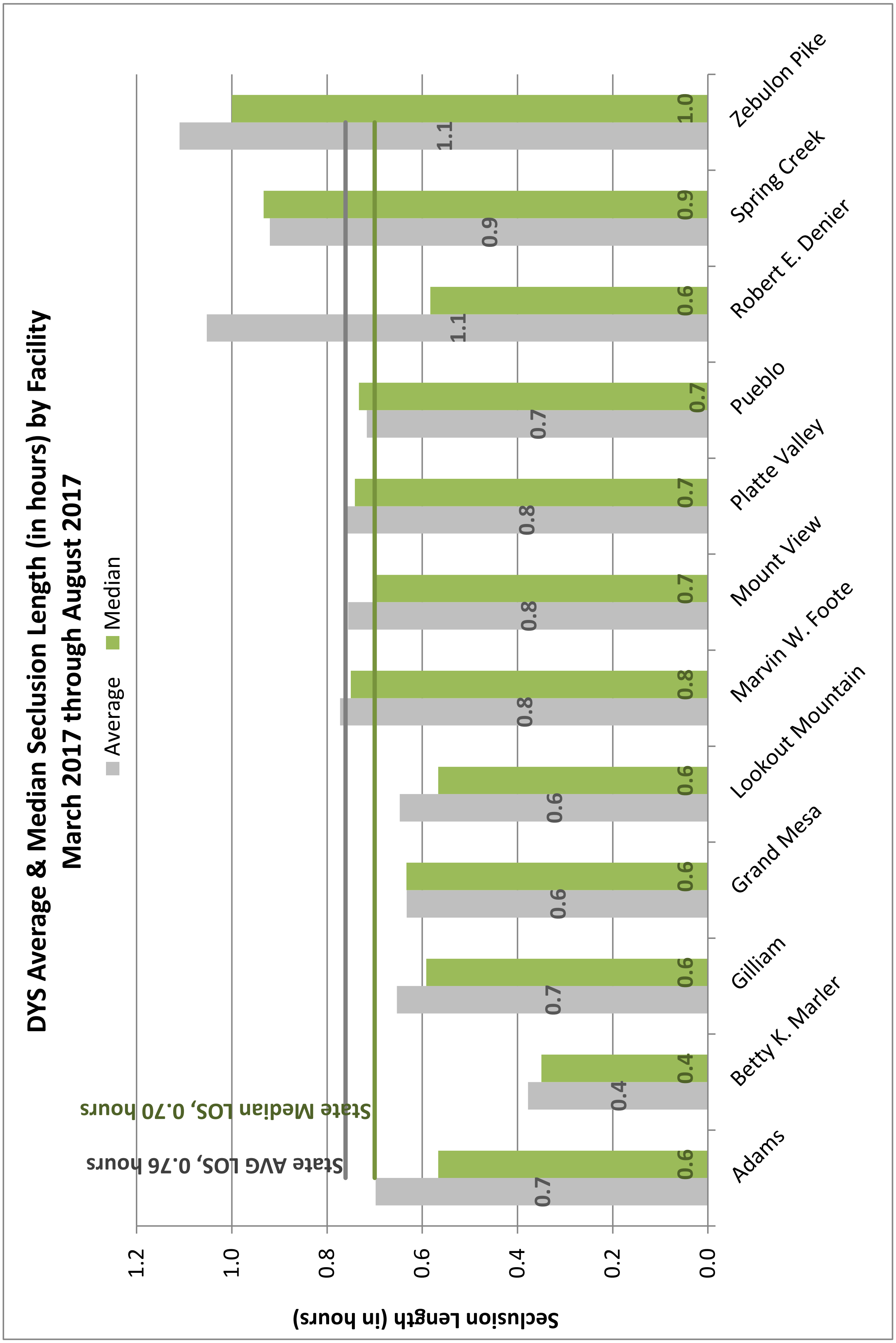
Seclusion

COLORADO
Office of Children, Youth & Families
Division of Youth Services

DIVISION OF YOUTH SERVICES
NUMBER AND AVERAGE DURATION OF SECLUSION INCIDENTS
September 2016 - August 2017

FACILITY	ADP	NUMBER OF SECLUSION INCIDENTS		PERCENT CHANGE (Period1 vs. Period2)	NUMBER OF SECLUSION CLIENTS (Unique)[1]		PERCENT CHANGE (Period1 vs. Period2)	AVERAGE SECLUSION LENGTH IN HOURS		PERCENT CHANGE (Period1 vs. Period2)	MEDIAN SECLUSION LENGTH IN HOURS	
	Mar17-Aug17 (AVG)	Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17
Adams	21.2	128	63	-51%	39	31	-21%	0.9	0.7	-22%	0.8	0.6
Betty K. Marler	40.8	11	6	-45%	10	4	-60%	0.3	0.4	30%	0.3	0.4
Gilliam	42.7	27	14	-48%	21	11	-48%	0.5	0.7	22%	0.4	0.6
Grand Mesa	61.6	129	57	-56%	38	26	-32%	0.6	0.6	1%	0.5	0.6
Lookout Mountain	147.1	215	157	-27%	82	66	-20%	0.8	0.6	-18%	0.6	0.6
Marvin W. Foote	39.9	95	110	16%	44	52	18%	0.9	0.8	-14%	0.8	0.8
Mount View	93.3	103	158	53%	61	85	39%	0.7	0.8	70%	0.6	0.7
Platte Valley	92.5	532	86	-84%	129	38	-71%	0.8	0.8	-6%	0.8	0.7
Pueblo	18.2	1	4	300%	1	3	200%	0.0	0.7	2849%	0.0	0.7
Robert E. Denier	7.5	9	11	22%	8	6	-25%	1.1	1.1	-6%	1.0	0.6
Spring Creek	48.4	164	121	-26%	79	64	-19%	1.1	0.9	-16%	0.9	0.9
Zebulon Pike	38.8	28	29	4%	17	13	-24%	1.6	1.1	-29%	1.4	1.0
TOTAL	**651.9**	**1,442**	**816**	**-43%**	**484**	**365**	**-25%**	**0.82**	**0.76**	**-7%**	**0.73**	**0.70**

[1]Total is not a sum of unique clients by facility (529 Sep-Feb; 399 Mar-Aug), as a client may have been secluded at multiple facilities within the reporting period.

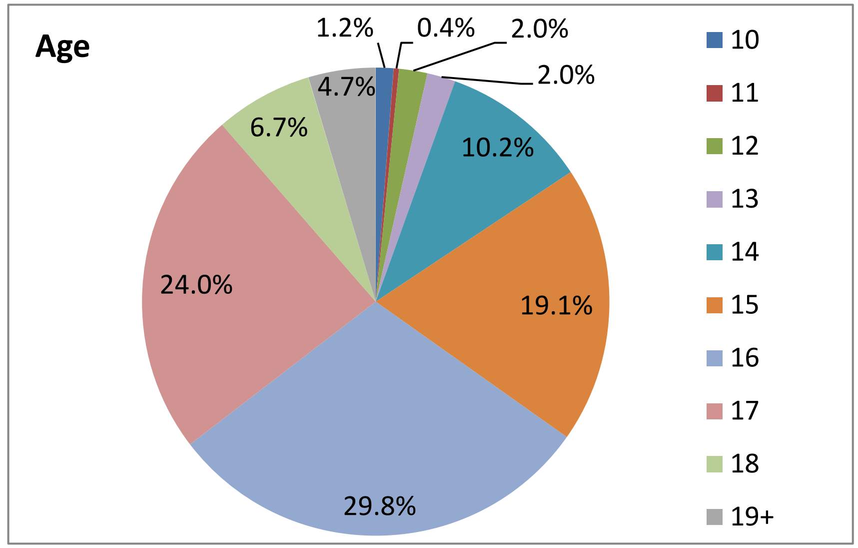

DYS Average & Median Seclusion Length (in hours) by Facility
March 2017 through August 2017
Average
Median
State AVG LOS, 0.76 hours
State Median LOS, 0.70 hours
Seclusion Length (in hours)
1.2
1.0
0.8
0.6
0.4
0.2
0.0
Adams
Betty K. Marler
Gilliam
Grand Mesa
Lookout Mountain
Marvin W. Foote
Mount View
Platte Valley
Pueblo
Robert E. Denier
Spring Creek
Zebulon Pike

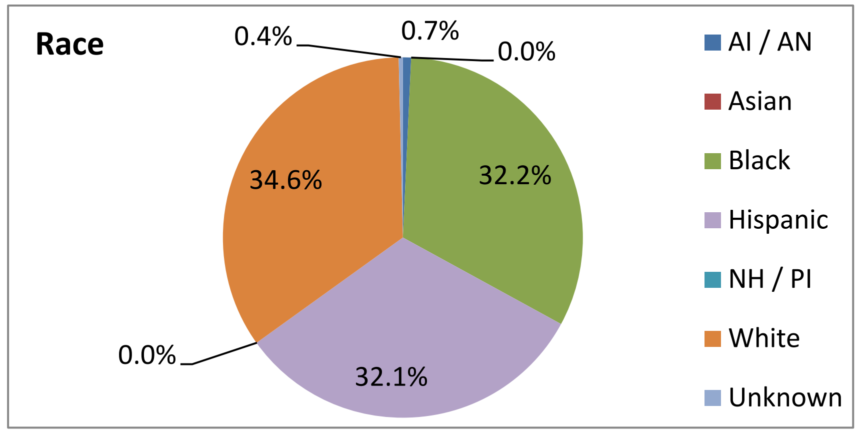
AGGREGATE SUMMARY (Age, Race, Gender) BY TOTAL SECLUSION INCIDENTS

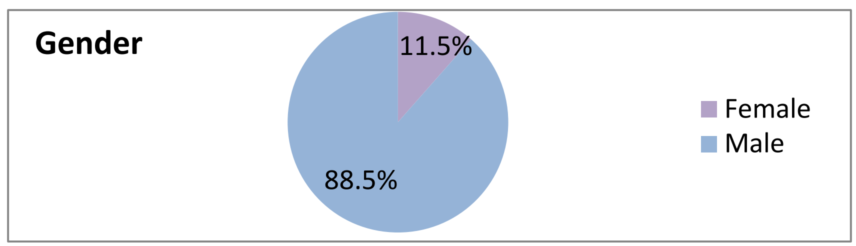
AGE	Incidents	Percent	AVG AGE	DYS Pop. Percent
10	10	1.2%	16.4	0.3%
11	3	0.4%		0.3%
12	16	2.0%		1.6%
13	16	2.0%		5.3%
14	83	10.2%		12.8%
15	156	19.1%		21.9%
16	243	29.8%		27.9%
17	196	24.0%		28.7%
18	55	6.7%		1.0%
19+	38	4.7%		0.2%
Total	**816**	**100%**		**100%**

RACE/ETHNICITY	Incidents	Percent	Percent
American Indian/Alaskan Native	6	0.7%	0.8%
Asian	0	0.0%	0.4%
Black or African American	263	32.2%	20.3%
Hispanic	262	32.1%	35.1%
Native Hawaiian/Pacific Islander	0	0.0%	0.2%
White	282	34.6%	41.9%
Unknown	3	0.4%	1.4%
Total	**816**	**100%**	**100%**

GENDER	Incidents	Percent	Percent
Female	94	11.5%	23.6%
Male	722	88.5%	76.4%
Total	**816**	**100%**	**100%**





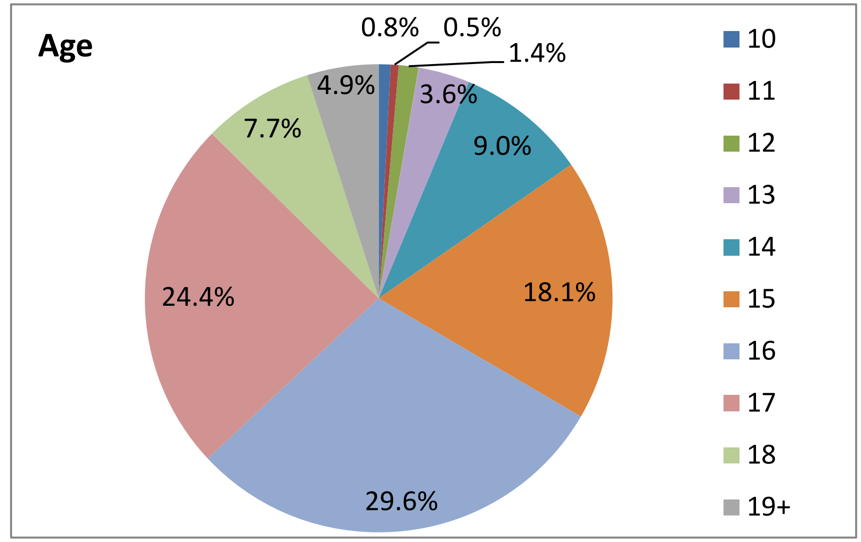


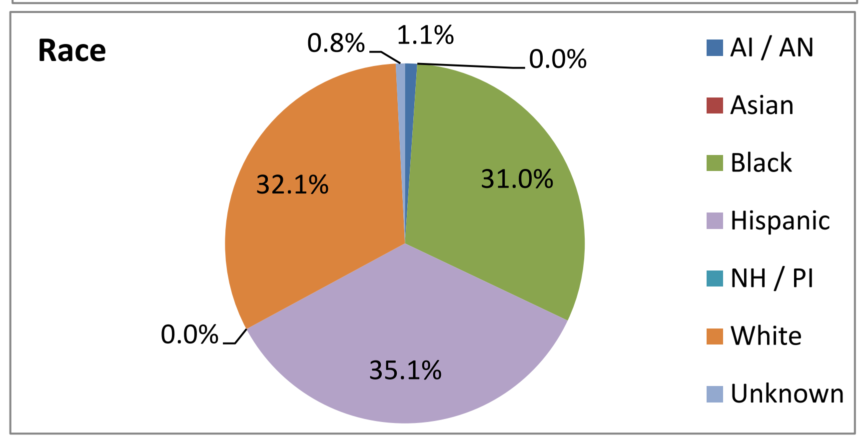
AGGREGATE SUMMARY (Age, Race, Gender) BY SECLUDED CLIENTS (UNIQUE)

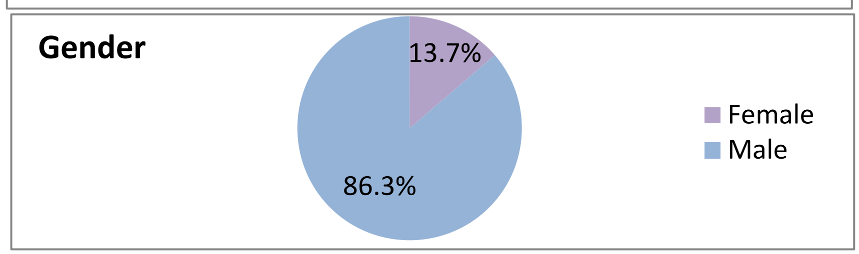
AGE	Clients	Percent	AVG AGE	DYS Pop. Percent
10	3	0.8%	16.5	0.4%
11	2	0.5%		0.3%
12	5	1.4%		1.8%
13	13	3.6%		5.5%
14	33	9.0%		12.8%
15	66	18.1%		20.9%
16	108	29.6%		26.9%
17	89	24.4%		29.8%
18	28	7.7%		1.3%
19+	18	4.9%		0.3%
Total	**365**	**100%**		**100%**

RACE/ETHNICITY	Clients	Percent	Percent
American Indian/Alaskan Native	4	1.1%	1.0%
Asian	0	0.0%	0.6%
Black or African American	113	31.0%	18.3%
Hispanic	128	35.1%	36.6%
Native Hawaiian/Pacific Islander	0	0.0%	0.2%
White	117	32.1%	42.0%
Unknown	3	0.8%	1.4%
Total	**365**	**100%**	**100%**

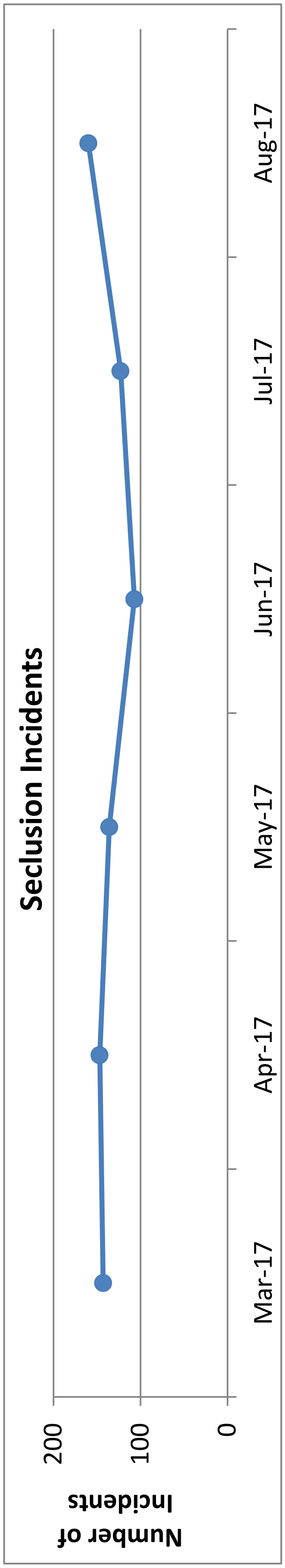
GENDER	Clients	Percent	Percent
Female	50	13.7%	23.5%
Male	315	86.3%	76.5%
Total	**365**	**100%**	**100%**

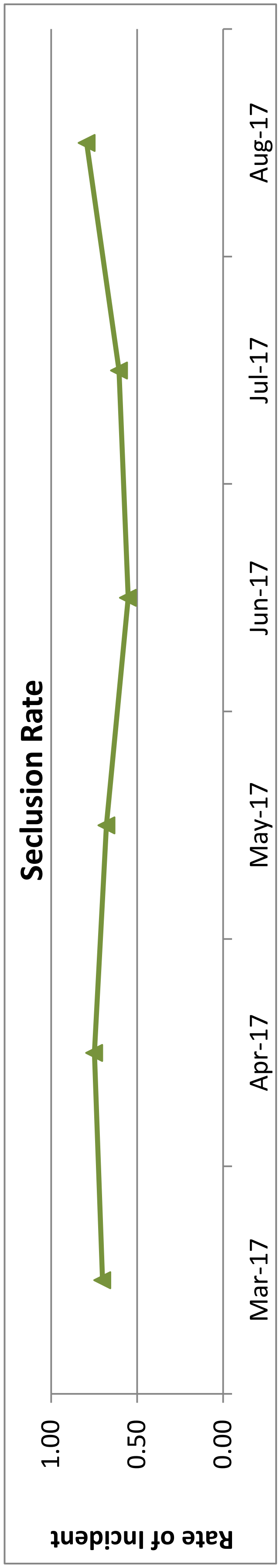


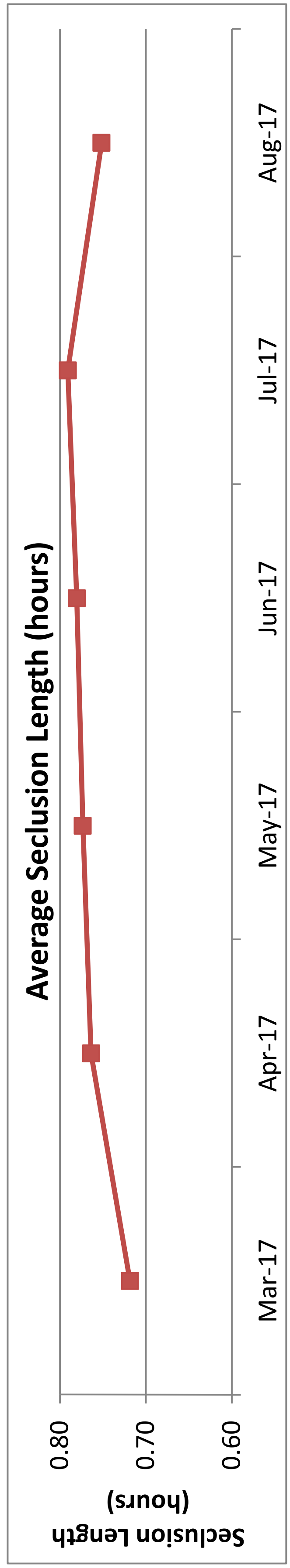


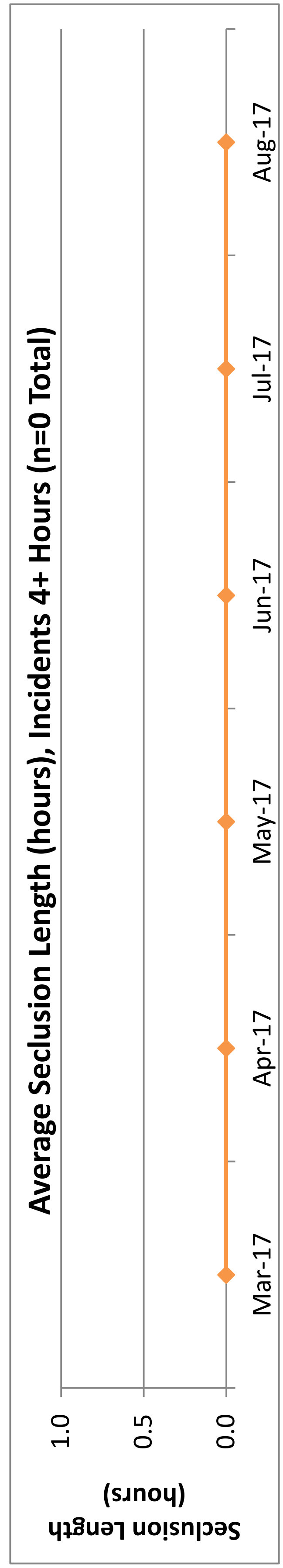


Facility	ADP (AVG)	Seclusion Statistic	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO TOTAL/AVG
Adams	21.2	Number of Incidents	6	8	16	16	9	8	63
		Rate of Incident	0.98	1.25	2.69	2.36	1.37	1.10	1.63
		Average Length (hours)	0.73	0.58	0.81	0.55	0.97	0.57	0.70
Betty K. Marler	40.8	Number of Incidents	2				2	2	6
		Rate of Incident	0.16	0.00	0.00	0.00	0.16	0.16	0.08
		Average Length (hours)	0.50				0.21	0.43	0.38
Gilliam	42.7	Number of Incidents	6			1	7		14
		Rate of Incident	0.37	0.00	0.00	0.08	0.51	0.00	0.16
		Average Length (hours)	1.07			0.32	0.35		0.65
Grand Mesa	61.6	Number of Incidents	9	8	8	13	6	13	57
		Rate of Incident	0.46	0.43	0.43	0.71	0.31	0.67	0.50
		Average Length (hours)	0.64	0.66	0.77	0.58	0.63	0.58	0.63
Lookout Mountain	147.1	Number of Incidents	31	36	27	15	22	26	157
		Rate of Incident	0.68	0.82	0.59	0.34	0.48	0.57	0.58
		Average Length (hours)	0.71	0.69	0.57	0.72	0.53	0.65	0.65
Marvin W. Foote	39.9	Number of Incidents	19	26	17	13	18	17	110
		Rate of Incident	1.45	2.12	1.41	1.01	1.67	1.39	1.51
		Average Length (hours)	0.78	0.90	0.69	0.81	0.65	0.75	0.77
Mount View	93.3	Number of Incidents	31	13	36	18	21	39	158
		Rate of Incident	1.06	0.44	1.20	0.71	0.75	1.33	0.91
		Average Length (hours)	0.72	0.62	0.79	0.82	0.82	0.73	0.76
Platte Valley	92.5	Number of Incidents		21	15	9	7	13	65
		Rate of Incident	0.75	0.75	0.53	0.33	0.23	0.45	0.51
		Average Length (hours)	0.56	0.69	0.76	0.97	1.23	0.83	0.76
Pueblo	18.2	Number of Incidents		1		1	2		4
		Rate of Incident	0.00	0.18	0.00	0.16	0.39	0.00	0.12
		Average Length (hours)		0.98		0.48	0.70		0.72
Robert E. Denier	7.5	Number of Incidents					5	6	11
		Rate of Incident	N/A	0.00	0.00	0.00	1.12	1.37	0.50
		Average Length (hours)					1.31	0.84	1.05
Spring Creek	48.4	Number of Incidents	16	32	13	15	16	29	121
		Rate of Incident	1.04	2.28	0.86	1.01	1.06	1.97	1.37
		Average Length (hours)	0.74	0.83	1.10	1.03	1.07	0.91	0.92
Zebulon Pike	38.8	Number of Incidents	2	2	4	6	8	7	29
		Rate of Incident	0.16	0.17	0.33	0.52	0.66	0.58	0.41
		Average Length (hours)	1.00	2.11	1.20	1.04	0.99	1.00	1.11
STATE	**651.9**	**Incidents**	**143**	**147**	**136**	**107**	**123**	**160**	**816**
		Rate of Incident	**0.70**	**0.75**	**0.68**	**0.55**	**0.60**	**0.79**	**0.68**
		Average Length (hours)	**0.72**	**0.76**	**0.77**	**0.78**	**0.79**	**0.75**	**0.76**





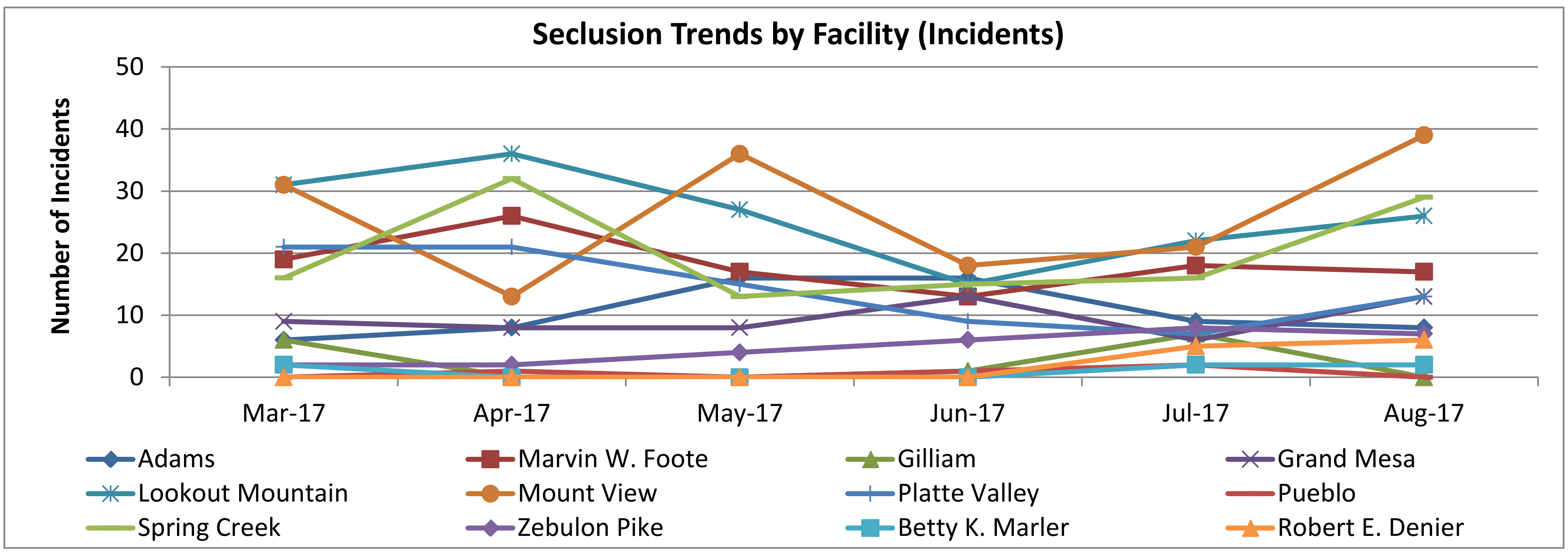




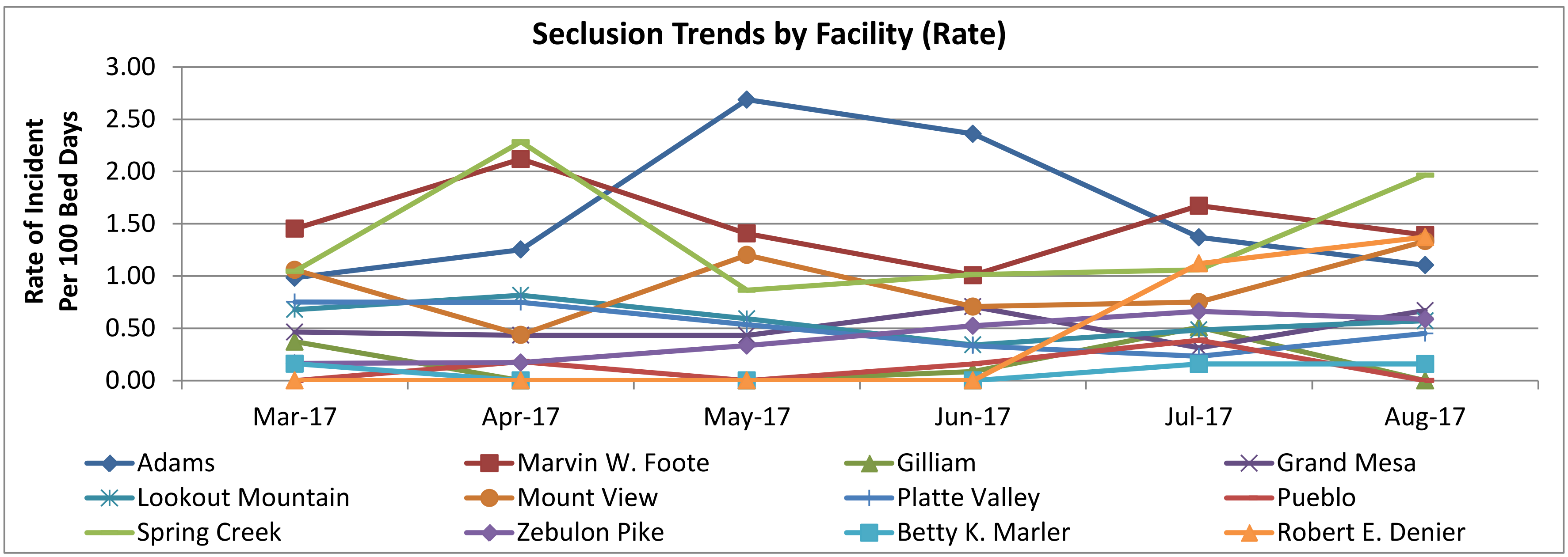
Division of Youth Services

Semi-Annual Report (Mar 2017 - Aug 2017)

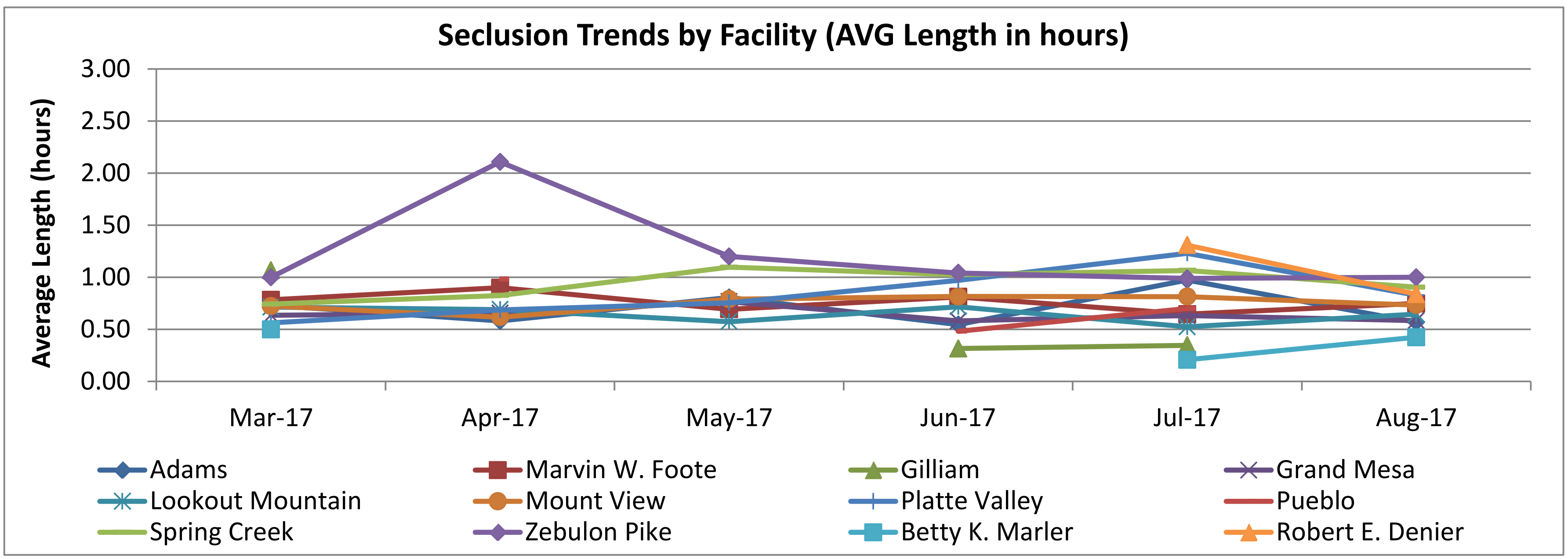
INCIDENTS	ADP AVG	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO TOTAL
Adams	21.2	6	8	16	16	9	8	63
Betty K. Marler	40.8	2	0	0	0	2	2	6
Gilliam	42.7	6	0	0	1	7	0	14
Grand Mesa	61.6	9	8	8	13	6	13	57
Lookout Mountain	147.1	31	36	27	15	22	26	157
Marvin W. Foote	39.9	19	26	17	13	18	17	110
Mount View	93.3	31	13	36	18	21	39	158
Platte Valley	92.5	21	21	15	9	7	13	86
Pueblo	18.2	0	1	0	1	2	0	4
Robert E. Denier	7.5	0	0	0	0	5	6	11
Spring Creek	48.4	16	32	13	15	16	29	121
Zebulon Pike	38.8	2	2	4	6	8	7	29
STATE	**651.9**	**143**	**147**	**136**	**107**	**123**	**160**	**816**



RATE (per 100 Bed Days)	ADP AVG	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO AVERAGE
Adams	21.2	0.98	1.25	2.69	2.36	1.37	1.10	1.63
Betty K. Marler	40.8	0.16	0.00	0.00	0.00	0.16	0.16	0.08
Gilliam	42.7	0.37	0.00	0.00	0.08	0.51	0.00	0.16
Grand Mesa	61.6	0.46	0.43	0.43	0.71	0.31	0.67	0.50
Lookout Mountain	147.1	0.68	0.82	0.59	0.34	0.48	0.57	0.58
Marvin W. Foote	39.9	1.45	2.12	1.41	1.01	1.67	1.39	1.51
Mount View	93.3	1.06	0.44	1.20	0.71	0.75	1.33	0.91
Platte Valley	92.5	0.75	0.75	0.53	0.33	0.23	0.45	0.51
Pueblo	18.2	0.00	0.18	0.00	0.16	0.39	0.00	0.12
Robert E. Denier	7.5	N/A	0.00	0.00	0.00	1.12	1.37	0.50
Spring Creek	48.4	1.04	2.28	0.86	1.01	1.06	1.97	1.37
Zebulon Pike	38.8	0.16	0.17	0.33	0.52	0.66	0.58	0.41
STATE	**651.9**	**0.70**	**0.75**	**0.68**	**0.55**	**0.60**	**0.79**	**0.68**



AVG LENGTH (hours)	ADP AVG	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO AVERAGE
Adams	21.2	0.73	0.58	0.81	0.55	0.97	0.57	0.70
Betty K. Marler	40.8	0.50				0.21	0.43	0.38
Gilliam	42.7	1.07			0.32	0.35		0.65
Grand Mesa	61.6	0.64	0.66	0.77	0.58	0.63	0.58	0.63
Lookout Mountain	147.1	0.71	0.69	0.57	0.72	0.53	0.65	0.65
Marvin W. Foote	39.9	0.78	0.90	0.69	0.81	0.65	0.75	0.77
Mount View	93.3	0.72	0.62	0.79	0.82	0.82	0.73	0.76
Platte Valley	92.5	0.56	0.69	0.76	0.97	1.23	0.83	0.76
Pueblo	18.2		0.98		0.48	0.70		0.72
Robert E. Denier	7.5					1.31	0.84	1.05
Spring Creek	48.4	0.74	0.83	1.10	1.03	1.07	0.91	0.92
Zebulon Pike	38.8	1.00	2.11	1.20	1.04	0.99	1.00	1.11
STATE	**651.9**	**0.72**	**0.76**	**0.77**	**0.78**	**0.79**	**0.75**	**0.76**



Restraint

COLORADO
Office of Children, Youth & Families
Division of Youth Services

Division of Youth Services

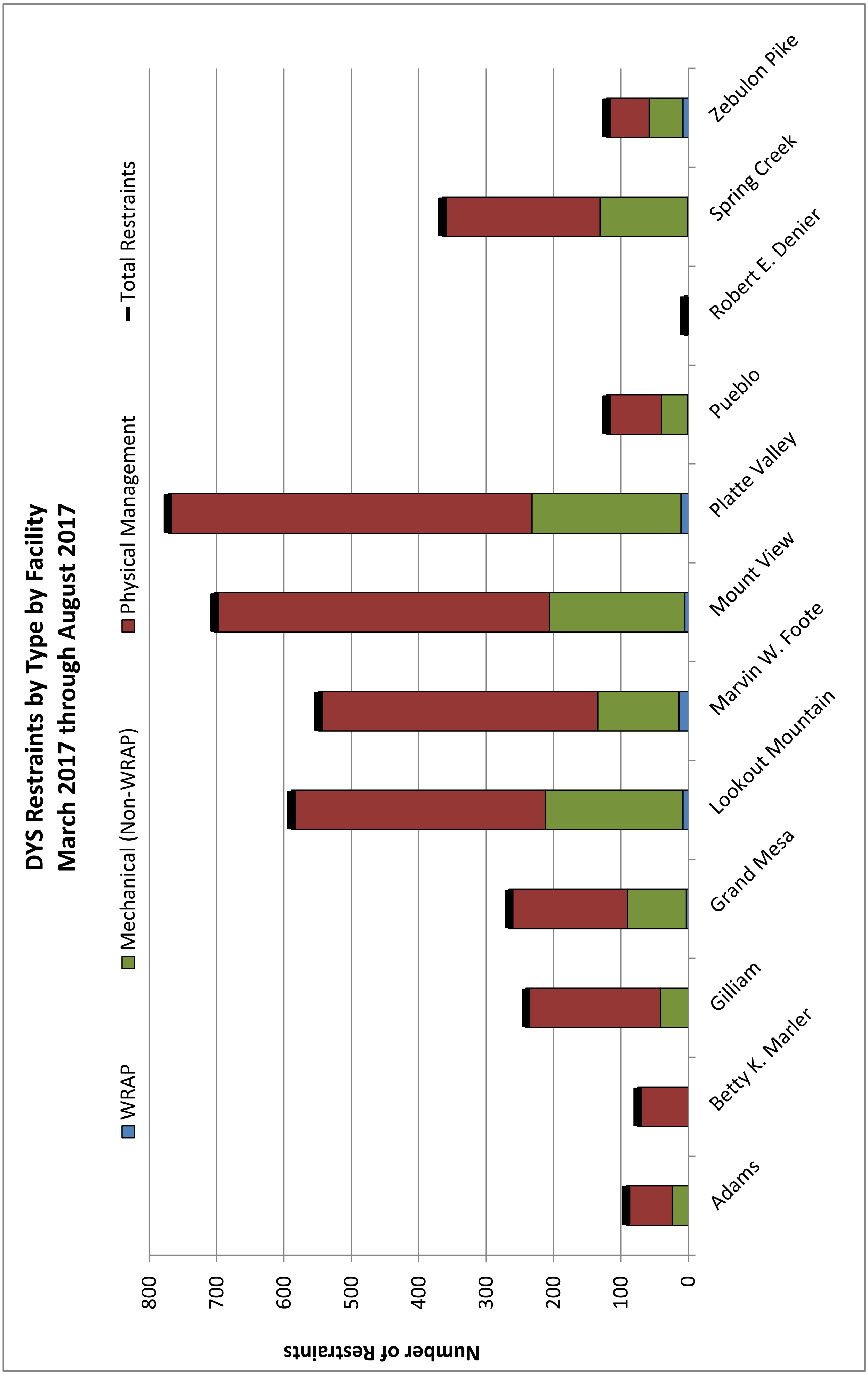
Semi-Annual Report (Mar 2017 - Aug 2017)

DIVISION OF YOUTH SERVICES
NUMBER AND TYPE OF RESTRAINTS
September 2016 - August 2017

FACILITY	ADP	TOTAL NUMBER OF RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)	NUMBER OF RESTRAINED CLIENTS (Unique)[1]		PERCENT CHANGE (Period1 vs. Period2)	PHYSICAL MANAGEMENT RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)	MECHANICAL (NON-WRAP) RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)	WRAP RESTRAINTS		PERCENT CHANGE (Period1 vs. Period2)
	Mar17-Aug17 (AVG)	Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17		Sep16-Feb17	Mar17-Aug17	
Adams	21.2	83	92	11%	18	29	61%	55	68	24%	26	24	-8%	2	0	-100%
Betty K. Marler[2]	40.8	19	75	295%	12	25	108%	19	75	295%	0	0		0	0	
Gilliam	42.7	405	241	-40%	88	81	-8%	276	200	-28%	116	41	-65%	13	0	-100%
Grand Mesa	61.6	302	266	-12%	54	44	-19%	186	176	-5%	105	87	-17%	11	3	-73%
Lookout Mountain	147.1	738	589	-20%	99	94	-5%	478	377	-21%	242	204	-16%	18	8	-56%
Marvin W. Foote	39.9	582	549	-6%	83	89	7%	408	415	2%	135	120	-11%	39	14	-64%
Mount View	93.3	377	703	86%	100	142	42%	243	497	105%	131	201	53%	3	5	67%
Platte Valley	92.5	1,008	772	-23%	130	112	-14%	690	540	-22%	289	221	-24%	29	11	-62%
Pueblo	18.2	147	121	-18%	24	24	0%	103	81	-21%	41	39	-5%	3	1	-67%
Robert E. Denier[2]	7.5	3	6	100%	2	3	50%	3	6	100%	0	0		0	0	
Spring Creek	48.4	509	365	-28%	93	80	-14%	330	234	-29%	168	130	-23%	11	1	-91%
Zebulon Pike	38.8	88	121	38%	19	17	-11%	50	63	26%	34	50	47%	4	8	100%
TOTAL	**651.9**	**4,261**	**3,900**	**-8%**	**651**	**668**	**3%**	**2,841**	**2,732**	**-4%**	**1,287**	**1,117**	**-13%**	**133**	**51**	**-62%**

[1]Total is not a sum of unique clients by facility (722 Sep-Feb; 740 Mar-Aug), as a client may have been restrained at multiple facilities within the reporting period.

[2]Betty K. Marler and Robert E. Denier do not utilize Mechanical or WRAP restraints.

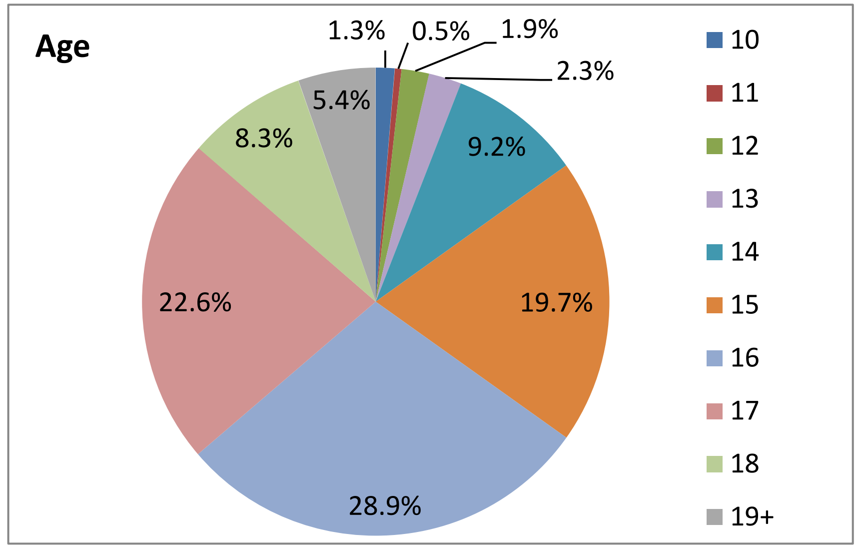

DYS Restraints by Type by Facility
March 2017 through August 2017
WRAP
Mechanical (Non-WRAP)
Physical Management
Total Restraints
Number of Restraints
0
100
200
300
400
500
600
700
800
Adams
Betty K. Marler
Gilliam
Grand Mesa
Lookout Mountain
Marvin W. Foote
Mount View
Platte Valley
Pueblo
Robert E. Denier
Spring Creek
Zebulon Pike

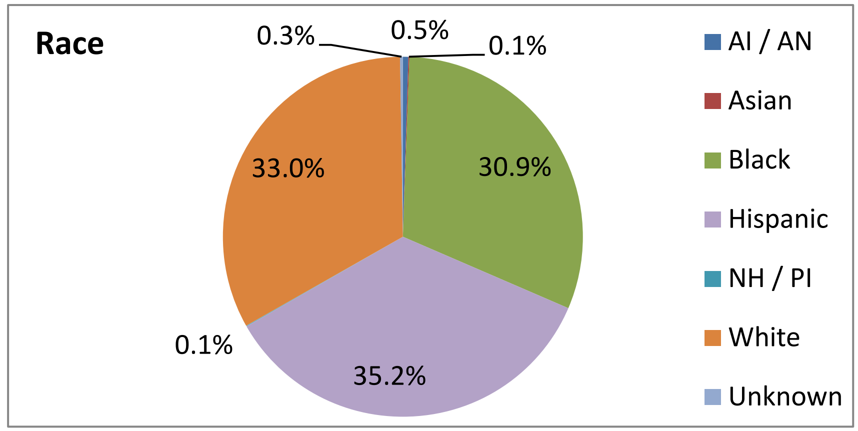
AGGREGATE SUMMARY (Age, Race, Gender) BY TOTAL RESTRAINTS

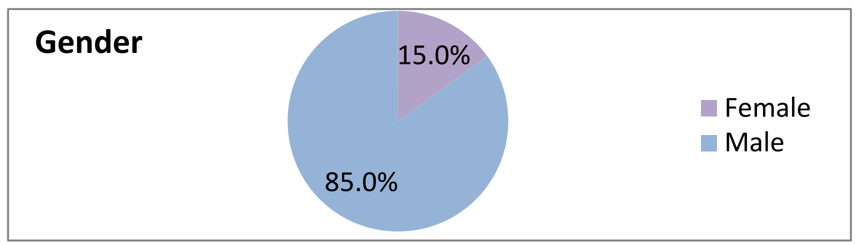
AGE	Restraints	Percent	AVG AGE	DYS Pop. Percent
10	51	1.3%	16.5	0.3%
11	18	0.5%		0.3%
12	74	1.9%		1.6%
13	88	2.3%		5.3%
14	359	9.2%		12.8%
15	769	19.7%		21.9%
16	1,126	28.9%		27.9%
17	883	22.6%		28.7%
18	323	8.3%		1.0%
19+	209	5.4%		0.2%
Total	**3,900**	**100%**		**100%**

RACE/ETHNICITY	Restraints	Percent	Percent
American Indian/Alaskan Native	19	0.5%	0.8%
Asian	4	0.1%	0.4%
Black or African American	1,205	30.9%	20.3%
Hispanic	1,374	35.2%	35.1%
Native Hawaiian/Pacific Islander	2	0.1%	0.2%
White	1,286	33.0%	41.9%
Unknown	10	0.3%	1.4%
Total	**3,900**	**100%**	**100%**

GENDER	Restraints	Percent	Percent
Female	584	15.0%	23.6%
Male	3,316	85.0%	76.4%
Total	**3,900**	**100%**	**100%**





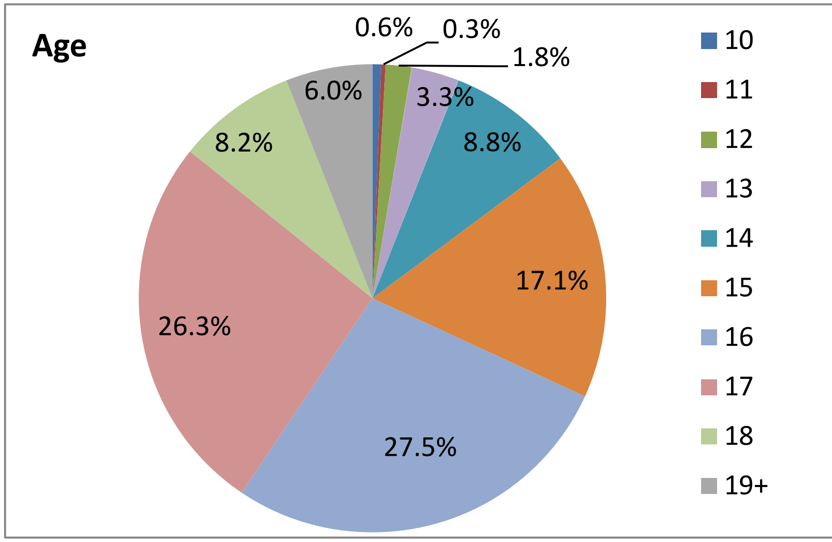


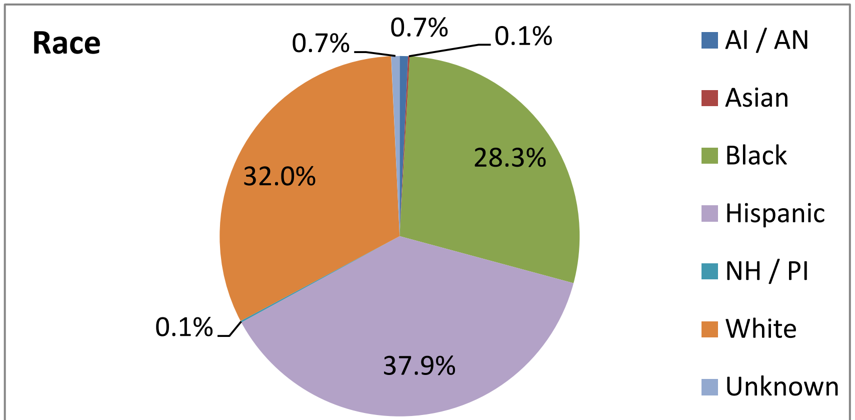
AGGREGATE SUMMARY (Age, Race, Gender) BY RESTRAINED CLIENTS (UNIQUE)

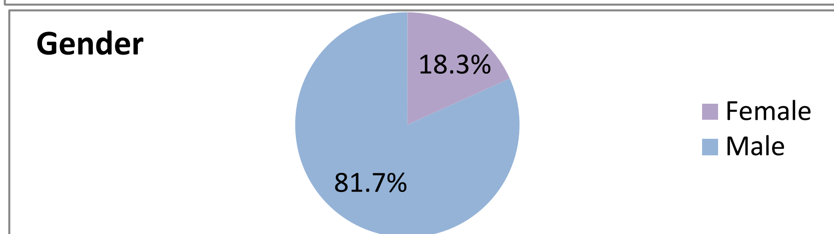
AGE	Clients	Percent	AVG AGE	DYS Pop. Percent
10	4	0.6%	16.6	0.4%
11	2	0.3%		0.3%
12	12	1.8%		1.8%
13	22	3.3%		5.5%
14	59	8.8%		12.8%
15	114	17.1%		20.9%
16	184	27.5%		26.9%
17	176	26.3%		29.8%
18	55	8.2%		1.3%
19+	40	6.0%		0.3%
Total	**668**	**100%**		**100%**

RACE/ETHNICITY	Clients	Percent	Percent
American Indian/Alaskan Native	5	0.7%	1.0%
Asian	1	0.1%	0.6%
Black or African American	189	28.3%	18.3%
Hispanic	253	37.9%	36.6%
Native Hawaiian/Pacific Islander	1	0.1%	0.2%
White	214	32.0%	42.0%
Unknown	5	0.7%	1.4%
Total	**668**	**100%**	**100%**

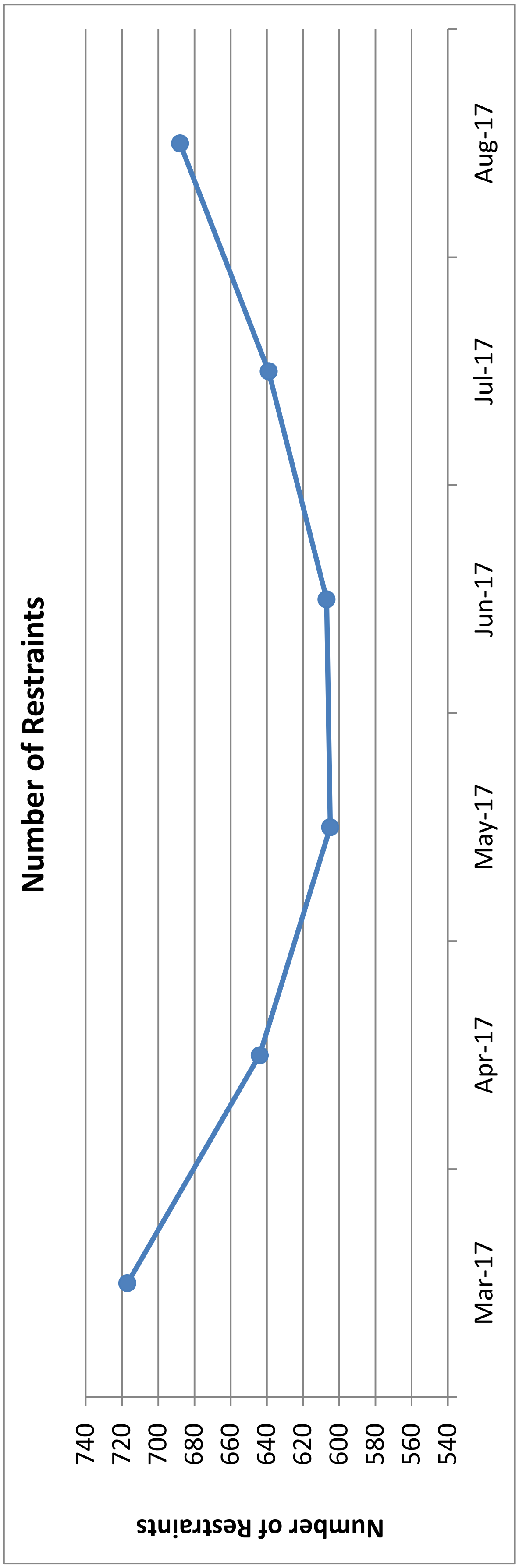
GENDER	Clients	Percent	Percent
Female	122	18.3%	23.5%
Male	546	81.7%	76.5%
Total	**668**	**100%**	**100%**

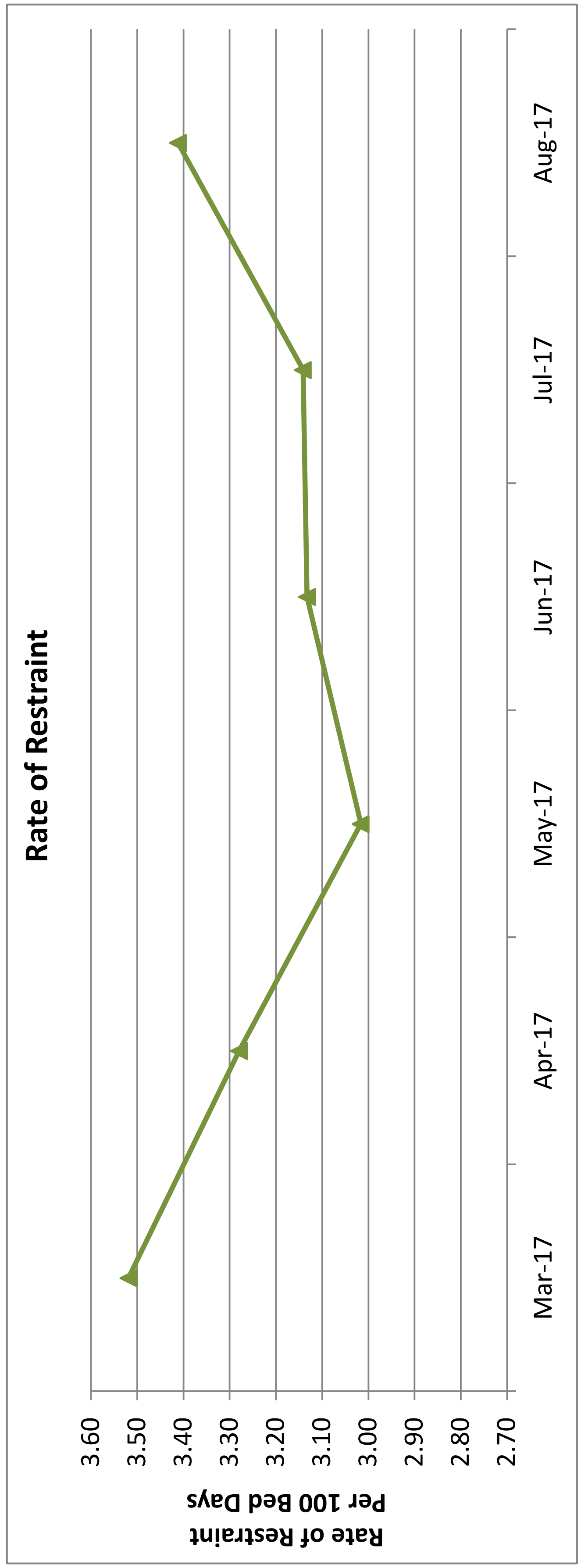






Facility	ADP (AVG)	Restraint Statistic	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO TOTAL/AVG
Adams	21.2	Number of Restraints	9	14	19	20	17	13	92
		Rate of Restraint	1.47	2.19	3.19	2.95	2.59	1.79	2.36
Betty K. Marler	40.8	Number of Restraints	3	17	1	15	9	30	75
		Rate of Restraint	0.24	1.39	0.08	1.22	0.71	2.36	1.00
Gilliam	42.7	Number of Restraints	70	31	30	35	49	26	241
		Rate of Restraint	4.34	2.30	2.34	2.95	3.57	2.47	3.00
Grand Mesa	61.6	Number of Restraints	41	35	34	72	56	28	266
		Rate of Restraint	2.11	1.89	1.84	3.92	2.92	1.44	2.35
Lookout Mountain	147.1	Number of Restraints	135	137	85	71	87	74	589
		Rate of Restraint	2.96	3.10	1.86	1.61	1.91	1.63	2.18
Marvin W. Foote	39.9	Number of Restraints	130	86	81	114	54	84	549
		Rate of Restraint	9.94	7.01	6.70	8.84	5.02	6.88	7.40
Mount View	93.3	Number of Restraints	108	76	150	95	123	151	703
		Rate of Restraint	3.69	2.55	5.00	3.73	4.40	5.17	4.09
Platte Valley	92.5	Number of Restraints	141	133	129	108	105	156	772
		Rate of Restraint	5.05	4.73	4.60	3.99	3.47	5.40	4.54
Pueblo	18.2	Number of Restraints	9	26	0	19	50	17	121
		Rate of Restraint	1.47	4.68	0.00	3.03	9.66	3.52	3.73
Robert E. Denier	7.5	Number of Restraints	0	0	0	0	4	2	6
		Rate of Restraint	N/A	0.00	0.00	0.00	0.90	0.46	0.27
Spring Creek	48.4	Number of Restraints	54	74	63	40	56	78	365
		Rate of Restraint		5.28	4.19	2.70	3.71	5.29	4.12
Zebulon Pike	38.8	Number of Restraints	17	15	13	18	29	29	121
		Rate of Restraint	1.38	1.29	1.08	1.57	2.40	2.42	1.69
STATE	**651.9**	**Number of Restraints**	**717**	**644**	**605**	**607**	**639**	**688**	**3,900**
		Rate of Restraint	**3.52**	**3.28**	**3.02**	**3.13**	**3.14**	**3.41**	**3.25**

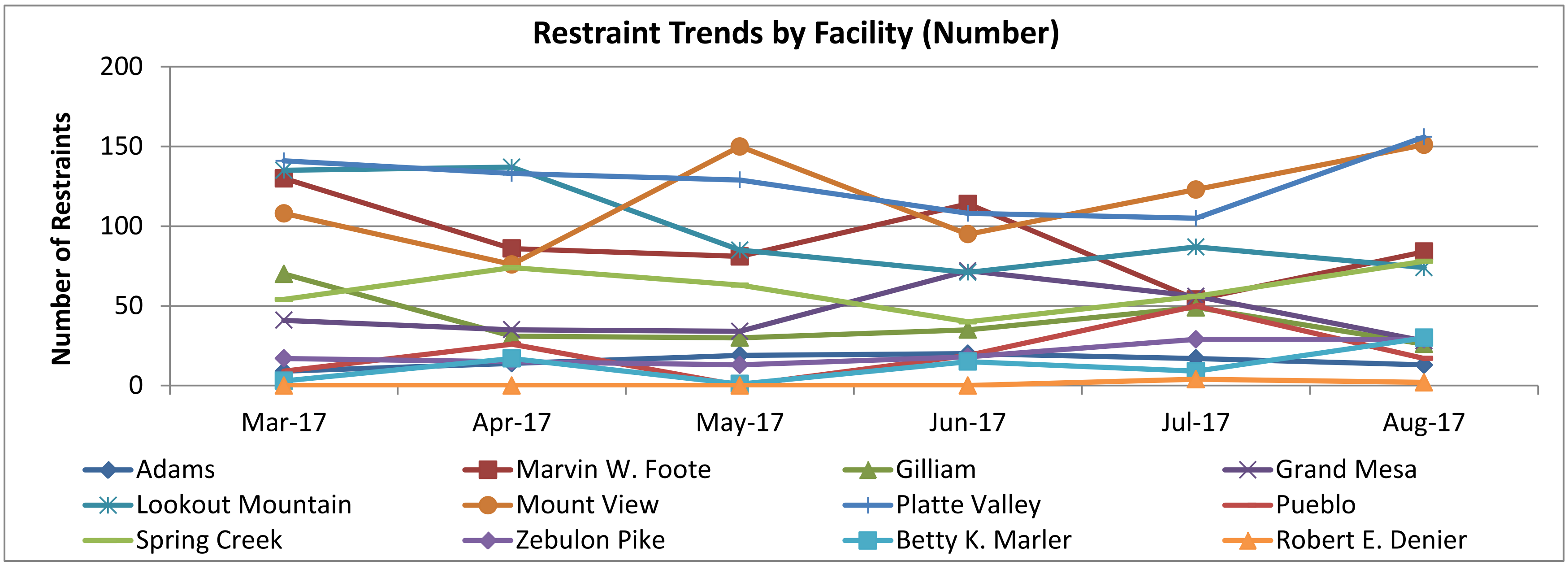




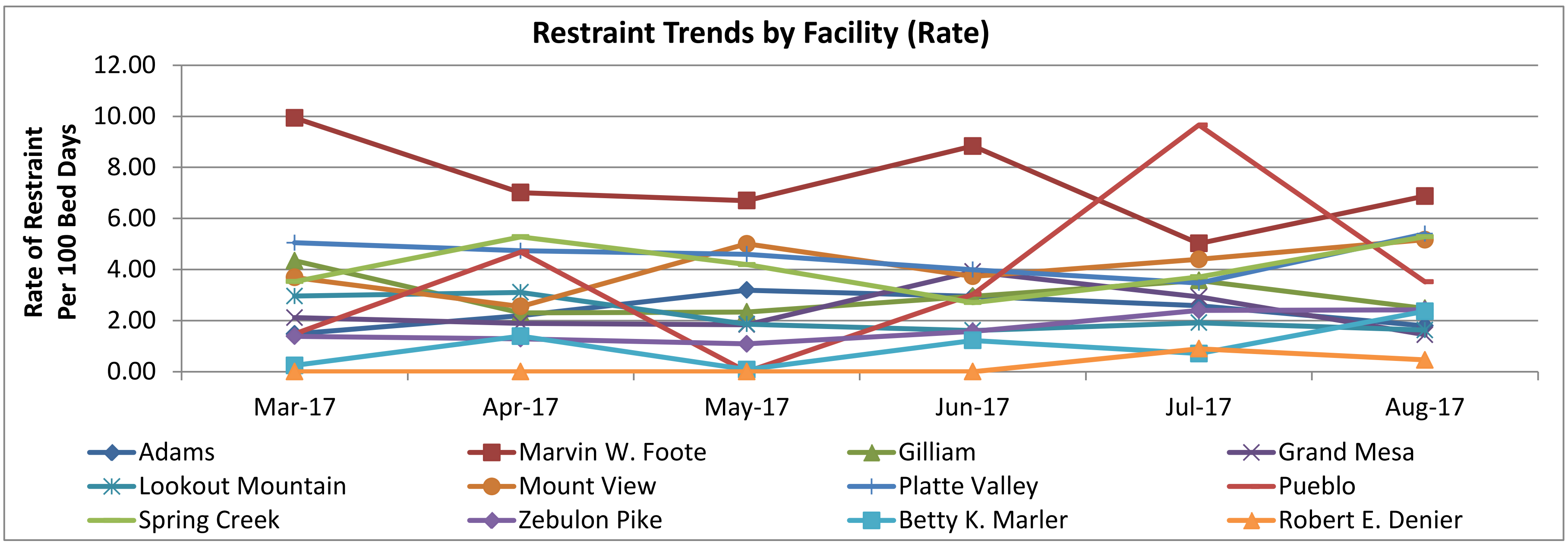
Division of Youth Services

Semi-Annual Report (Mar 2017 - Aug 2017)

RESTRAINTS	ADP AVG	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO TOTAL
Adams	21.2	9	14	19	20	17	13	92
Betty K. Marler	40.8	3	17	1	15	9	30	75
Gilliam	42.7	70	31	30	35	49	26	241
Grand Mesa	61.6	41	35	34	72	56	28	266
Lookout Mountain	147.1	135	137	85	71	87	74	589
Marvin W. Foote	39.9	130	86	81	114	54	84	549
Mount View	93.3	108	76	150	95	123	151	703
Platte Valley	92.5	141	133	129	108	105	156	772
Pueblo	18.2	9	26	0	19	50	17	121
Robert E. Denier	7.5	0	0	0	0	4	2	6
Spring Creek	48.4	54	74	63	40	56	78	365
Zebulon Pike	38.8	17	15	13	18	29	29	121
STATE	**651.9**	**717**	**644**	**605**	**607**	**639**	**688**	**3,900**

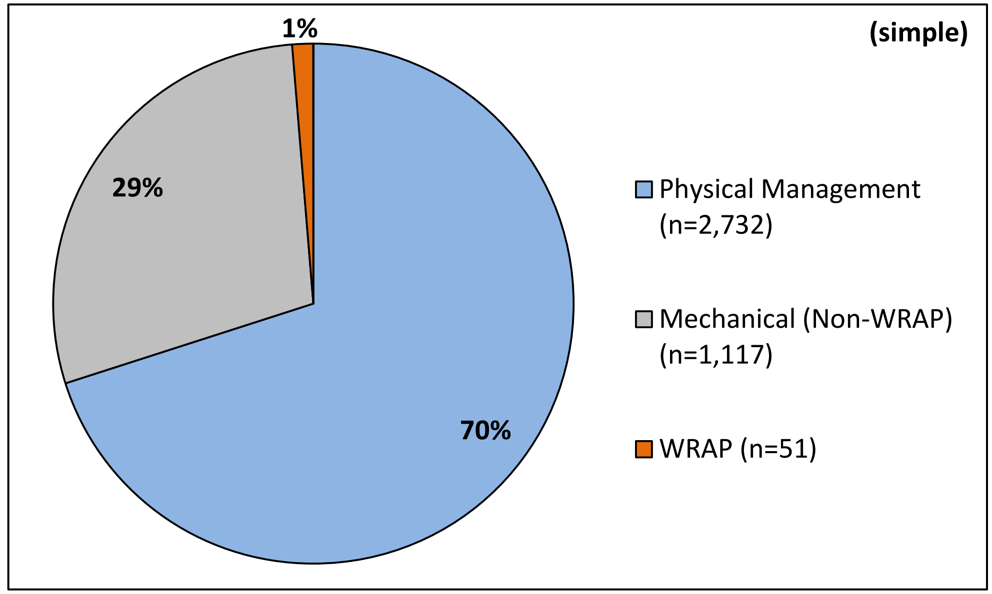


RATE (per 100 Bed Days)	ADP AVG	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	6-MO AVERAGE
Adams	21.2	1.47	2.19	3.19	2.95	2.59	1.79	2.36
Betty K. Marler	40.8	0.24	1.39	0.08	1.22	0.71	2.36	1.00
Gilliam	42.7	4.34	2.30	2.34	2.95	3.57	2.47	3.00
Grand Mesa	61.6	2.11	1.89	1.84	3.92	2.92	1.44	2.35
Lookout Mountain	147.1	2.96	3.10	1.86	1.61	1.91	1.63	2.18
Marvin W. Foote	39.9	9.94	7.01	6.70	8.84	5.02	6.88	7.40
Mount View	93.3	3.69	2.55	5.00	3.73	4.40	5.17	4.09
Platte Valley	92.5	5.05	4.73	4.60	3.99	3.47	5.40	4.54
Pueblo	18.2	1.47	4.68	0.00	3.03	9.66	3.52	3.73
Robert E. Denier	7.5	N/A	0.00	0.00	0.00	0.90	0.46	0.27
Spring Creek	48.4	3.53	5.28	4.19	2.70	3.71	5.29	4.12
Zebulon Pike	38.8	1.38	1.29	1.08	1.57	2.40	2.42	1.69
STATE	**651.9**	**3.52**	**3.28**	**3.02**	**3.13**	**3.14**	**3.41**	**3.25**



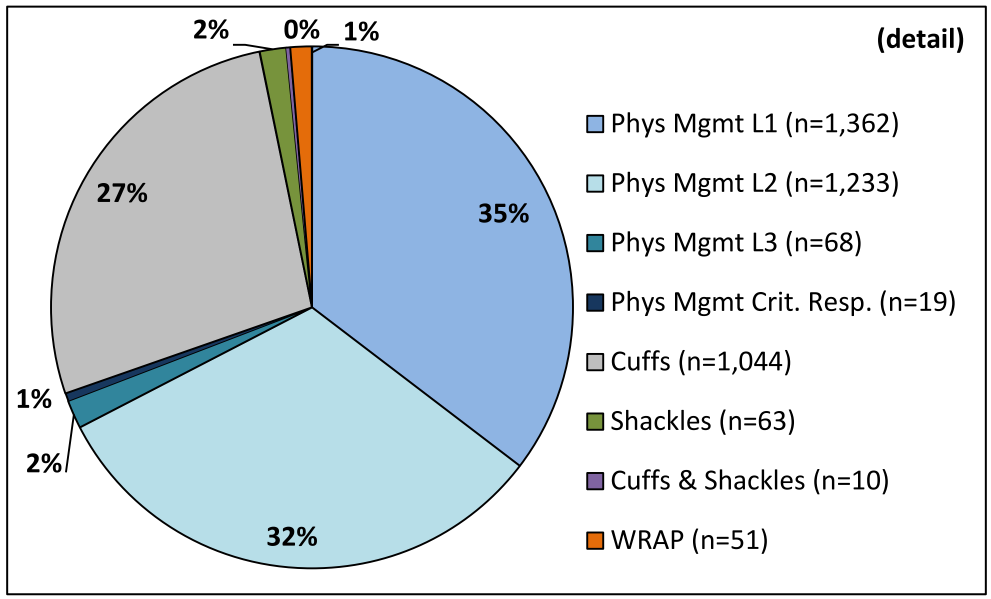
RESTRAINTS by TYPE (Mar 17 - Aug 17)

Restraint Type (simple)	Number	Percent
Physical Management	2,732	70.1%
Mechanical (Non-WRAP)	1,117	28.6%
WRAP	51	1.3%
Total	**3,900**	**100%**



Restraint Type (detail)	Number	Percent
Phys Management Level 1	1,362	35.4%
Phys Management Level 2	1,233	32.0%
Phys Management Level 3	68	1.8%
Phys Management Critical Response	19	0.5%
Cuffs	1,044	27.1%
Shackles	63	1.6%
Cuffs & Shackles	10	0.3%
WRAP	51	1.3%
Total	**3,850**	**100%**

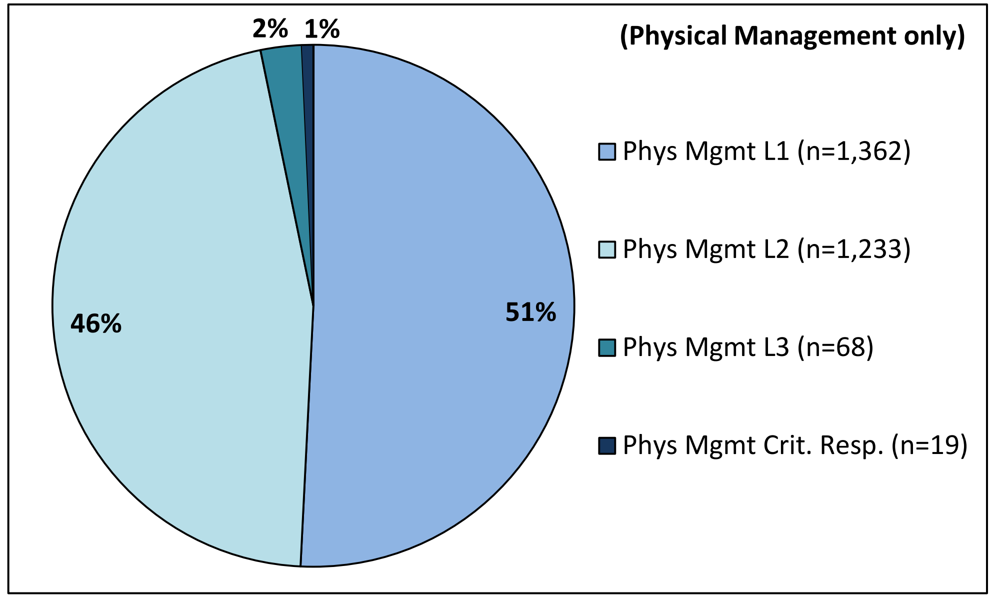
*Betty Marler and Robert Denier had 50 Physical Managements without a level indicated.



RESTRAINTS by TYPE (Mar 17 - Aug 17) Continued

Physical Management (ONLY)	Number	Percent
Phys Management Level 1	1,362	50.8%
Phys Management Level 2	1,233	46.0%
Phys Management Level 3	68	2.5%
Phys Management Critical Response	19	0.7%
Total	**2,682**	**100%**

*Betty Marler and Robert Denier had 50 Physical Managements without a level indicated.



Early Childhood Council		Amount
ARAPAHOE COUNTY EARLY CHILDHOOD COUNCIL	**$**	**531,058**
ECC Allocation - Systems Building	$	162,983
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	199,682
Expanding Quality for Infants & Toddlers	$	60,300
School Readiness	$	108,093
BRIGHT FUTURES	**$**	**124,304**
ECC Allocation - Systems Building	$	68,121
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	22,889
Child Care Resource and Referral	$	19,953
Expanding Quality for Infants & Toddlers	$	6,453
School Readiness	$	6,888
BROOMFIELD EARLY CHILDHOOD COUNCIL	**$**	**90,710**
ECC Allocation - Systems Building	$	50,870
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	18,852
Expanding Quality for Infants & Toddlers	$	20,988
CHAFFEE COUNTY EARLY CHILDHOOD COUNCIL	**$**	**76,582**
ECC Allocation - Systems Building	$	65,332
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	8,323
School Readiness	$	2,927
CHEYENNE, KIOWA, LINCOLN EARLY CHILDHOOD COUNCIL	**$**	**43,361**
ECC Allocation - Systems Building	$	28,000
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	11,750
Child Care Resource and Referral	$	3,611
CONNECTIONS 4 KIDS	**$**	**82,715**
ECC Allocation - Systems Building	$	71,465
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	11,250
CUSTER COUNTY C-1 0860	**$**	**16,879**
ECC Allocation - Systems Building	$	11,138
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	5,741
DENVER EARLY CHILDHOOD COUNCIL	**$**	**567,097**
ECC Allocation - Systems Building	$	92,377
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	261,518
Child Care Resource and Referral	$	38,233
Expanding Quality for Infants & Toddlers	$	41,484
School Readiness	$	114,485
Maternal, Infant & Early Childhood Home Visitation (MIECHV)	$	19,000
DOUGLAS COUNTY RE1 0900	**$**	**177,935**
ECC Allocation - Systems Building	$	74,460
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	60,893
Expanding Quality for Infants & Toddlers	$	21,453
School Readiness	$	21,129
EARLY CHILDHOOD COUNCIL OF BOULDER COUNTY	**$**	**281,212**
ECC Allocation - Systems Building	$	98,457
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	112,331
Child Care Resource and Referral	$	15,599
Expanding Quality for Infants & Toddlers	$	34,857
School Readiness	$	19,968
EARLY CHILDHOOD COUNCIL FOR THE SAN LUIS VALLEY	**$**	**349,917**
ECC Allocation - Systems Building	$	75,337
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	50,736
Child Care Resource and Referral	$	8,912
Expanding Quality for Infants & Toddlers	$	12,104

School Readiness	$	18,029
Maternal, Infant & Early Childhood Home Visitation (MIECHV)	$	19,000
Early Childhood Mental Health Consultation	$	165,799
EARLY CHILDHOOD COUNCIL FOR YUMA, WASHINGTON, AND KIT CARS(	**$**	**85,259**
ECC Allocation - Systems Building	$	51,939
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	15,102
Child Care Resource and Referral	$	9,735
Expanding Quality for Infants & Toddlers	$	5,121
School Readiness	$	3,362
EARLY CHILDHOOD COUNCIL OF LA PLATA	**$**	**223,145**
ECC Allocation - Systems Building	$	99,722
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	34,590
Child Care Resource and Referral	$	18,579
Expanding Quality for Infants & Toddlers	$	6,998
Early Childhood Mental Health Consultation	$	63,256
EARLY CHILDHOOD COUNCIL OF LARIMER COUNTY	**$**	**380,614**
ECC Allocation - Systems Building	$	169,081
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	115,846
Child Care Resource and Referral	$	34,266
Expanding Quality for Infants & Toddlers	$	13,882
School Readiness	$	47,539
EARLY CHILDHOOD COUNCIL OF BENT, OTERO, AND CROWLEY COUNTI	**$**	**53,590**
ECC Allocation - Systems Building	$	23,340
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	8,323
School Readiness	$	2,927
Maternal, Infant & Early Childhood Home Visitation (MIECHV)	$	19,000
ELBERT COUNTY SCHOOL DISTRICT C-1	**$**	**16,088**
ECC Allocation - Systems Building	$	16,088
FREMONT COUNTY SCHOOL DISTRICT # 1	**$**	**129,703**
ECC Allocation - Systems Building	$	97,732
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	22,456
Expanding Quality for Infants & Toddlers	$	5,511
School Readiness	$	4,004
GRAND BEGINNINGS	**$**	**41,157**
ECC Allocation - Systems Building	$	28,298
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	11,250
Expanding Quality for Infants & Toddlers	$	1,609
GUNNISON COUNTY	**$**	**72,942**
ECC Allocation - Systems Building	$	54,821
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	12,405
Expanding Quality for Infants & Toddlers	$	5,716
HILLTOP HEALTH SERVICES CORP	**$**	**217,440**
ECC Allocation - Systems Building	$	87,773
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	50,468
Child Care Resource and Referral	$	19,730
Expanding Quality for Infants & Toddlers	$	11,880
School Readiness	$	28,589
Maternal, Infant & Early Childhood Home Visitation (MIECHV)	$	19,000
JOINT INITIATIVES YOUTH & FAMILIES	**$**	**590,322**
ECC Allocation - Systems Building	$	88,981
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	141,937
Child Care Resource and Referral	$	76,122
Expanding Quality for Infants & Toddlers	$	37,778
School Readiness	$	79,704

Early Childhood Mental Health Consultation	$	165,800
LAS ANIMAS-HUERFANO COUNTIES	**$**	**105,742**
ECC Allocation - Systems Building	$	56,860
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	39,344
Expanding Quality for Infants & Toddlers	$	6,611
School Readiness	$	2,927
MORGAN COUNTY EARLY CHILDHOOD COUNCIL	**$**	**23,528**
ECC Allocation - Systems Building	$	16,609
Expanding Quality for Infants & Toddlers	$	6,919
MOUNTAIN VALLEY DEVELOPMENTAL SERVICES	**$**	**254,543**
ECC Allocation - Systems Building	$	89,453
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	105,708
Child Care Resource and Referral	$	26,284
Expanding Quality for Infants & Toddlers	$	22,108
School Readiness	$	10,990
OTERO JUNIOR COLLEGE	**$**	**13,167**
ECC Allocation - Systems Building	$	6,250
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	4,350
Expanding Quality for Infants & Toddlers	$	2,567
PINON PROJECT	**$**	**224,055**
ECC Allocation - Systems Building	$	94,262
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	9,374
Expanding Quality for Infants & Toddlers	$	7,240
School Readiness	$	30,279
Early Childhood Mental Health Consultation	$	82,900
PROWERS COUNTY	**$**	**22,500**
ECC Allocation - Systems Building	$	11,250
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	11,250
ROUTT COUNTY	**$**	**81,732**
ECC Allocation - Systems Building	$	69,432
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	12,300
Expanding Quality for Infants & Toddlers	$	-
SUMMIT COUNTY CHILD CARE RES-REFER	**$**	**61,507**
ECC Allocation - Systems Building	$	29,090
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	11,250
Child Care Resource and Referral	$	21,167
TELLER COUNTY GOVERNMENT	**$**	**65,182**
ECC Allocation - Systems Building	$	53,950
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	11,232
THE EARLY CHILDHOOD PARTNERSHIP OF ADAMS COUNTY	**$**	**298,235**
ECC Allocation - Systems Building	$	92,810
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	93,252
Expanding Quality for Infants & Toddlers	$	11,616
School Readiness	$	81,557
Maternal, Infant & Early Childhood Home Visitation (MIECHV)	$	19,000
UNITED WAY OF WELD COUNTY INC	**$**	**248,223**
ECC Allocation - Systems Building	$	89,334
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	69,629
Child Care Resource and Referral	$	33,897
Expanding Quality for Infants & Toddlers	$	23,795
School Readiness	$	31,568
RED ROCKS COMMUNITY COLLEGE	**$**	**598,181**
ECC Allocation - Systems Building	$	161,705
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	197,910
Child Care Resource and Referral	$	169,526

Expanding Quality for Infants & Toddlers	$	25,727
School Readiness	$	43,313
PUEBLO COMMUNITY COLLEGE	**$**	**264,931**
ECC Allocation - Systems Building	$	116,573
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	58,516
Child Care Resource and Referral	$	41,727
Expanding Quality for Infants & Toddlers	$	7,543
School Readiness	$	21,572
Maternal, Infant & Early Childhood Home Visitation (MIECHV)	$	19,000
EARLY CHILDHOOD COUNCIL OF LOGAN, PHILLIPS, & SEDGEWICK	**$**	**112,390**
ECC Allocation - Systems Building	$	79,818
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	18,750
Child Care Resource and Referral	$	6,894
Expanding Quality for Infants & Toddlers	$	6,928
GENERAL ACCOUNTING ENCUMBRANCE - QUALITY INITIATIVES	**$**	**2,614,500**
Infant Toddler Quality & Availability and Targeted Quality Improvement	$	1,997,756
School Readiness	$	616,744
GRAND TOTAL	**$**	**9,140,446**

Office	Campaign Name	Brief Description of Campaign Goals	Total FY 2017-18 Campaign Budget	Paid Media	Earned Media	Outcomes	Coordination and Collaboration with Other State Departments or Federal Departments
Economic Security	Low Income Energy Assistance Program (LEAP)	Public Awareness of the LEAP program and the process to apply for benefits to help with the cost of home heat.	$160,000	$160,000	$0	Increased LEAP participation among qualified households	None
Children, Youth and Families	Colorado Child Abuse and Neglect Reporting Hotline System	The Colorado Child Abuse and Neglect Public Awareness Campaign engages all Coloradans in the prevention of child abuse and promotes the Colorado Child Abuse and Neglect Hotline 1-844-CO-4-KIDS (1-844-264-5437). The primary goals of the campaign are to market the statewide child abuse and neglect hotline to the general public and mandatory reporters; and educate mandatory reporters and the general public, on how to identify and report suspected child abuse and neglect.	$1,001,525	$724,925 resulting in 107,252,000 impressions via(television, radio, print and digital.) The campaign includes shared messaging, grassroots outreach, paid media and earned media with coverage during but not limited to the hotline anniversary in January, April Child Abuse Prevention Month, May National Foster Care Month and November National Adoption Month; social media and extensive toolkit of materials to help campaign partners raise awareness.	$64,300 resulting in 127,853,052 impressions (television, radio, print and digital.)	The campaign has annually delivered over one million impressions annually since the campaign's launch. During FY 2016-17, the campaign delivered over 107 million impressions. The online mandatory reporter training has been completed more than 115,684 times to date. Prior to the launch of the campaign to the general public, it was estimated that 75% of reports of child abuse and neglect in Colorado came from mandatory reporters, 15% came from family members, and only 10% came from the general public. As of November 30, 2017, 56% of those calls related to the safety and well-being of a child during this calendar year have come from mandatory reporters 35% come from non-mandatory reporters, and 9% were undisclosed or anonymous. As of November 30, 2017, 194,986 calls from concerned Coloradans have been received through the Colorado Child Abuse and Neglect Hotline System for this calendar year, with approximately 19% of those calls originating from the toll-free 1-844-CO-4-KIDS hotline.	In 2016, the Colorado Department of Human Services, continued to raise awareness in partnership with more than one hundred (150) community partners throughout the state and Governor Hickenlooper, with the theme "We all play a role in preventing child abuse and neglect," focused on conveying a common goal of safe, secure, healthy and happy children while reminding the audience that every adult in every Colorado community potentially plays a vital role in helping maintain a child's safety by calling to report child abuse and neglect.
Early Childhood	Colorado Early Learning & Development Guidelines	Increase awareness and engagement with the Guidelines website and related tools (videos, book) among parents and caregivers of children ages 0-8 years	$100,000	$100,000 (television, digital)	$0	Campaign launched in October 2017 and will conclude in January 2018. The Department will measure website visits, Guidelines downloads and video views.	Colorado Department of Public Health and Environment (CDPHE), Colorado Department of Education (CDE), Health Care Policy & Financing(HCPF), Early Childhood Councils (ECCs)
Early Childhood	Colorado Shines	Increase awareness of the Colorado Shines quality rating for child care facilities, and increase website use (online child care search)	$100,000 (maximum amount; may be reduced if other needs arise)	$100,000 (print, digital, print materials)	$0	Colorado Parent print and online versions issued in December. Once digital media is issued, the Department will measure website visits and the number of online searches completed.	CDE, ECCs

Office	Campaign Name	Brief Description of Campaign Goals	Total FY 2017-18 Campaign Budget	Paid Media	Earned Media	Outcomes	Coordination and Collaboration with Other State Departments or Federal Departments
Early Childhood	SafeCare Colorado	Increase awareness and the number of referrals to the SafeCare Colorado Program	$127,813	$127,813 (radio, digital)	$0	Digital advertising to begin in March and the Department will measure website visits and online referral form submissions.	Coordinating with the Office of Children, Youth and Families (Public Awareness Campaign)
Behavioral Health	Speak Now	Reach parents and caregivers of children aged 9-20, and encourage them to have a conversation with their children about alcohol, marijuana, prescription drugs and other drugs.	$464,537	$355,318	5,675,475 impressions valued at $10,663.91 Value added media impressions 19,210,530 at total added value of $135,776	Impressions: Television 16,547,762, Radio 208,000, Online/Mobile 2,155,338, Print 299,430, TOTALS 19,210,530	Colorado Department of Public Health and Environment (CDPHE) to coordinate campaigns and share information.
Behavioral Health	No DUI Colorado	The Persistent Drunk Driving Committee is charged with developing and implementing programs that are intended to deter persistent drunk driving, as well as educate the public.	$342,070	$58,000, Primarily paid social media directed at target audience (males 21-34) and radio event sponsorships	Based on FY16-17 totals, the campaign expects to meet or exceed 65 total media placements and $100,000 in publicity value (as calculated via PR Trak reporting software)	37,800 unique page views in 2016. 8 collaborative public event in FY17-18. 6,500 impressions at the Not So Silent Night concert.	All campaign work is completed in collaboration with DORA (DMV), the State Judicial Branch and the Department of Transportation
Behavioral Health	Colorado Crisis Services	Increase statewide awareness of services across all audiences about crisis services. Create understanding of how and when to use services	$600,000	$293,468	General CCS mentions: 84,990,264 impressions Cactus-led media efforts: 720,009 impressions Total: 85,710,273 impressions	Website hits: 87,384 sessions Impressions Billboards 29,335,968 Transit 74,111,400 Bar and Laundromats 700,000 Digital 9,330,086 Total 113,477,454	Partnership with Departments of Agriculture targeting farmers and Department of Education targeting youth.
Behavioral Health	State Targeted Response to the Opiate Crisis	Create a stigma reduction campaign and brand around opiate use disorder and seeking treatment.	$867,750	n/a	n/a	Campaign to launch April 2018.	Collaborative partnership with law enforcement, HCPF, CDPHE.

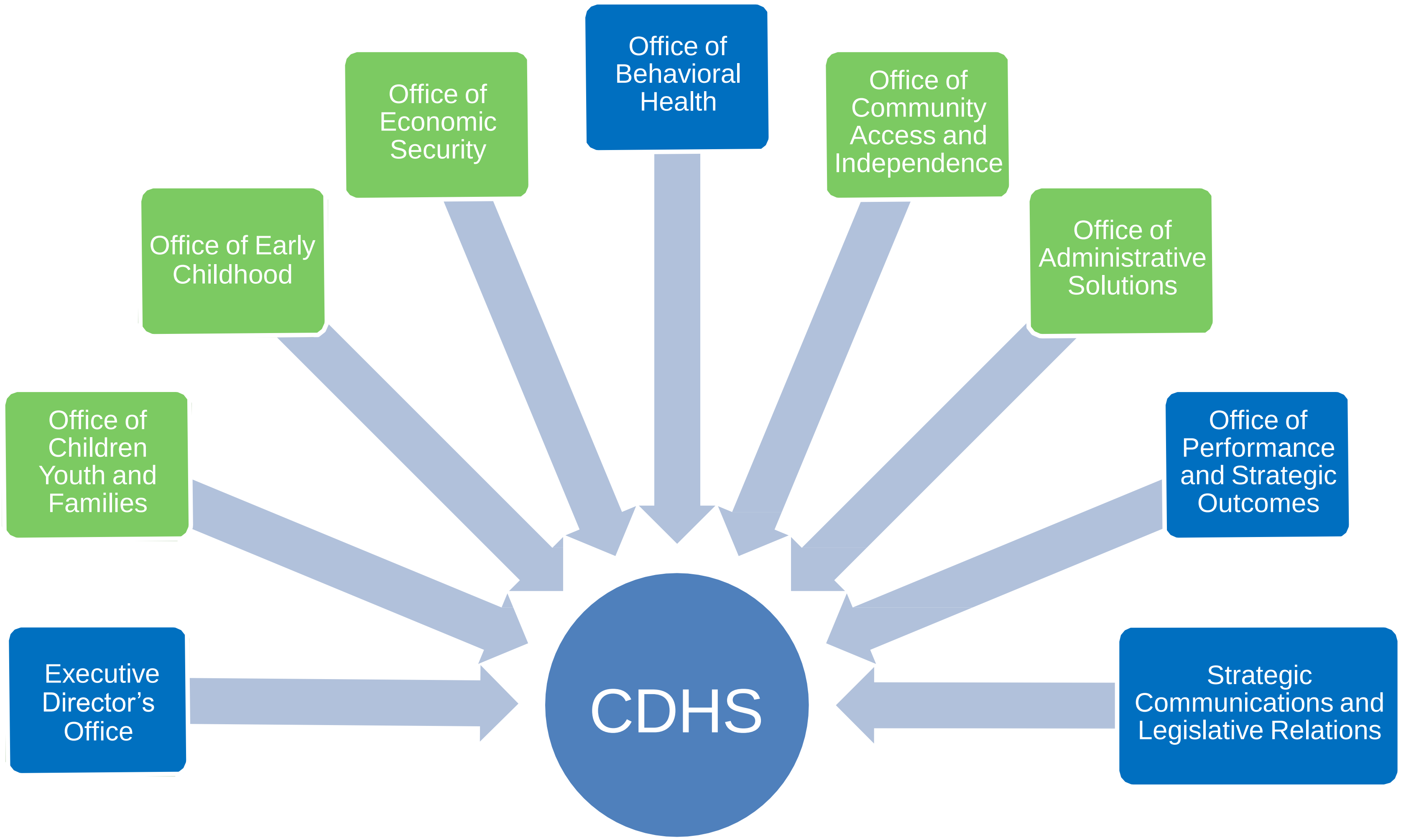
CDHS COLORADO
Department of Human Services

FY 2018-19 Joint Budget Committee Hearing

Department of Human Services:

Information Technology Services, Self Sufficiency, Adult Assistance Programs, Youth Services, County Administration and Office of Early Childhood

January 8, 2018


Office of Behavioral Health
Office of Economic Security
Office of Community Access and Independence
Office of Early Childhood
Office of Administrative Solutions
Office of Children Youth and Families
Office of Performance and Strategic Outcomes
Executive Director's Office
CDHS
Strategic Communications and Legislative Relations

FY 2017-18 Department Appropriation

Department of Human Services

$2,035,604,120 total funds

4,937.6 FTE

- Office of Children, Youth and Families — $612,865,536 TF
- Office of Community Access and Independence — $203,891,308 TF
- Office of Early Childhood — $220,436,325 TF
- Office of Economic Security — $508,331,187 TF
- Office of Behavioral Health — $297,735,126 TF
- Office of Administrative Solutions — $96,105,415 TF
- Executive Director's Office — $96,239,223 TF

Colorado Department of Human Services FY 2018-19 Budget Requests

Office of Administrative Solutions

- ***HIPAA Security Remediation***
- Phase I of II Compensation Adjustments for Direct Care Positions at DHS Facilities
- Interoperability Phase 4 of 5

Office of Children Youth & Families

- ***Division of Youth Services Facility Staffing Final Phase***
- ***Division of Youth Services 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***
- County Child Welfare Staff
- Promoting Permanency

COLORADO
Department of Human Services

Colorado Department of Human Services FY 2018-19 Budget Requests

Office of Early Childhood

- ***Expansion of Evidence-Based Incredible Years Program***
- ***Reduce Funding for Micro Grants to Increase Access to Child Care***

Office of Economic Security

- ***Rehire Colorado Extension***
- ***Colorado SNAP Increased Food Insecurity and County Technical Assistance***
- ***Old Age Pension Cost of Living Adjustment***
- ***Enhancing County Colorado Works Case Management Performance***

COLORADO
Department of Human Services

Colorado Department of Human Services FY 2018-19 Budget Requests

Office of Community Access and Independence

- ***Respite Care Task Force***
- ***Funding for Area Agencies on Aging***
- ***Spending Authority for Crimes Against At-Risk Persons***
- Restore Regional Center Funding
- Colorado Traumatic Brain Injury Program Spending Authority
- Reduce VCLC Spending Authority
- New Homes to Relocate Grand Junction Regional Center Intermediate Care Facility
- Veterans Community Living Center – Homelake/McCandless Fall Prevention/Fire controls/Video Surveillance
- DRCO Depreciation Fund Capital Improvements Continuation Project

Office of Children Youth & Families
Division of Youth Services

COLORADO
Department of Human Services

Office of Children, Youth & Families FY 2018-19 Decision Items

- Division of Youth Services Facility Staffing Final Phase: $2.6 million and 49.5 FTE

- Division of Youth Services Special Education Services: $665,000 and 5.25 FTE

- DYS Facility Refurbishment for Safety and Risk Mitigation, Modernization– Phase 5 of 6: $5.9 million

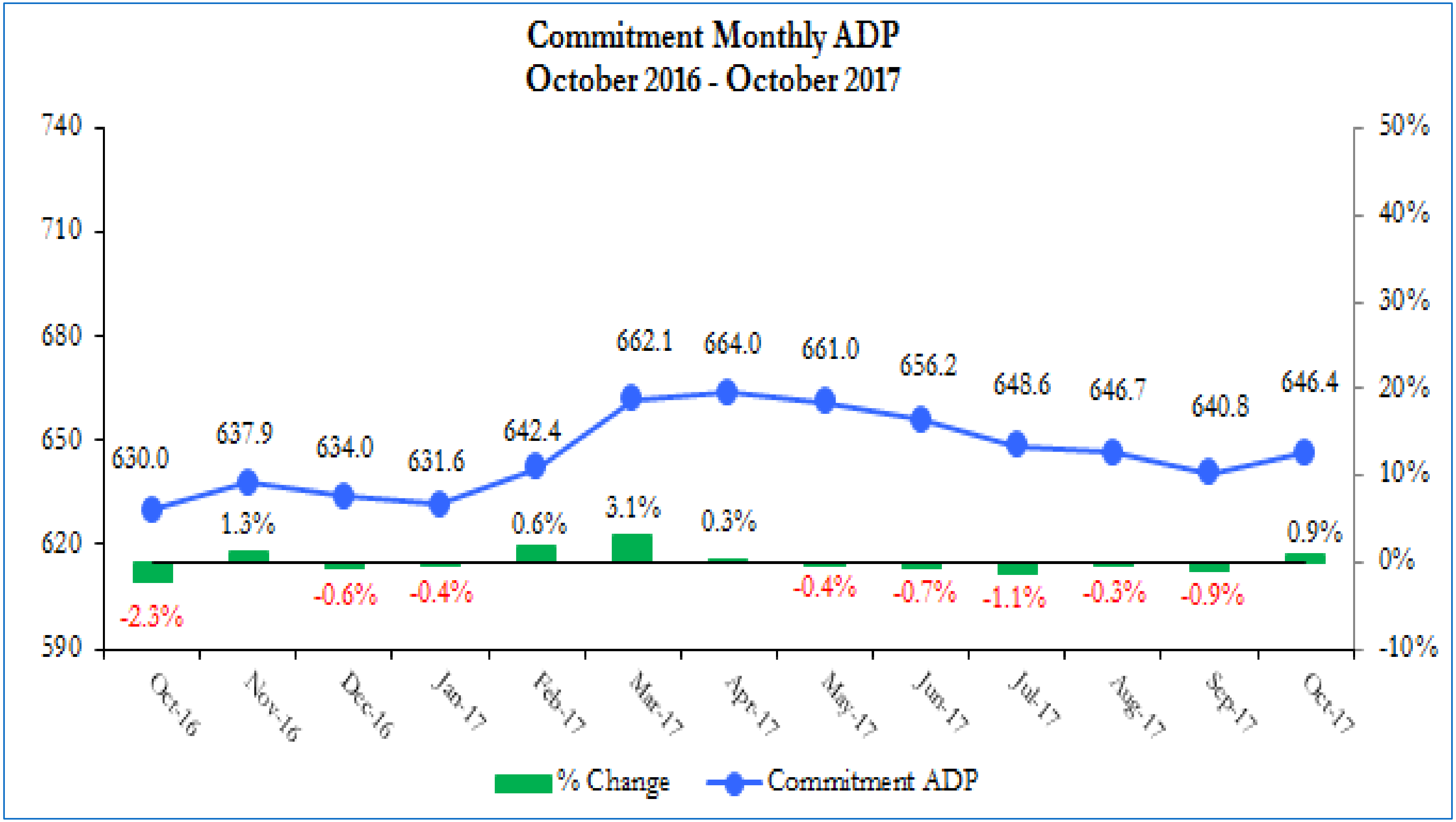
- DYS Adams Youth Service Center Replacement – Phase 3 of 3: $15.5 million

COLORADO
Department of Human Services

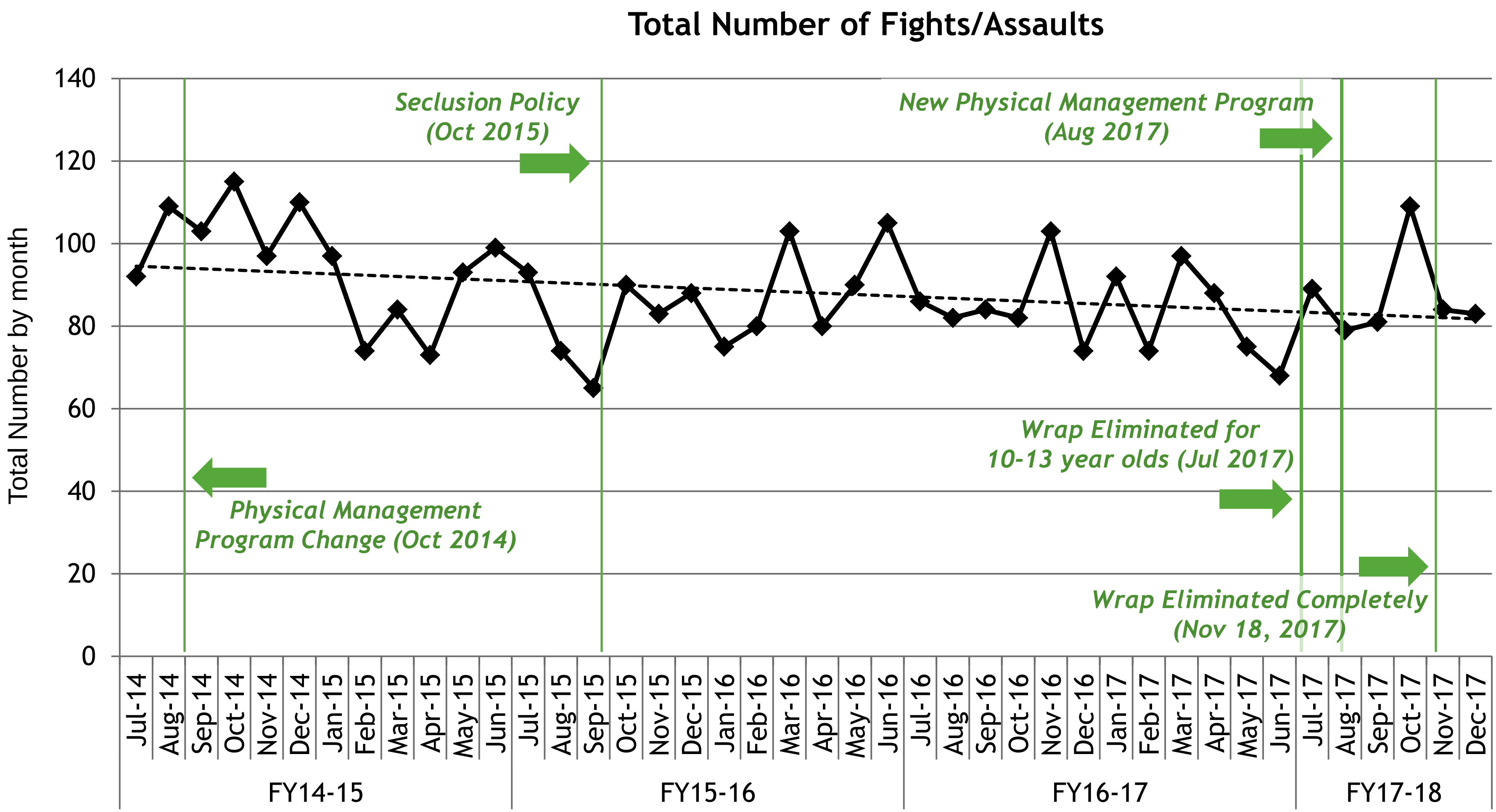
Division of Youth Services

COLORADO
Department of Human Services

Commitment Population



Assault and Fight Trends 2014-2017



COLORADO
Department of Human Services

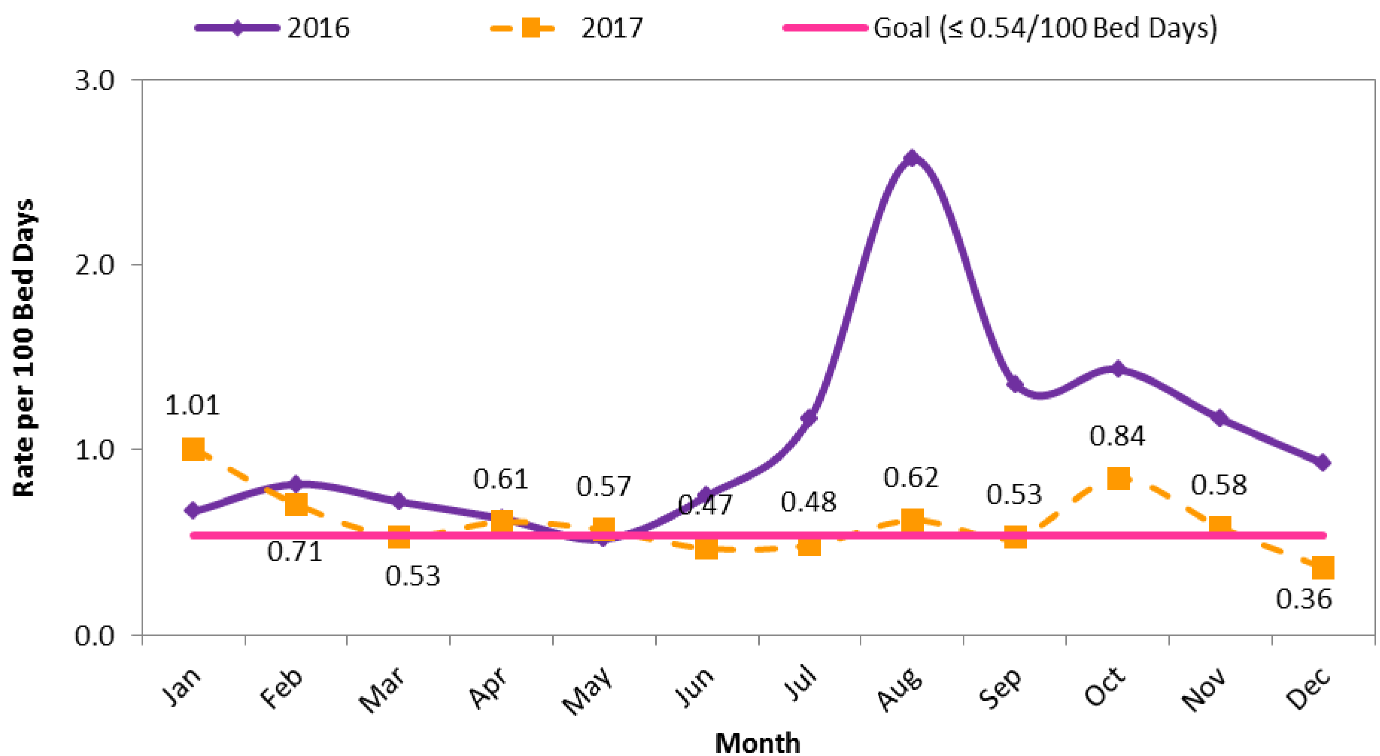
Seclusion Hours in DYS State-Secure Facilities

Description of Trend: The rate of total seclusion hours per 100 bed days decreased from 0.58 in November to 0.36 in December 2017.

Numerator: Total Seclusion Hours

Denominator: Monthly bed days in state-secure facilities (state-secure detention, assessment, and commitment)

Monthly State-Secure Bed Days: 18,770.5 (*estimate)*



COLORADO
Department of Human Services

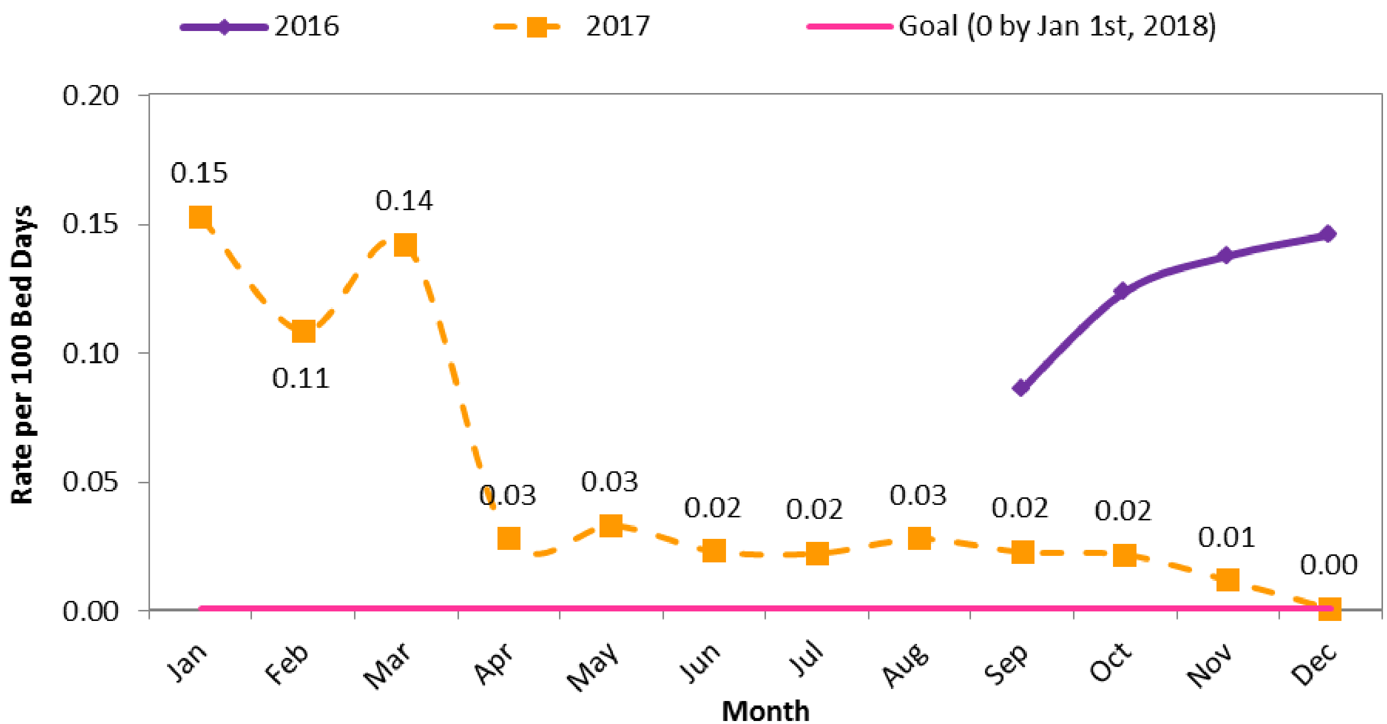
Rate of Wrap Applications in DYS State-Secure Facilities

Description of Trend: The rate of Wrap applications per 100 bed days decreased from 0.01 in November to 0.00 in December 2017.

Numerator: Number of Wrap applications

Denominator: Monthly bed days in state-secure facilities (state-secure detention, assessment, and commitment)

Monthly State-Secure Bed Days: 18,770.5 (*estimate)*



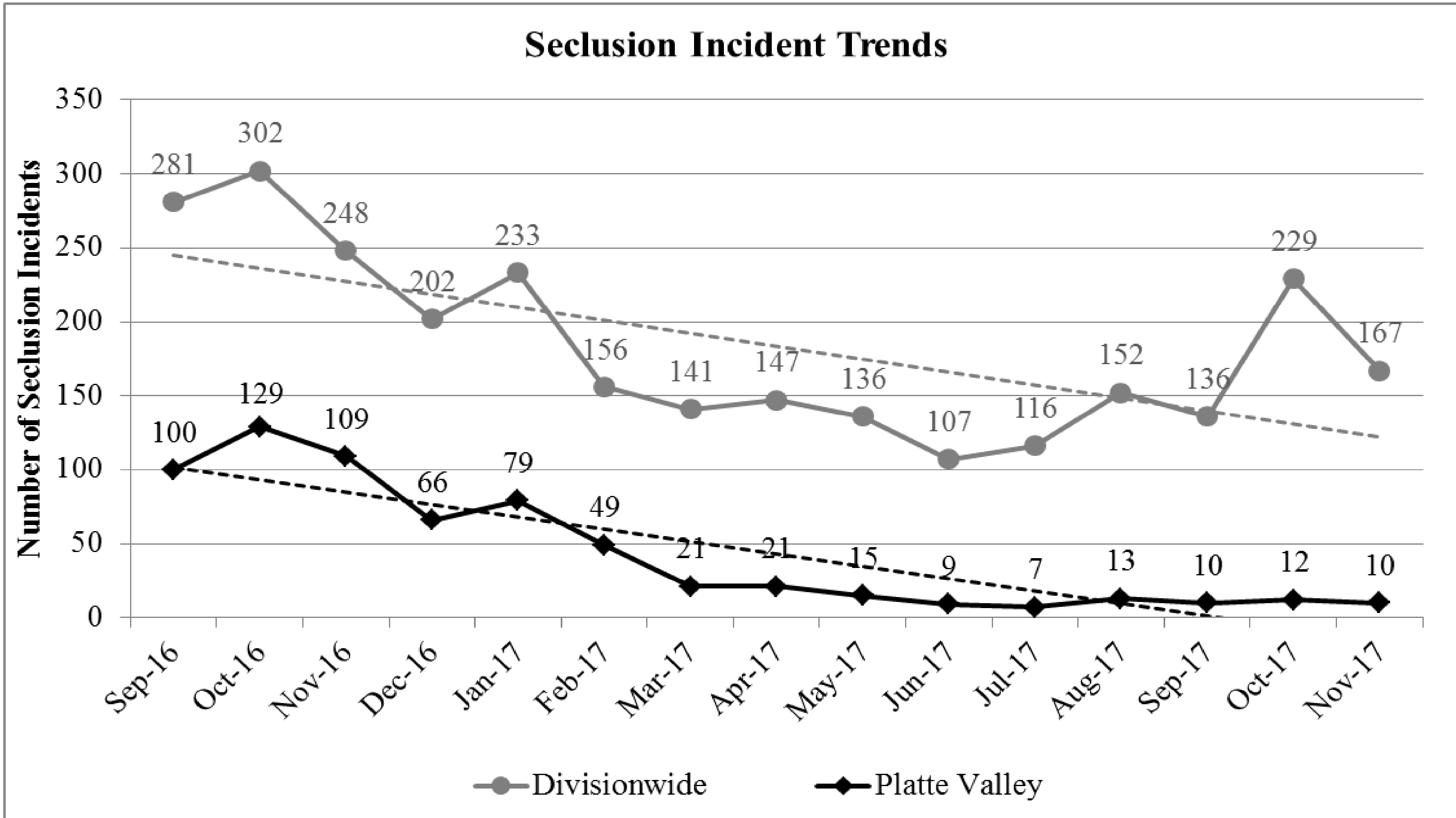
COLORADO Department of Human Services

DYS Progress

Implemented Strategic Plan with focus on a trauma-responsive environment	Increased staffing to better establish meaningful relationships	Changed seclusion practices
Changed restraint practices	Establishing calming rooms	Eliminated routine strip searches
Creating a new dress code for detained youth, eliminating hospital scrubs	Changed direct care staff titles to "Youth Services Specialists"	Enhanced focus on family engagement

CO CDHS COLORADO Department of Human Services

Platte Valley Youth Services Center



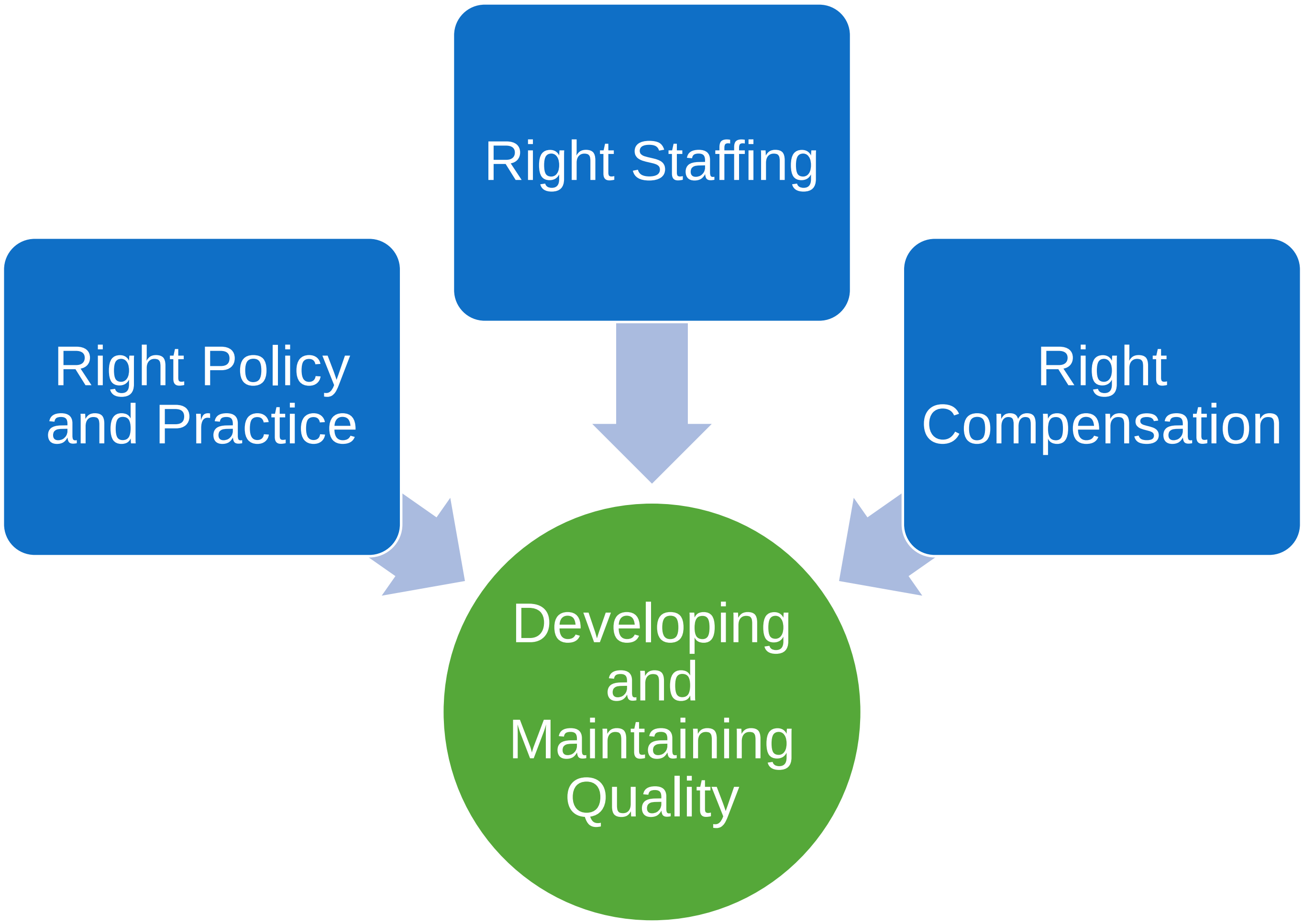
Sourced: TRAILS

COLORADO
Department of Human Services

DYS & Interactions with Local Law Enforcement

- Law enforcement decision matrix
  - Can be overridden by staff and/or youth
- Citation = summons and complaint
- Criminal actions pursued are exclusively at the discretion of law enforcement and district attorney

Balanced Approach



DYS Turnover Rates

Turnover rates reflect only Youth Services Specialists I and II

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Separations	89	117	115	136	233
% Turnover	18%	23%	22%	24%	41%

COLORADO
Department of Human Services

What We Have Done Administratively to Hire & Retain Qualified Staff

Open competitive recruitment for direct care positions

Increased recruitment efforts through multiple venues

Implementing hiring and new employee orientation on a weekly and/or bi-weekly basis

Implementing referral, signing and retention bonuses

Implementing new job classifications to provide for career advancement

Provide more flexible work schedules

Contracted staff consultants to improve recruitment, retention, and training

Actively support tuition reimbursement, continuing education credits

Developing goal to increase percentage of staffing coverage with regular work hours to reduce need for overtime or extended shifts

Office of Economic Security

CDHS COLORADO
Department of Human Services

Office of Economic Security
FY 2018-19 Decision Items

- ReHire Colorado Extension: $1.3 million and 1.0 FTE

- Colorado SNAP Increased Food Insecurity and County Technical Assistance: $511,000 and 6.4 FTE

- Old Age Pension Cost of Living Adjustment: $1.9 million

- Enhancing County Colorado Works Case Management Performance: $3.2 million and 1.8 FTE

COLORADO
Department of Human Services

Office of Economic Security

County Administration/ Supplemental Nutrition Assistance Program (SNAP)

State-Supervised, County-Administered Public Assistance Delivery Systems

	Cost (averaged FFY 2010-2016)		Performance		
	Avg. Monthly Cases	**Average cost/case**	**PER**	**CAPER**	**Timeliness**
Colorado	217,299	$28.67	5.95%	27.02%	97.83%
California	1,842,727	$47.62	6.50%	39.51%	NA
Minnesota	246,636	$20.66	5.69%	24.49%	NA
Nevada	178,552	$12.48	5.45%	19.71%	NA
New Jersey	406,598	$22.45	4.02%	31.81%	NA
New York	1,632,062	$6.68	5.54%	23.65%	NA
North Carolina	755,005	$5.50	5.23%	30.09%	NA
North Dakota	26,244	$37.77	3.96%	21.15%	NA
Ohio	832,631	$10.64	5.18%	19.06%	NA
Pennsylvania	864,881	$15.27	5.02%	23.33%	NA
Virginia	414,805	$23.90	10.81%	42.04%	NA
Wisconsin	384,386	$24.18	7.54%	20.10%	NA

NA – FNS has not yet provided data

COLORADO
Department of Human Services

SB 16-190: Improve County Administration

Continuous Quality Improvement (CQI) Program

Food Assistance County Incentives and Sanctions

County Workload Study

- Improve the functionality of application and eligibility systems
- Improve inter-county and State-to-county communications
- Improve State and county-provided training
- Adjust cost and budget allocations to counties and programs
- Implement business process reengineering (BPR) practices in counties

Continuous Quality Improvement (CQI) Program

- Report submitted to JBC in February 2017
- Report contains elements of a CQI approach
- Colorado lacks a uniform model for eligibility determination
- Departments and counties continue collaborative work to further develop a proposal

COLORADO
Department of Human Services

SB 16-190 Workload Study

Statutory Requirement

- Each required element was addressed
- Limitations of the study:
  - Resources allowed for in-depth review of 9 counties
  - Backlog not quantified in the cost model
  - No statewide model

Cost Model Conclusions

- State is appropriating less money than the cost of determining eligibility
- Counties are spending more than the cost model says is necessary

Report did not consider FY 2017-18 appropriations.

COLORADO
Department of Human Services

Proposed Actions

Support

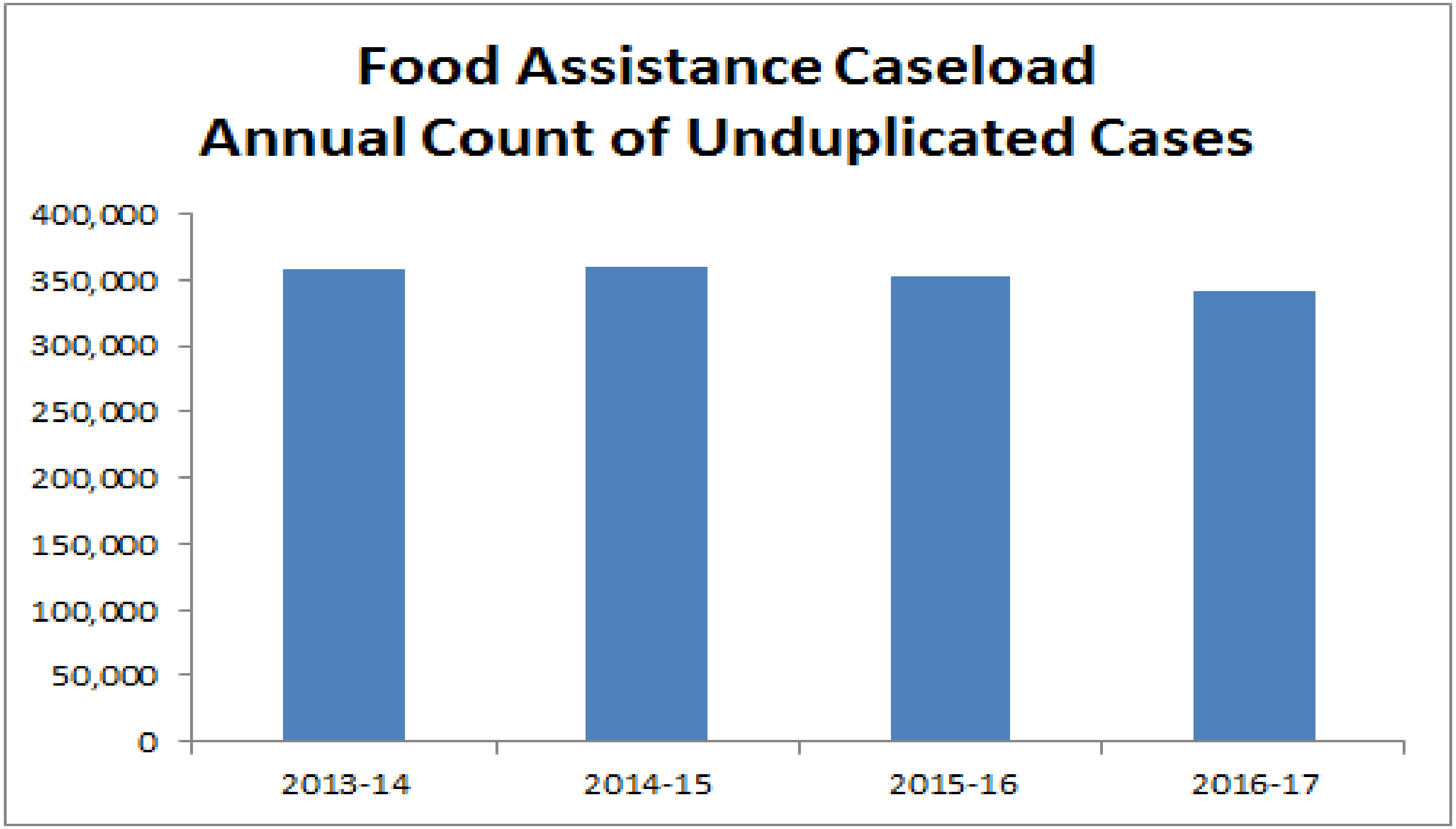
- Continue current level of county appropriations
- Invest in SNAP and TANF program state staff
- Continue investments in CBMS
- Invest in business process reengineering and case management tool for TANF

Concerns

- Department strongly cautions:
  - Consolidating to a statewide administration
  - Centralizing rules, technology, communication, and administration across six federally funded programs

COLORADO Department of Human Services

Food Assistance Caseload



COLORADO
Department of Human Services

Food Assistance Policy Change

Broad-based Categorical Eligibility (BBCE)

- Legislative change in 2010
  - In response to low participation
- Simplifies the eligibility process
- Improves program access

Standardizing the Income Thresholds

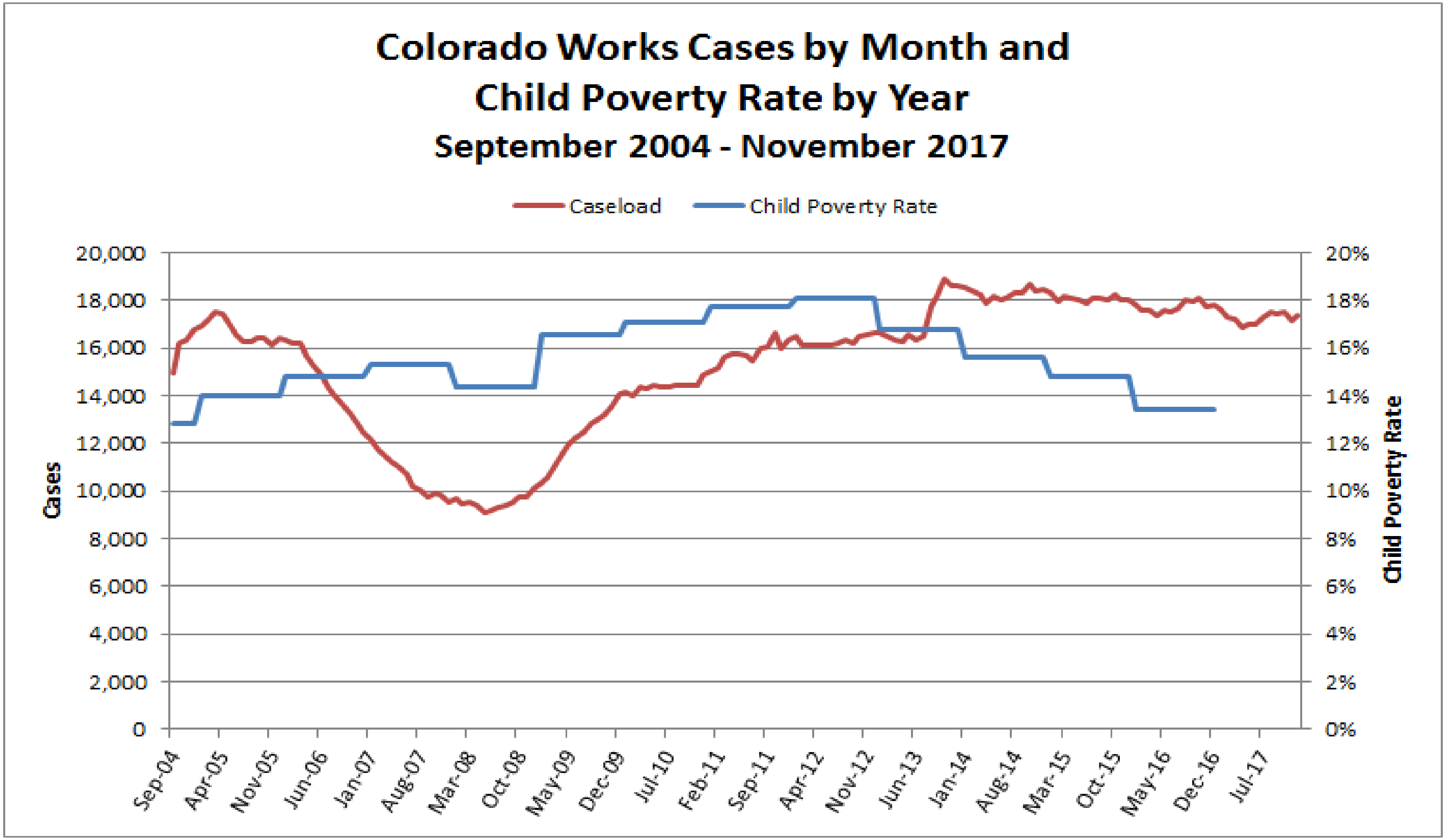
- CDHS proposed rule to equalize the eligibility for SNAP to 200% FPL
- Applies only to BBCE population
- Protects elderly and disabled, while supporting low-wage earners

COLORADO
Department of Human Services

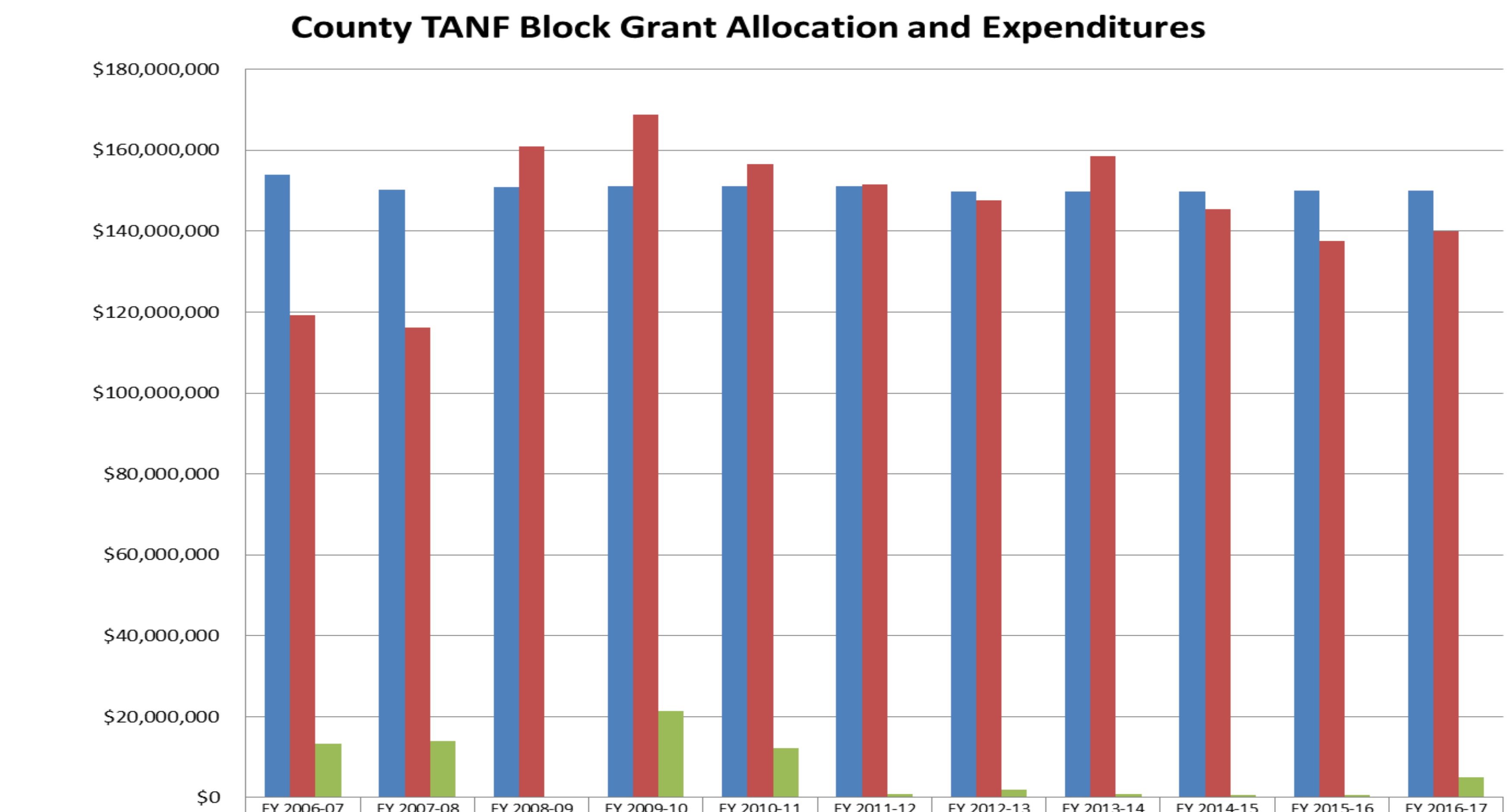
Office of Economic Security

Temporary Assistance for Needy Families

Colorado Works Caseload



County TANF Block Grant



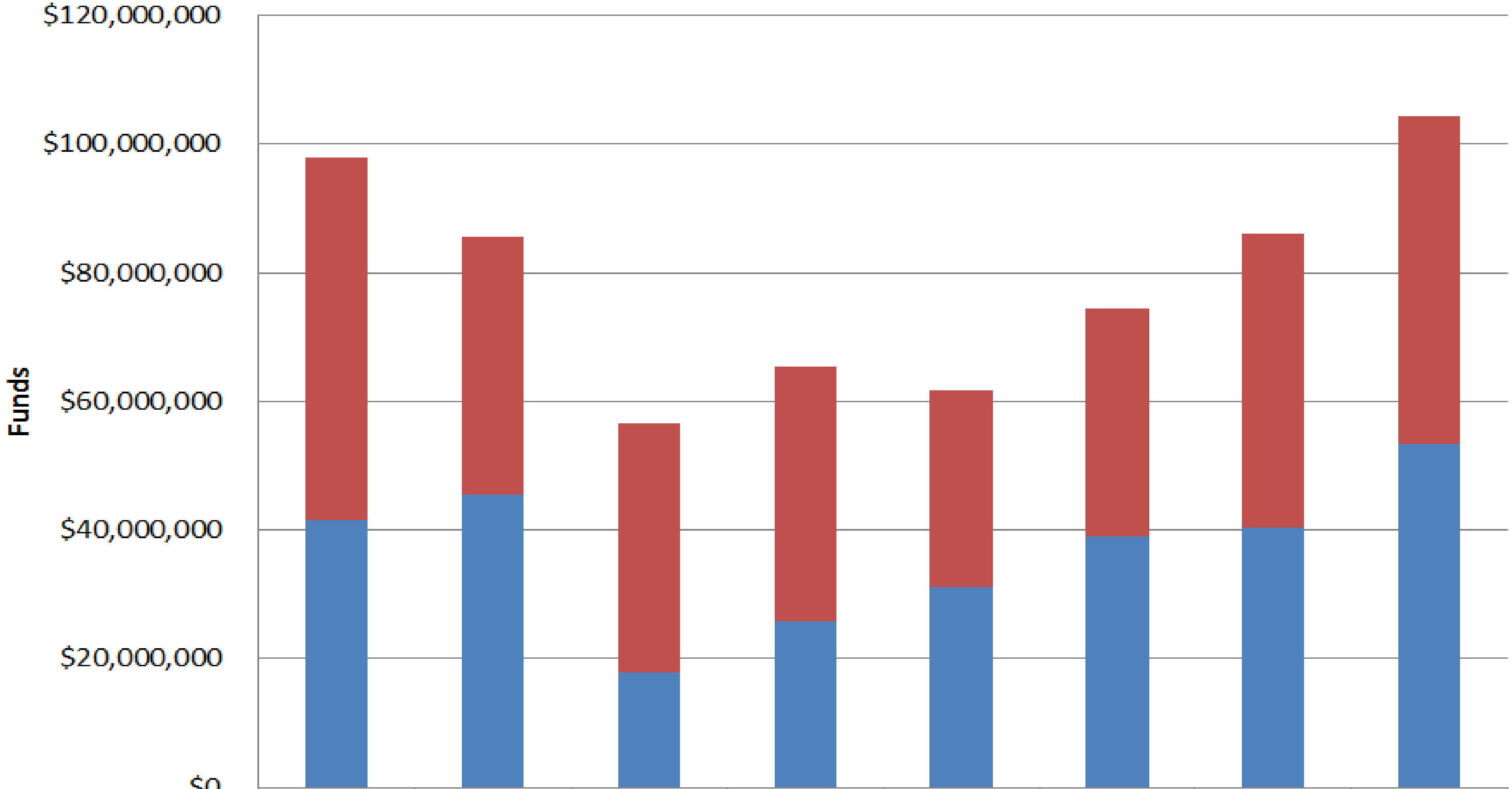
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Block Grant	$153,941,672	$150,229,585	$150,951,807	$151,036,168	$151,036,168	$151,036,168	$149,848,087	$149,848,087	$149,848,087	$149,918,087	$149,918,087
Total Expenditures	$119,123,000	$116,061,294	$161,020,489	$168,728,432	$156,534,413	$151,518,508	$147,514,681	$158,590,882	$145,346,949	$137,670,576	$140,065,556
Transfers to Other Programs	$13,295,364	$14,015,447	$0	$21,366,030	$12,312,673	$904,795	$1,963,705	$767,724	$746,755	$739,588	$4,931,552

COLORADO
Department of Human Services

Block Grant Allocation reflects the State appropriation and County MOE Obligation

State and County TANF Reserves

Colorado TANF Reserves



	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
County Reserve	$56,304,623	$40,028,449	$38,680,364	$39,649,854	$30,594,888	$35,552,281	$45,663,512	$51,047,416
State Reserve	$41,483,178	$45,530,595	$17,844,026	$25,674,980	$31,142,593	$38,868,846	$40,366,426	$53,318,649

COLORADO
Department of Human Services

Reasonable State Long Term Reserve

- 10% in caseload growth or critical need (approximately $9.0 million)
- One year of administration $10.9 million

$19.9 million (14.6% of the total block grant)

State Long Term Works Reserve			
	FY 2016-17	**FY 2017-18**	**FY 2018-19**
Prior Year Funds	$40,366,426	$53,318,649	$51,297,162
TANF Grant	$135,944,442	$135,607,703	$135,719,950
TANF Contingency	$14,400,411	$11,000,000*	$11,000,000*
Total Resources	$190,711,279	$193,446,608	$198,017,112
Total Appropriations	$145,819,917	$148,629,190	$151,793,353
Ending TANF Reserve	$53,318,649	$51,297,162	$46,223,759

* The Long Bill projects $0 in Contingency Funds. However, the State has never received less that $11.0 million in Contingency Funds.

Continued Needs

- Childhood poverty remains high
- Eligibility level is 27% of Federal Poverty Level
- 42% of participants exit to employment
- 26% of participants who left through employment report no work two months later
- Basic cash assistance has not increased in nearly a decade
- 1,300 children remain on a waitlist for child care assistance

Temporary Assistance for Needy Families (TANF) Reserves

$51,047,416
County
Reserves

+

$53,318,649
State
Reserves

=

$104,366,075
Total
Reserves*

*SFY 2017

COLORADO
Department of Human Services

Work Participation Rate

Our Approach

- State disputes the non-compliance finding
- Improve program performance
- Eliminated two-parent rate

Future Compliance

- No state has paid a financial penalty for failing to meet WPR
- We will be in full compliance with WPR in FFY 2017-18 (using the federal methodology)

COLORADO
Department of Human Services

Office of Economic Security

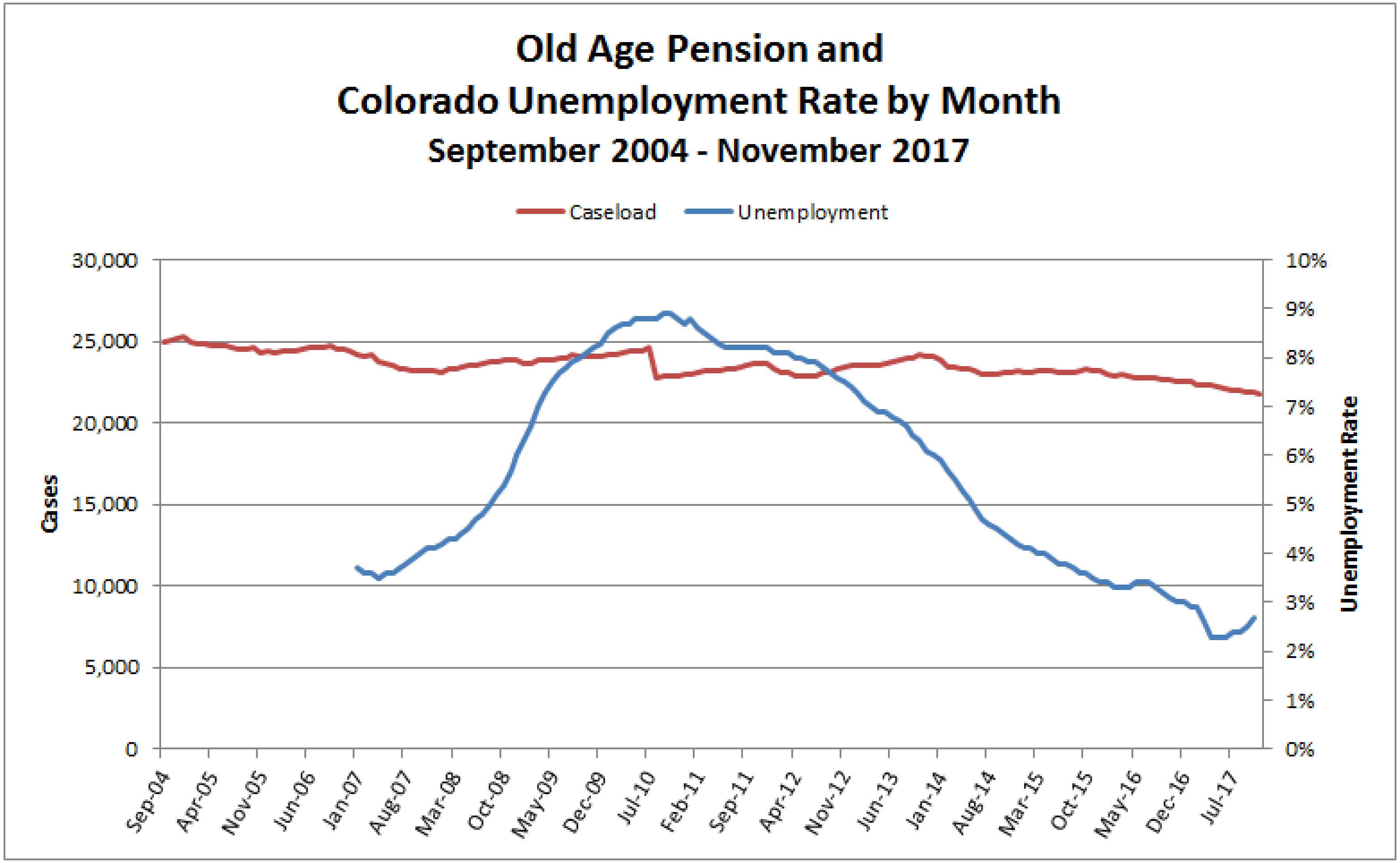
ReHire Colorado

COLORADO Department of Human Services

Office of Economic Security

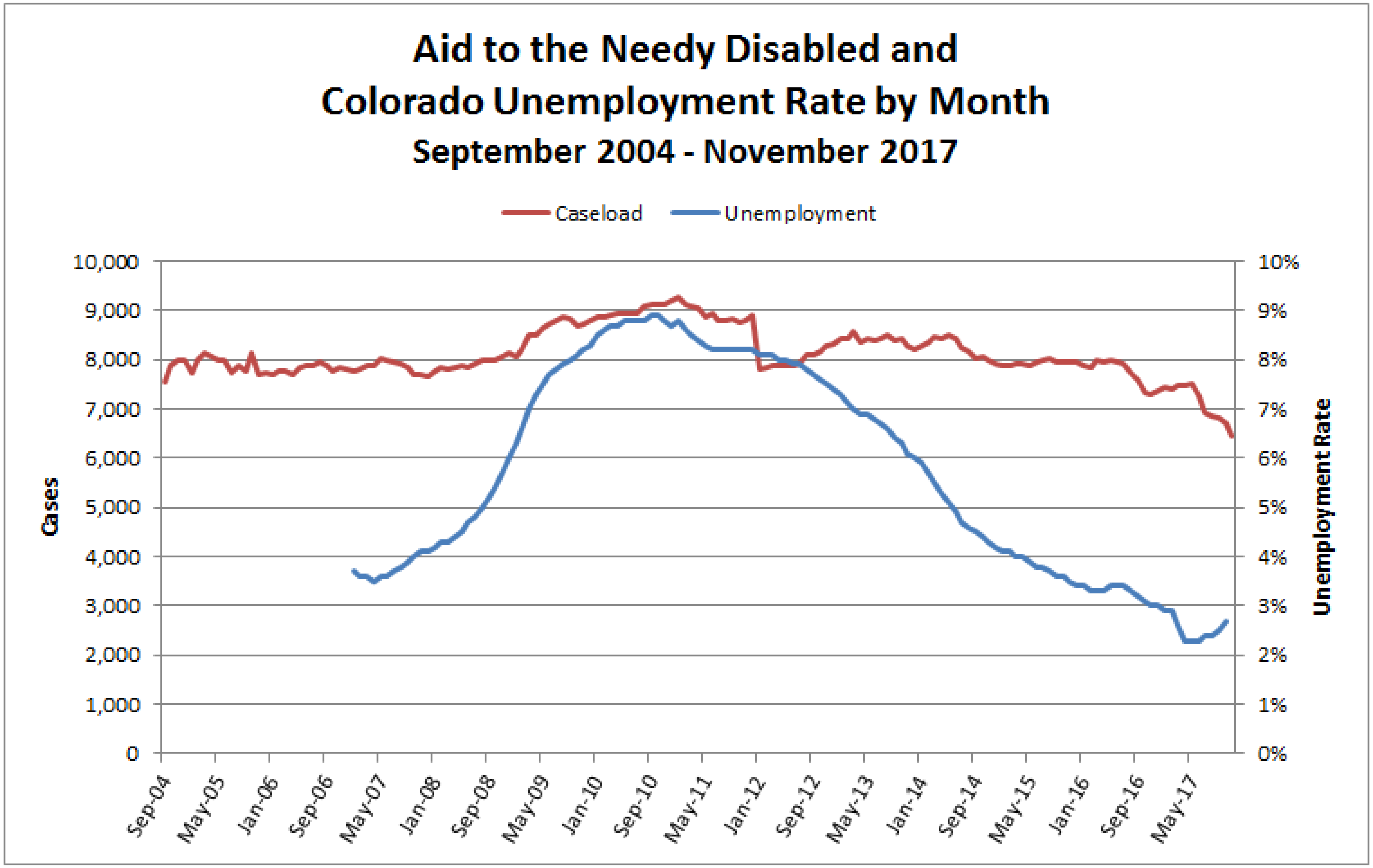
Low Income Energy Assistance Program (LEAP)
Old Age Pension (OAP)
Aid to the Needy Disabled (AND)

Old Age Pension



COLORADO
Department of Human Services

Aid to the Needy Disabled



COLORADO
Department of Human Services

AND & Interim Assistance Reimbursements

	FY 2014-15	FY 2015-16	FY 2016-17
Interim Assistance Reimbursements (IARs)	$3,321,691	$2,622,729	$3,622,895
Total spent AND-SO funds	$15,888,094	$15,966,011	$14,870,575
Number of people served (distinct) AND-SO	11,790	11,548	11,171

COLORADO
Department of Human Services

Office of Early Childhood

COLORADO
Department of Human Services

Office of Early Childhood
FY 2018-19 Decision Items

- Expansion of Evidence-Based Incredible Years Program: $625,000 and 1.1 FTE

- Reduce Funding for Micro Grants to Increase Access to Child Care: ($250,000)

CDHS COLORADO Department of Human Services

Office of Early Childhood

Child Find

Supporting Child Find Transfer

Transition Achieves

- Streamlines the process for families
- Standard evaluations appropriate for the age range
- Funding efficiencies including Medicaid
- Meets Federal requirements

Successful Transition

- Partner with CDE in planning
- Engage with Consortium of Directors of Special Education, Community Center Boards, Colorado Interagency Coordinating Council, and other stakeholders
- Complete by January 2019

COLORADO
Department of Human Services

COLORADO
Department of Human Services

Office of Early Childhood

Incredible Years

Incredible Years (IY)

The Program

- A rigorously researched two-generation program to foster child social and emotional well-being.

- Achieves statistically significant impacts on reducing the following:
  - disruptive behavior problems
  - major depressive disorder
  - parental stress

Statute allows use of Marijuana Tax Cash Funds

- 39-28.8-501(2)(b)(I) through (IV), C.R.S (2017)

COLORADO
Department of Human Services

Office of Early Childhood

Early Intervention

Early Intervention

Pressures	Proposals
• Caseload growth • Over expenditure in FY 2016-17 • Increased number of CCB evaluations	• Supplemental to restore funding in FY 2016-17 • Supplemental/Budget Amendment for caseload growth and CCB evaluations

COLORADO
Department of Human Services

COLORADO
Department of Human Services

Office of Early Childhood

Early Childhood Councils

Early Childhood Councils

Role of Early Childhood Councils

- Statewide system to coordinate community level, accessible, quality child care services
- Create an integrated system of early childhood services for children 8 years or younger and their parents

Funding and Support

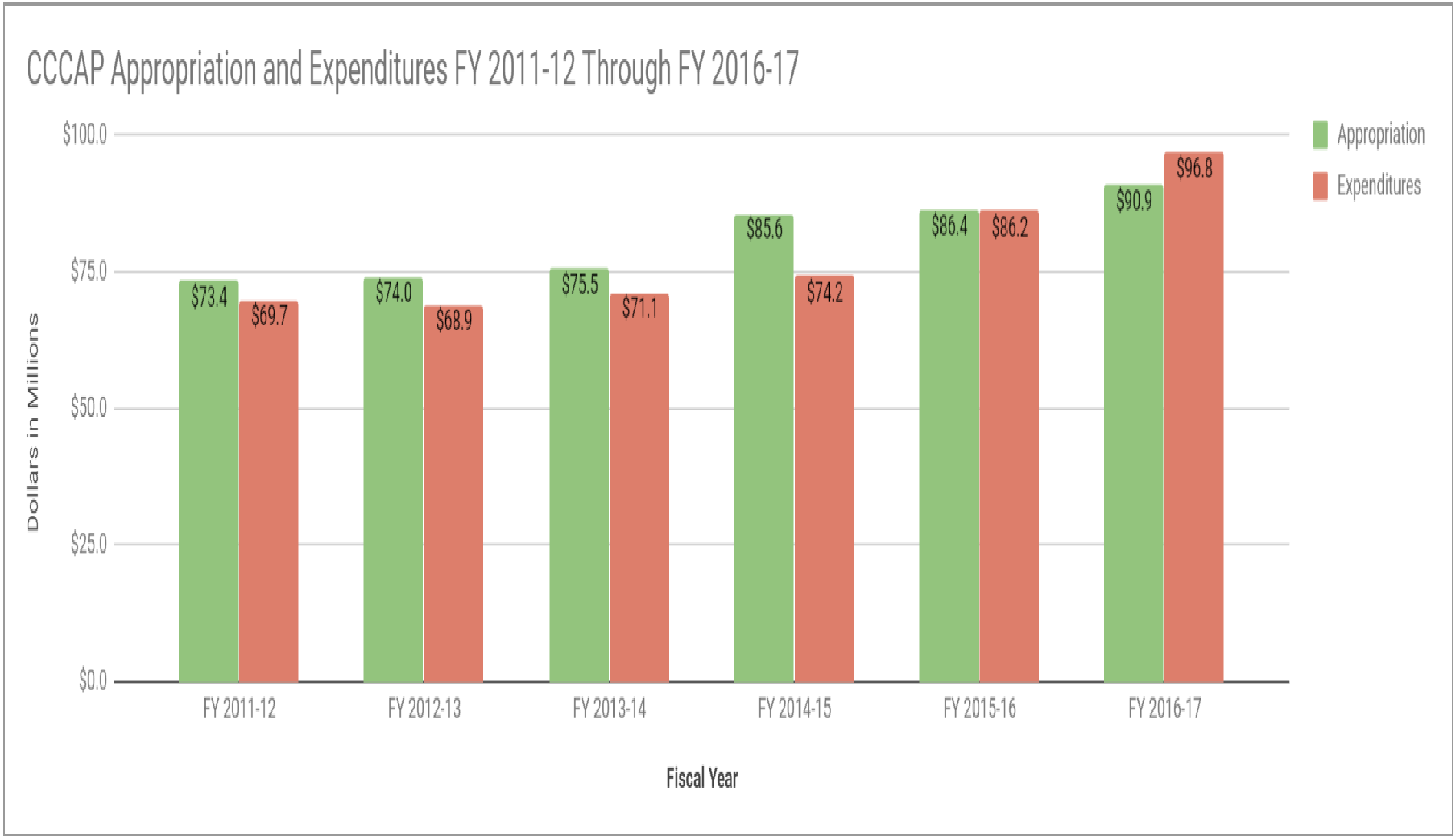
- Allocation formula
  - Children with high needs
  - Urban and rural
- QRIS specialists
- Training and technical assistance
- Consultation and C-Stat

COLORADO
Department of Human Services

Office of Early Childhood

Colorado Child Care Assistance Program (CCCAP)

The Dynamics of CCCAP



COLORADO
Department of Human Services

CCCAP

Factors Driving CCCAP Financial Situation

Number of Children in Care	Amount of Time Children are in Care	Rates Paid for Each Unit of Care

Potential CCCAP Options

No Action	Reduce Eligibility or Rates	Increase Funding
• Parents unable to work or go to school • Waitlists grow • Fewer kids prepared for kindergarten • Current families will continue to be served • Results in county over expenditures	• Parents unable to work or go to school • Fewer providers accepting CCCAP • Risks penalty to CCDF grant award • Prioritizes highest need families	• Ensures kids and parents are served • Continues the commitment to kids in quality care • Maximizes all available dollars

COLORADO
Department of Human Services

CCCAP Proposed Solutions

Purpose	Fund Source	FY 2017-18 Supplemental	FY 2018-19 Budget Amendment
Funding to cover 11/1/17 CCCAP waitlist	CCDF	$1,608,164	$4,422,447
	Total	*$1,608,164*	*$4,422,447*
Funding to mitigate future waitlists and address projected over-expenditure	CCDF	$4,953,638	$0
	State TANF LTR	$1,500,000	$3,000,000
	County Match	$1,500,000	$3,000,000
	General Fund	$4,505,235	$0
	Total	*$12,458,873*	*$6,000,000*
	Total	**$14,067,037**	**$10,422,447**

COLORADO
Department of Human Services

COLORADO
Department of Human Services

Two Generations Reaching Opportunities Program

2GRO

Office of Community Access and Independence
Division of Aging and Adult Services

CDHS COLORADO Department of Human Services

Office of Community Access & Independence
Division of Aging and Adult Services
FY 2018-19 Decision Items

- Respite Care Task Force: $62,677 total funds
- Funding for Area Agencies on Aging: $4.0 million
- Spending Authority for Crimes Against At-Risk Persons: $20,000

COLORADO
Department of Human Services

COLORADO
Department of Human Services

Office of Community Access and Independence

Community Services for the Elderly

Reported Wait Lists from AAA

AAA Waiting Lists by Service as of December 2017			
Service	**Number of Individuals on Waiting List**	**Average Weeks on Waiting List**	**Number of AAAs with Waiting List**
Home Maker/Personal Care	460	12	7
Chore Services	341	12	4
Adult Day Services	56	N/A*	2
Home Delivered Meals	62	7	4
Material Aid	819	24	8
Legal Assistance	30	N/A*	1
Case Management	186	9	5
Transportation	252	9	4
Respite	265	17	5
Evidence-Based Programs	72	N/A*	1
Total	**2,471**	**11**	

* AAA's did not track length of time on the waiting list.

COLORADO Department of Human Services

Community Services for the Elderly

HCBS EBD Waiver (Medicaid)

- HCPF Oversight
- Functional and financial eligibility requirements
- HCPF establishes standardized rates for providers statewide

Area Agencies on Aging

- CDHS Oversight
- Funding from Older American's Act and State Funding for Senior Services
- Eligibility: 60 years of age or older; some services require a level of functional impairment
- Rates for providers determined through local AAA competitive bidding processes; vary across state

COLORADO
Department of Human Services

CDHS COLORADO
Department of Human Services

Office of Community Access and Independence

Adult Protective Services

Evolution of Adult Protective Services

July 2014:

Implementation of SB13-111 (criminal mandatory reporting of mistreatment of at-risk elders)

Colorado Adult Protective Services data system (CAPS) went live

July 2016:

Implementation of SB15-109 (criminal mandatory reporting for at-risk adults with Intellectual and Developmental Disabilities)

September 2016:

US Dept. of Health and Human Services, Administration for Community Living published the first-ever Federal Guidelines for APS programs

July 2017:

HB 17-1284 passed and signed by Governor. Requires a background check of CAPS for those providing direct care for at-risk adults

Process for Making and Reviewing Reports of Mistreatment of At-risk Adults

Reporter Observes/Suspects Mistreatment

Mandatory reporters must call law enforcement.

APS & LE share the report with each other within 24 hours

Non-mandatory reporters may call law enforcement or county APS

Law enforcement reviews the report and determines a response.

By statute, law enforcement is required to complete a criminal investigation of a report "when appropriate".

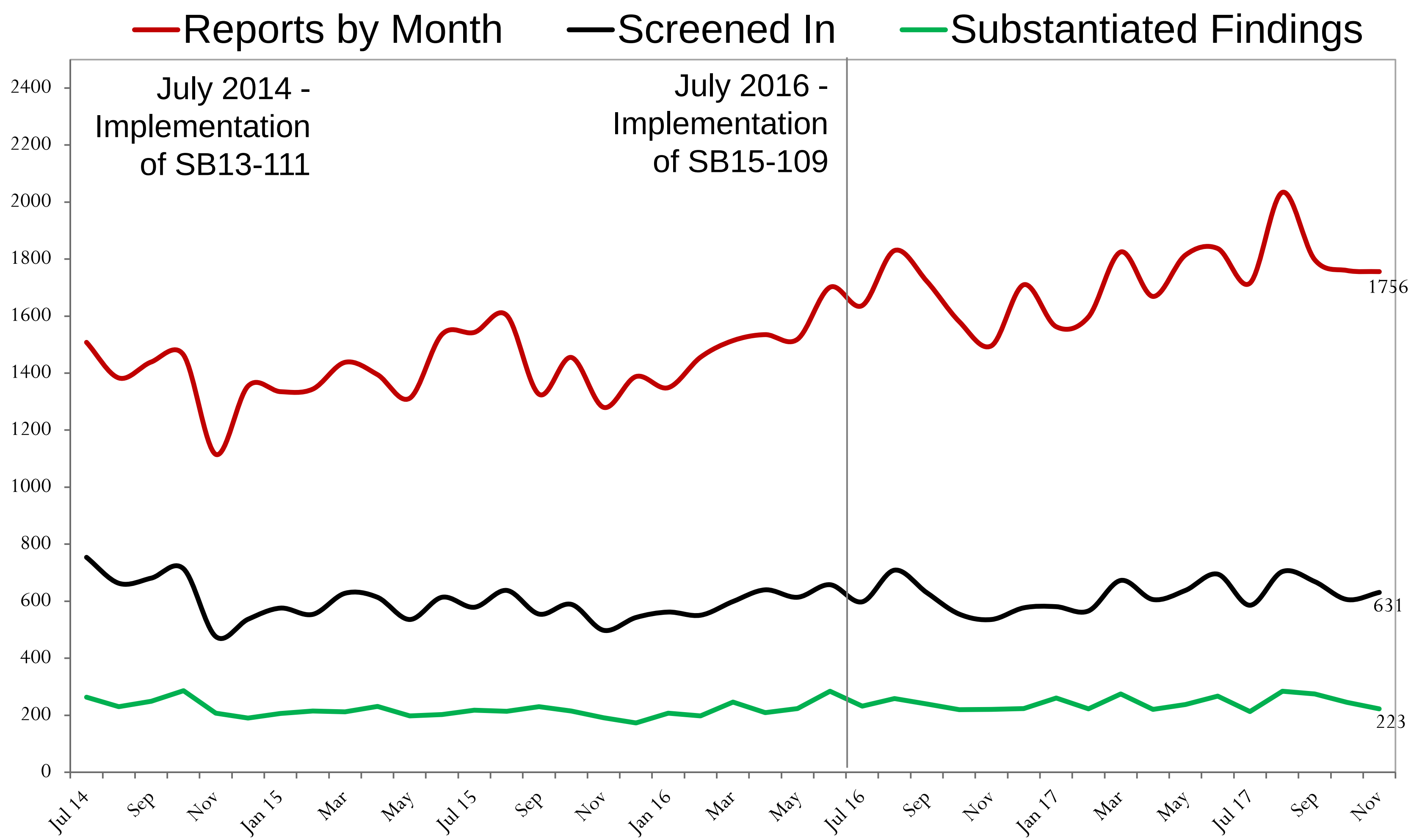
APS reviews the report and determines a response.

APS must investigate when the reported allegation meets the statutory definition of mistreatment AND the reported victim meets the statutory definition of "at-risk" adult.

If both conditions are not met, the report is screened out and is not investigated.

COLORADO
Department of Human Services

APS Reports: Received, Screened In, and Substantiated Findings



COLORADO
Department of Human Services

Office of Administrative Solutions

COLORADO
Department of Human Services

Office of Administrative Solutions FY 2018-19 Decision Items

- HIPAA Security Remediation: ($105,000) total funds
  - Funding appropriated for the development and continuation of a Department wide system-based risk assessment and integration of the HIPAA Security rule into operations
  - Reduction based on historical underspending of the appropriation
  - Current level of HIPAA risk assessment and remediation will continue

COLORADO
Department of Human Services

Office of Administrative Solutions

Information Technology Services

Reggie Bicha

Executive Director

reggie.bicha@state.co.us

303-866-3475

COLORADO
Department of Human Services