

# JOINT BUDGET COMMITTEE



## STAFF BUDGET BRIEFING FY 2023-24

### DEPARTMENT OF HUMAN SERVICES

(Office of Children, Youth and Families)

JBC WORKING DOCUMENT - SUBJECT TO CHANGE  
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## ADDITIONAL RESOURCES

Brief summaries of all bills that passed during the 2021 and 2022 legislative sessions that had a fiscal impact on this department are available in Appendix A of the annual Appropriations Report:

[https://leg.colorado.gov/sites/default/files/fy21-22apprept\\_0.pdf](https://leg.colorado.gov/sites/default/files/fy21-22apprept_0.pdf)

The online version of the briefing document, which includes the Numbers Pages, may be found by searching the budget documents on the General Assembly's website by visiting [leg.colorado.gov/content/budget/budget-documents](https://leg.colorado.gov/content/budget/budget-documents). Once on the budget documents page, select the name of this department's *Department/Topic*, "Briefing" under *Type*, and ensure that *Start date* and *End date* encompass the date a document was presented to the JBC.

# DEPARTMENT OF HUMAN SERVICES

## DEPARTMENT OVERVIEW

The Department of Human Services is responsible for the administration and supervision of all non-medical public assistance and welfare programs in the state. It supervises programs that are administered at the local level by counties and other agencies and directly operates mental health institutes, regional centers for people with developmental disabilities, and institutions for juvenile delinquents. This document focuses on one division within the Department, the Office of Children, Youth and Families (OCYF). The OCYF budget includes the following subdivisions:

- The **Division of Child Welfare** provides funding for programs that protect children from harm and assist families in caring for and protecting their children. Nearly 80.0 percent of funding in this division is allocated to counties that are responsible for administering child welfare services under the supervision of the Department. County departments receive and respond to reports of potential child abuse or neglect and provide appropriate child welfare services to the child and the family, including providing for the residential care of a child when a court determines this is in the child's best interest.
- The **Division of Youth Services** is responsible for the supervision, care, and treatment of juveniles held in secure detention facilities pre- or post-adjudication, juveniles committed or sentenced by courts, and juveniles receiving six-month mandatory parole services following commitment. The agency maintains fourteen secure facilities and augments this capacity with contracts for community placements.
- The **Community Programs** subdivision includes state funding for community-based programs that target youth and families. Programs include the Juvenile Parole Board, the Tony Grampas Youth Services Program, and the Domestic Abuse Program. The Tony Grampas program promotes prevention and education programs designed to reduce the need for state interventions.

## DEPARTMENT BUDGET: RECENT APPROPRIATIONS

### DEPARTMENT OF HUMAN SERVICES

FUNDING SOURCE	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 *
General Fund	\$1,034,930,086	\$1,111,202,446	\$1,057,156,646	\$1,117,393,924
Cash Funds	421,832,773	549,781,848	724,693,243	421,632,376
Reappropriated Funds	209,414,386	228,925,941	215,794,327	216,817,997
Federal Funds	709,092,573	1,064,621,460	553,775,174	564,533,549
<b>TOTAL FUNDS</b>	<b>\$2,375,269,818</b>	<b>\$2,954,531,695</b>	<b>\$2,551,419,390</b>	<b>\$2,320,377,846</b>
Full Time Equiv. Staff	5,181.3	5,195.6	5,241.7	5,341.0

\*Requested appropriation.

### OFFICE OF CHILDREN, YOUTH AND FAMILIES

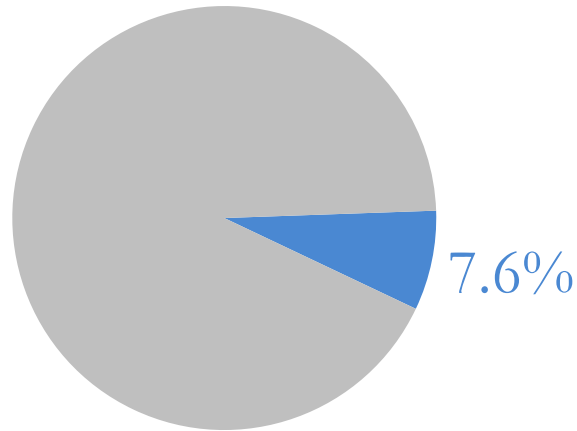
FUNDING SOURCE	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 *
General Fund	\$412,504,599	\$443,741,315	\$464,100,161	\$480,352,654
Cash Funds	101,469,654	109,744,297	123,816,637	115,240,828
Reappropriated Funds	16,765,236	16,618,489	17,743,513	18,716,386
Federal Funds	139,614,338	139,724,852	148,218,368	153,345,780
<b>TOTAL FUNDS</b>	<b>\$670,353,827</b>	<b>\$709,828,953</b>	<b>\$753,878,679</b>	<b>\$767,655,648</b>
Full Time Equiv. Staff	1,300.3	1,269.1	1,283.0	1,282.9

\*Requested appropriation.

Funding for OCYF consists of 61.6 percent General Fund, 16.4 percent cash funds, 2.4 percent reappropriated funds, and 19.7 percent federal funds in FY 2022-23.

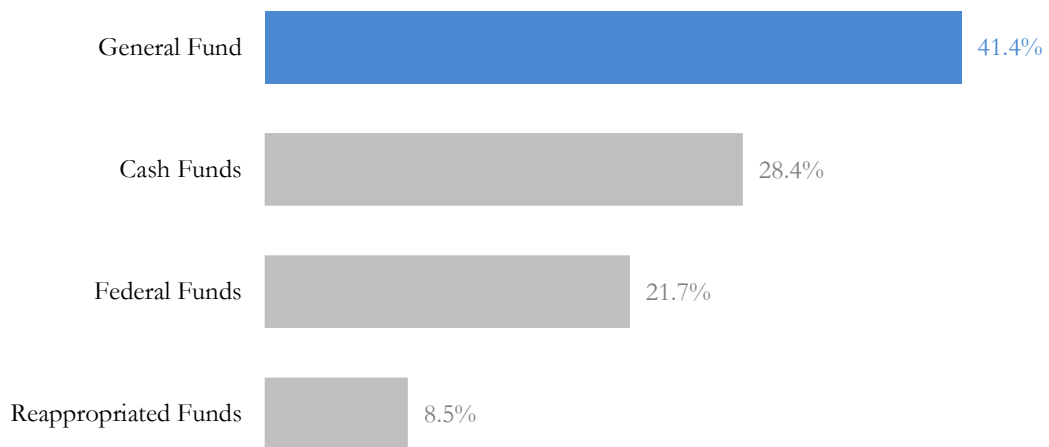
# DEPARTMENT BUDGET: GRAPHIC OVERVIEW

## Department's Share of Statewide General Fund



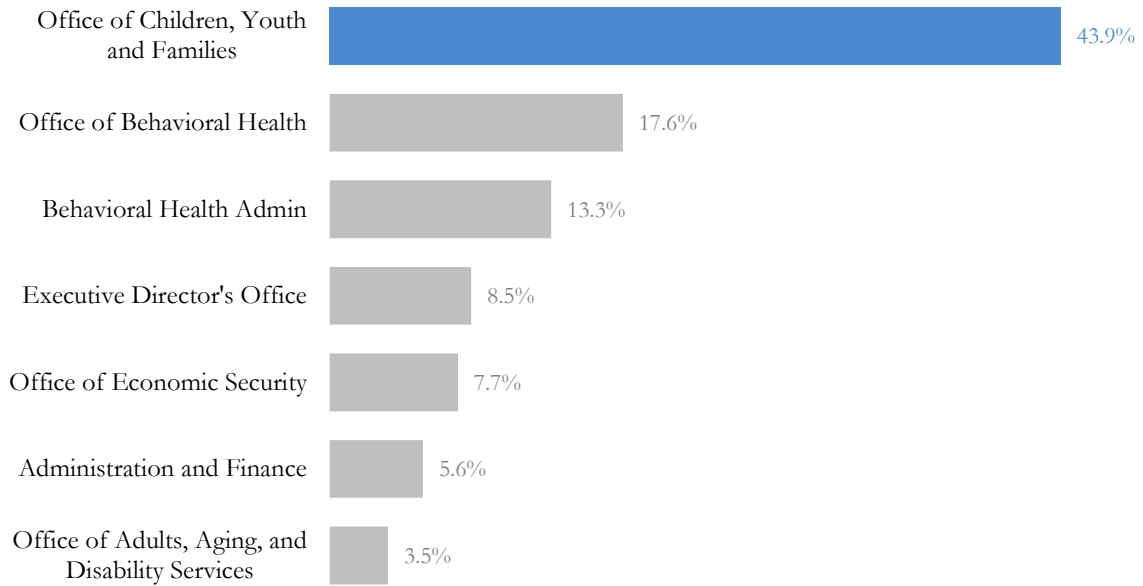
Based on the FY 2022-23 appropriation.

## Department Funding Sources



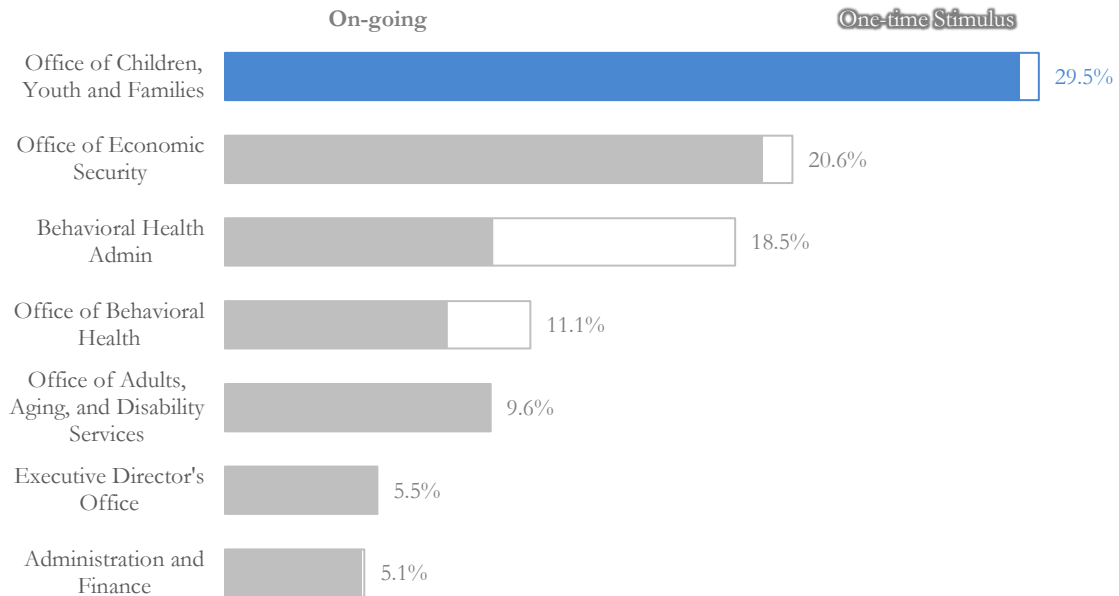
Based on the FY 2022-23 appropriation.

### Distribution of General Fund by Division



Based on the FY 2022-23 appropriation.

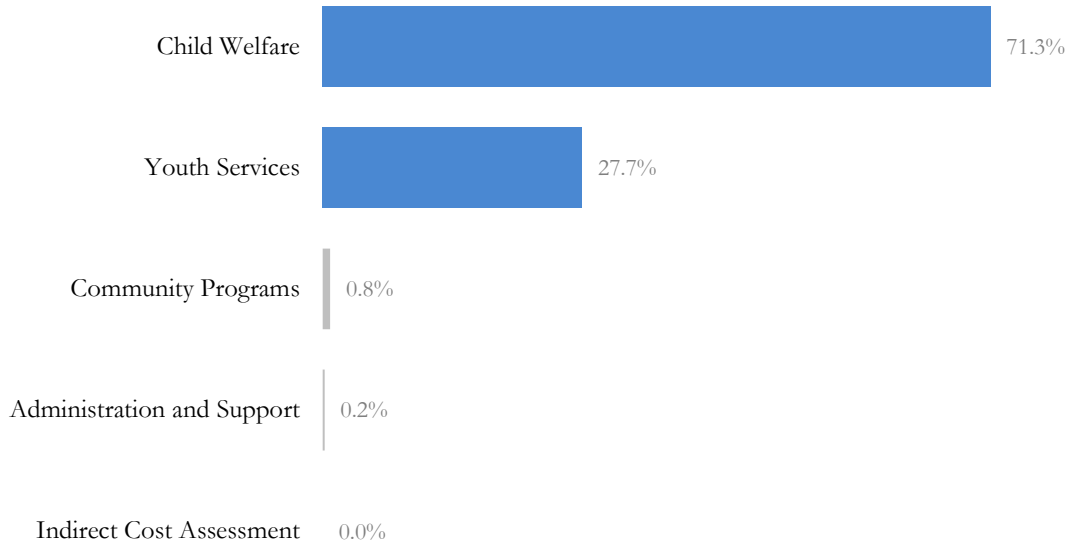
### Distribution of Total Funds by Division



Based on the FY 2022-23 appropriation.

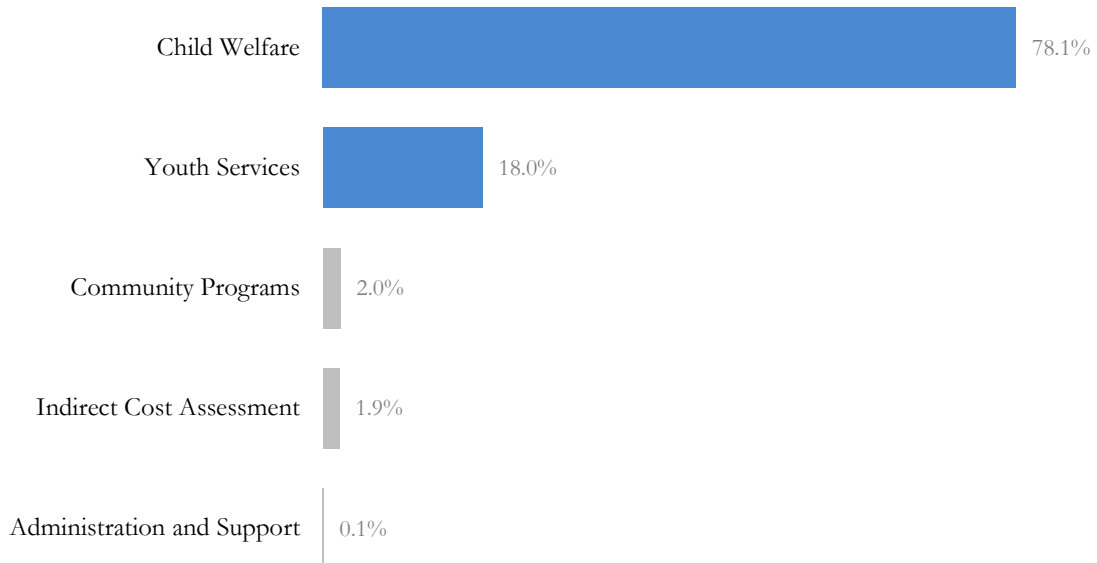
# DIVISION BUDGET: GRAPHIC OVERVIEW

## Distribution of General Fund by Subdivision



Based on the FY 2022-23 appropriation.

## Distribution of Total Funds by Subdivision



Based on the FY 2022-23 appropriation.

# GENERAL FACTORS DRIVING THE BUDGET

## CHILD WELFARE SERVICES

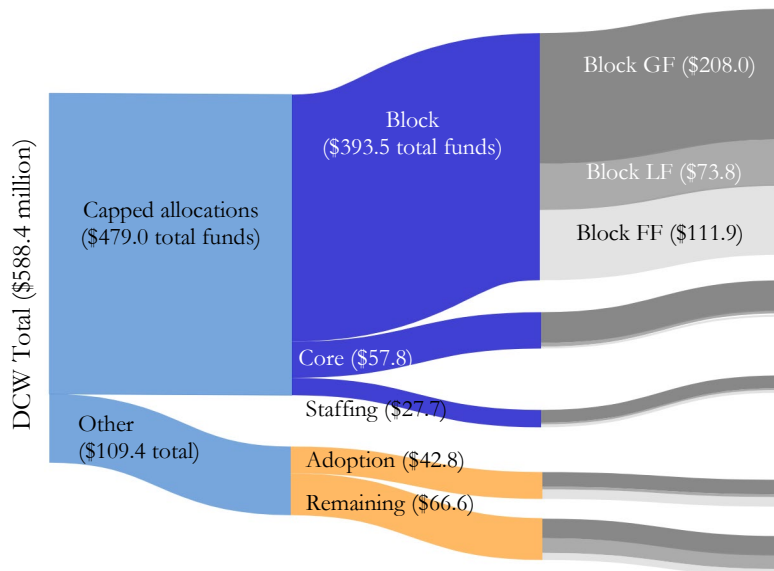
The majority of funds appropriated for child welfare are made available to county departments as three capped allocations for the provision of child welfare services. Capped allocations are distributed to counties by the Department with input from the Child Welfare Allocation Committee (CWAC). The capped allocations include Child Welfare Services, Family and Children’s Programs, and County Level Child Welfare Staffing.

**Child Welfare Services**, commonly referred to as “the Block”, is the largest allocation and provides the primary source of funds for counties to administer services. The Block consists of 20.0 percent local funds, and the remaining 80.0 percent is eligible for a 50/50 General Fund/federal funds split.

**Family and Children’s Programs**, or Core Services, was established as a result of the Child Welfare Settlement Agreement finalized in February 1995. Core Services provides supplementary funding for eight basic services that counties are required to provide. Core Services has an 80/20 General Fund/federal funds split and over-expenditures can be backfilled with the Block.

**County Level Child Welfare Staffing**, or 242 Funding, was created to provide dedicated funding for additional county staff through S.B. 15-242 (County Child Welfare Staff) following a performance audit and workload study by the Office of the State Auditor. Counties that accept an allocation from the Staffing Block Grant are required to provide a 10.0 percent match. No match is required if a county qualifies for tier 1 or tier 2 for the purpose of County Tax Base Relief. Over-expenditures can be backfilled with the Block.

County capped allocations make up a majority of the \$588.4 million total FY 2022-23 appropriation for the Division of Child Welfare.

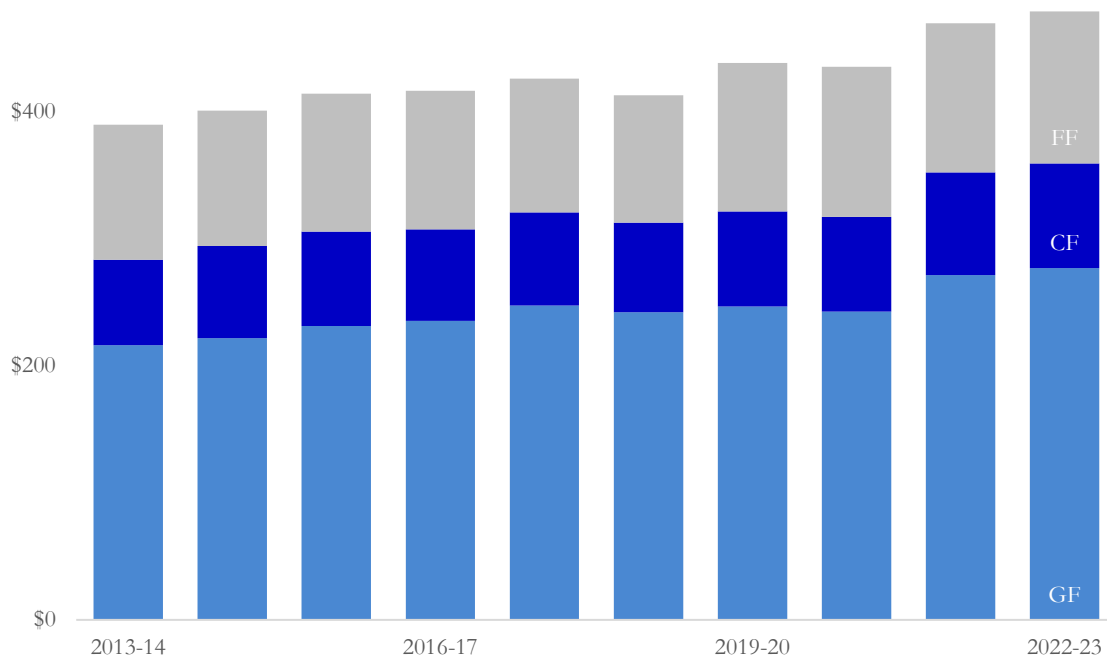


Increases to capped allocations have been driven by common policy increases for community provider rates. The chart below provides the history of appropriations for county block allocations by fund



source. The reduction in FY 2018-19 reflects the passage of S.B. 18-254 (Child Welfare Reforms). The Act removed funding for Adoption and Relative Guardianship Assistance subsidy expenditures from the capped allocation to a separate line item.

Increases for child welfare county capped allocations (in millions) have been driven by common policy community provider rate increases.



The majority of federal funding available for child welfare services is from Titles IV-E and IV-B of the Social Security Act and the Title XX Social Services Block Grant. Title IV-E accounted for 79.9 percent of federal funds in FY 2022-23, and entitles states to a partial reimbursement for the cost of providing foster care, adoption assistance, and kinship guardianship assistance to children who meet federal eligibility criteria. The enactment of the federal Family First Prevention Services Act of 2018 impacts services that qualify for Title IV-E funding beginning in FY 2021-22. The Act increases federal funding available for prevention services, but increases requirements for residential placements.

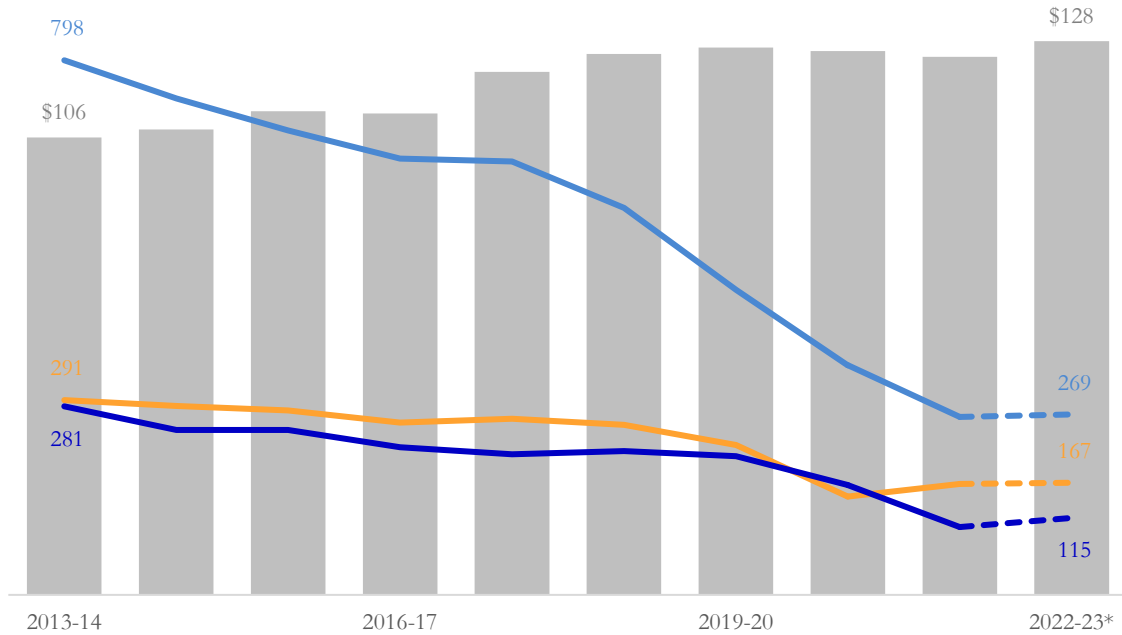
### DIVISION OF YOUTH SERVICES CASELOAD

The Division of Youth Services provides housing and treatment for juveniles in detention pre-adjudication (similar to adult jail), and commitment post-adjudication (similar to adult prison). The Division also supervises juveniles during a mandatory six-month parole period following all commitment sentences. The Division maintains fourteen secure facilities and augments this capacity with contracts for community placements. General Fund made up 94.7 percent of the Division budget in FY 2022-23.

Historically, caseload has driven appropriations. Caseload decreases continue to be the most significant changes in the Division’s budget, but have largely been offset by increases for staffing, facility improvements, and education services in recent years. Since FY 2014-15, the Division has received additional funding to add over 200 new staff positions to improve staff-to-youth ratios to create safer environments for staff and youth. Unlike fiscal years prior to FY 2014-15, this caused the

Division's budget to increase despite commitment, detention, and parole populations decreasing. In FY 2018-19, the Division received an additional \$2.6 million General Fund for 69 new security-focused positions (49.5 FTE).

Total Youth Services appropriations (in millions) have increased as the average daily population (ADP) for commitment, detention, and parole have decreased due to staffing increases.



## SUMMARY: FY 2022-23 APPROPRIATION & FY 2023-24 REQUEST

DEPARTMENT OF HUMAN SERVICES						
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS	FTE
<b>FY 2022-23 APPROPRIATION:</b>						
H.B. 22-1329 (Long Bill)	2,638,145,548	1,141,826,416	462,123,650	225,856,891	808,338,591	5,332.5
Other legislation	(86,726,158)	(84,669,770)	262,569,593	(10,062,564)	(254,563,417)	(90.8)
<b>TOTAL</b>	<b>\$2,551,419,390</b>	<b>\$1,057,156,646</b>	<b>\$724,693,243</b>	<b>\$215,794,327</b>	<b>\$553,775,174</b>	<b>5,241.7</b>
<b>FY 2023-24 REQUESTED APPROPRIATION:</b>						
FY 2022-23 Appropriation	\$2,551,419,390	1,057,156,646	\$724,693,243	\$215,794,327	\$553,775,174	5,241.7
R1 State hospital quality assurance	783,260	783,260	0	0	0	6.5
R2 Preventing youth homelessness	5,100,837	5,049,825	0	0	51,012	7.4
R3 County adult protective services	1,609,266	1,309,266	300,000	0	0	1.0
R4 Medicaid access for child welfare	541,573	162,500	0	291,573	87,500	2.7
R5 Reforming IT project ownership	0	0	0	0	0	0.0
R6 DYS security equipment upgrades	540,600	540,600	0	0	0	0.0
R7 Improving SNAP delivery	0	0	0	0	0	5.6
R8 Forensic Services Division capacity	3,704,803	3,704,803	0	0	0	23.1
R9 Salary increase for hospital medical staff	1,808,328	1,808,328	0	0	0	0.0
R10 Community provider rate	22,491,357	13,879,529	3,290,100	446,776	4,874,952	0.0
R11 Aid for parents to make child support	1,140,274	0	0	0	1,140,274	1.0
R12 Momentum program funding	328,747	328,747	0	0	0	0.0
R13 Sustaining ReHire Colorado	102,904	102,904	0	0	0	0.0
R14 OCFMH data and reporting	236,314	236,314	0	0	0	2.8
R15 Quality assurance budget alignments	0	0	0	0	0	0.0
R16 Juvenile justice budget alignment	0	0	0	0	0	0.0
R17 Realign child welfare hotline budget	(535,787)	(535,787)	0	0	0	0.0
R18 DYS parole and transition caseload	(700,000)	(700,000)	0	0	0	0.0
R19 DYS state facilities caseload	(1,927,398)	(1,675,864)	0	(134,557)	(116,977)	0.0
BHA-R1 BHA personnel	3,478,525	3,478,525	0	0	0	31.3
BHA-R2 Behavioral health services	5,500,000	5,500,000	0	0	0	0.0
BHA-R3 Behavioral health learning management system	753,386	753,386	0	0	0	0.9
BHA-R4 BHA community provider	5,246,702	3,491,583	1,751,187	3,932	0	0.0
BHA-R5 BHA technical adjustments	0	0	0	0	0	0.0
Centrally appropriated line items	23,532,567	16,198,261	2,518,073	2,614,667	2,201,566	0.0
Indirect cost assessments	6,520,404	0	1,035,765	2,025,147	3,459,492	0.0
Non-prioritized requests	2,386,535	2,126,875	204,946	54,714	0	(3.5)
Technical adjustments	492,540	507,114	(90,811)	(47,220)	123,457	0.0
Annualize prior year legislation	(312,406,151)	(1,988,084)	(311,972,108)	459,017	1,095,024	11.0
Annualize prior year budget actions	(1,771,130)	5,175,193	(98,019)	(4,690,379)	(2,157,925)	9.5
<b>TOTAL</b>	<b>\$2,320,377,846</b>	<b>\$1,117,393,924</b>	<b>\$421,632,376</b>	<b>\$216,817,997</b>	<b>\$564,533,549</b>	<b>5,341.0</b>
<b>INCREASE/(DECREASE)</b>	(\$231,041,544)	\$60,237,278	(\$303,060,867)	\$1,023,670	\$10,758,375	99.3
Percentage Change	(9.1%)	5.7%	(41.8%)	0.5%	1.9%	1.9%

\*The table above provides the totals for the entire Department, while the descriptions below describe the requested amounts specific to the Office of Children, Youth and Families alone.

**R2 PREVENTING YOUTH HOMELESSNESS [REQUIRES LEGISLATION]:** The request includes an increase of \$5,100,837 total funds, including \$5,049,825 General Fund, and 7.4 FTE in FY 2034-24, and \$5,164,275 total funds in FY 2024-25 and ongoing to address factors contributing to youth homelessness. The request requires legislation to establish a housing voucher for foster youth. The

department identified the request as evidence-informed (Step 4). *Additional information is provided in the second issue brief.*

The request includes the following components:

- \$717,688 total funds, including \$690,946 General Fund, and 2.0 FTE for program intermediaries to serve as liaisons between the Department and local service providers to increase access to prevention services included on the Family First Prevention Services Clearinghouse;
- \$1.3 million General Fund to distribute to service providers to address youth risk factors through evidence-based programs such as multisystemic therapy and skills groups;
- \$3.1 million total funds, including \$2.7 million General Fund, and 6.0 FTE to provide dedicated housing assistance for youth transitioning out of foster care and Youth Services. The request includes \$1.1 million to create and fund approximately 100 youth housing vouchers.

**R4 IMPROVING MEDICAID ACCESS FOR CHILD WELFARE YOUTH:** The request includes an increase of \$541,573 total funds, including \$162,500 General Fund, and 2.7 FTE in FY 2023-24 and \$821,637 total funds in FY 2024-25 and ongoing for dedicated staff to coordinate between the Department of Health Care Policy and Financing (HCPF) and DHS for child welfare youth. The department identified the request as theory-informed (Step 3).

DHS, HCPF, and the Office of Information Technology (OIT) conducted a root cause analysis that determined at least 1,396 child welfare youth experienced Medicaid eligibility disruptions last year. Eligibility disruptions can cause youth to experience delays and loss in access to prescriptions, treatment, and placements. The request would create three positions with expertise in child welfare, Medicaid, and the three state data systems that manage child welfare and Medicaid cases (Trails, CBMS, and MMIS) to improve Medicaid access by reducing system fragmentation. The request was a recommendation of the Medicaid Subcommittee of the Delivery of Child Welfare Services Task Force created by S.B. 18-254 (Child Welfare Reforms).

**R6 DYS SECURITY EQUIPMENT UPGRADES:** The request includes an increase of \$540,600 General Fund in FY 2023-24, and \$137,000 General Fund in FY 2024-25 and ongoing, for the one-time purchase and ongoing maintenance of security equipment. Proposed equipment expenses include 11 drug trace detectors, five digital fingerprinting machines, and one handheld x-ray. The Department currently relies on physical fingerprinting that must be mailed between the DYS and Judicial Districts.

**R10 COMMUNITY PROVIDER RATE:** The request includes an increase of \$16,813,231 total funds, including \$10,047,087 General Fund in FY 2023-24 and ongoing in OCYF for a 3.0 percent provider rate increase.

**R15 QUALITY ASSURANCE BUDGET ALIGNMENTS:** The request includes a net-zero transfer of two line items from OCYF to the Administration and Finance Division. The transfer would separate quality assurance processes from the programs they review. The transfer would not have a programmatic impact and is intended to align the Long Bill with current practice.

**R16 JUVENILE JUSTICE BUDGET ALIGNMENT:** The request includes a net-zero transfer of \$281,249 General Fund and 3.0 FTE from the Division of Child Welfare (DCW) to the Division of Youth Services (DYS). The request states that S.B. 21-071 (Limit the Detention of Juveniles) incorrectly

appropriated funding for DYS in the DCW Administration line. The transfer would not have a programmatic impact and is intended to align the Long Bill with current practice.

**R17 REALIGN CHILD WELFARE HOTLINE BUDGET:** The request includes a one-time decrease of \$535,787 General Fund in FY 2023-24 to reflect cost efficiencies in DCW. The request is a continuation of a one-time decrease approved by the Committee and General Assembly during the last budget cycle. The Department states that the decrease would not have a programmatic impact, and is only requested on a one-time basis to allow for future technological improvements.

**R18 DYS PAROLE CASELOAD REDUCTION:** The request includes a decrease of \$700,000 General Fund in FY 2023-24 and ongoing to reflect a projected parole caseload decrease of 2.0 percent. The Department does not anticipate that the decrease will have an impact on services and anticipates that funding will be reverted at the end of the fiscal year if the request is not approved.

**R19 DYS CONTRACT PLACEMENT CASELOAD REDUCTION:** The request includes a decrease of \$1,927,398 total funds, including \$1,675,864 General Fund, in FY 2023-24 and FY 2024-25 to reflect decreased caseload for community contract placements. The caseload decrease results from a shift in higher acuity cases requiring State-secure rather than community placements, and the closure of Ridge View Youth Services Center, a 32-bed facility in Watkins, Colorado.

**INDIRECT COST ASSESSMENT:** The request includes a net increase of \$1,249,244 to indirect costs for OCYF.

**ANNUALIZE PRIOR YEAR LEGISLATION:** The request includes a net decrease of \$9,591,829 total funds for OCYF to reflect the FY 2023-24 impact of bills passed in previous sessions, summarized in the table below.

ANNUALIZE PRIOR YEAR LEGISLATION						
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS	FTE
HB22-1374 Foster care success act	\$1,112,326	\$1,112,326	\$0	\$0	\$0	0.1
HB22-1094 Foster youth in transition	843,318	421,659	0	421,659	0	0.0
HB22-1289 Health benefits for children	166,000	107,900	0	0	58,100	0.0
HB22-1056 Emergency care for children	49,550	45,260	0	0	4,290	0.0
HB22-1283 Youth behavioral health	(11,628,023)	0	(11,628,023)	0	0	0.0
HB22-1131 Reduce justice involvement	(105,000)	(105,000)	0	0	0	0.0
HB22-1099 Policies and procedures	(30,000)	(30,000)	0	0	0	0.0
<b>TOTAL</b>	<b>(\$9,591,829)</b>	<b>\$1,552,145</b>	<b>(\$11,628,023)</b>	<b>\$421,659</b>	<b>\$62,390</b>	<b>0.1</b>

**ANNUALIZE PRIOR YEAR BUDGET ACTIONS:** The request includes a net increase of \$2,819,779 total funds to reflect the FY 2023-24 impact of prior year budget actions for OCYF, summarized in the table below.

ANNUALIZE PRIOR YEAR BUDGET ACTIONS						
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS	FTE
Annualize prior year salary survey	\$3,615,704	\$3,449,853	\$82,890	\$9,161	\$73,800	0.0
FY 22-23 R17 Realign child welfare hotline	457,787	457,787	0	0	0	0.0
FY 22-23 R7 DYS phone replacement	100,000	100,000	0	0	0	0.0
FY 22-23 R1 Food service & housekeeping	0	0	0	0	0	0.0
FY 22-23 BA9 DYS Job readiness	(1,088,000)	(1,088,000)	0	0	0	0.0

ANNUALIZE PRIOR YEAR BUDGET ACTIONS						
	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROPRIATED FUNDS	FEDERAL FUNDS	FTE
FY 22-23 BA6 SB 21-278 funding	(250,000)	(250,000)	0	0	0	0.0
FY 22-23 R4 County child welfare support	(15,712)	(13,512)	0	0	(2,200)	0.2
<b>TOTAL</b>	<b>\$2,819,779</b>	<b>\$2,656,128</b>	<b>\$82,890</b>	<b>\$9,161</b>	<b>\$71,600</b>	<b>0.2</b>

**TECHNICAL ADJUSTMENTS:** The request includes a net increase of \$469,890 total funds for a leap year adjustment.

**NON-PRIORITIZED REQUESTS:** The request includes an increase of \$164,641 for the transfer of FTE from the new Department of Early Childhood to OCYF.

**OUT-YEAR GENERAL FUND REQUEST IMPACTS:** The following table describes the ongoing impacts of the FY 2023-24 requests for the following fiscal year. The out-year amounts are likely understated as common policy increases likely to occur each year are not included.

OUT-YEAR GENERAL FUND REQUEST IMPACTS						
	FY 2023-24		FY 2024-25		DIFFERENCE	
	GENERAL FUND	FTE	GENERAL FUND	FTE	GENERAL FUND	FTE
R2 Preventing youth homelessness	\$5,049,825	7.4	\$5,109,144	8.0	\$59,319	0.6
R4 Improving Medicaid access	162,500	2.7	325,000	3.0	162,500	0.3
R6 DYS Security equipment	540,600	0.0	137,000	0.0	(403,600)	0.0
R10 Community provider rate	10,047,087	0.0	10,047,087	0.0	0	0.0
R15 Quality assurance budget alignment	0	0.0	0	0.0	0	0.0
R16 Juvenile justice budget alignment	0	0.0	0	0.0	0	0.0
R17 Realign child welfare hotline budget	(535,787)	0.0	0	0.0	535,787	0.0
R18 DYS Parole caseload	(700,000)	0.0	(700,000)	0.0	0	0.0
R19 DYS Contract placement caseload	(1,675,864)	0.0	(1,675,864)	0.0	0	0.0
<b>TOTAL</b>	<b>\$2,841,274</b>	<b>10.1</b>	<b>\$3,195,280</b>	<b>11.0</b>	<b>\$354,006</b>	<b>0.9</b>

## ONE-TIME FUNDING AUTHORIZED IN RECENT LEGISLATIVE SESSIONS

During the 2020B, 2021, and 2022 legislative sessions, the General Assembly allocated significant one-time funding to the Department of Human Services that included \$46.0 million originating as state General Fund and \$482.4 million originating as federal Coronavirus State Fiscal Recovery funds (ARPA funds).

### SUMMARY

- Two bills have allocated a total of \$17.6 million one-time ARPA funds to the Office of Children, Youth and Families.
- Additional legislation has allocated one-time funds to the Office of Behavioral Health and other state agencies to improve access to behavioral health resources for youth.

### DISCUSSION

During the 2020B, 2021, and 2022 legislative sessions, the General Assembly allocated \$528.4 million in one-time funding to the Department of Human Services through appropriations and transfers. For many programs, authority was provided to expend the funds through FY 2023-24 or beyond. To assist the Committee in tracking the use of these funds, the tables below show the sum of allocations provided for FY 2020-21, FY 2021-22, and FY 2022-23 and expenditures through FY 2021-22 by the original source of the funds (General Fund, federal Coronavirus State Fiscal Recovery Funds, and other funds).

The Office of Children, Youth and Families has not received one-time General Fund, but two bills have allocated one-time ARPA funds to the Division.

### ALLOCATION AND EXPENDITURE OF ONE-TIME FEDERAL CORONAVIRUS STATE FISCAL RECOVERY FUNDS (ARPA FUNDS)

OFFICE OF CHILDREN, YOUTH AND FAMILIES ONE-TIME ARPA FUNDS			
BILL NUMBER /SHORT TITLE	APPROPRIATION / TRANSFER	ACTUAL EXPENDITURE THROUGH FY 2022	BRIEF DESCRIPTION OF PROGRAM AND ANTICIPATED USE OF THE FUNDS
S.B. 22-183 Crime victims services	6,000,000	0	Transfers to the State Domestic Violence and Sexual Assault Services Fund, which is continuously appropriated to the Department of Human Services to reimburse for services to domestic violence and sexual assault crime victims.
H.B. 22-1283 Youth and family residential care	11,628,023	0	Makes the following appropriations: \$11,628,023 for child welfare respite and residential programs; \$7,500,000 to expand substance use residential beds for adolescents; \$2,500,000 for the crisis response service system; \$35,000,000 for capital costs and \$539,926 for building maintenance costs for a youth neuro-psych facility at the Colorado Mental Health Institute at Fort Logan.
<b>TOTAL</b>	<b>\$ 17,628,023</b>	<b>\$41,424,167</b>	

## IMPLEMENTATION UPDATES AND ITEMS OF NOTE

**H.B. 22-1283 YOUTH AND FAMILY RESIDENTIAL CARE:** One time ARPA funds appropriated in this legislation are intended to increase child welfare respite and residential programs. An additional \$35.0 million was allocated to create a youth neuro-psych facility at the Colorado Mental Health Institute in Fort Logan. The fiscal note for the bill indicates that long-term staffing costs for the facility will be supported with General Fund.

Several bills that allocated one-time funds to the Department are intended to improve access to behavioral health services for youth and families, but are allocated to the Office of Behavioral Health (OBH) within the Department rather than OCYF. Legislation is listed below and may be discussed further in the briefing documents for the relevant divisions.

- **H.B. 21-1258 (MENTAL HEALTH SCREENINGS IN SCHOOL):** Appropriates \$9.0 million one-time General Fund to OBH to establish a Temporary Youth Mental Health Services Program. The program reimburses providers for up to three mental health sessions with a youth and may provide additional reimbursement subject to available money. Reports indicate that \$5.5 million has been expended through FY 2021-22.
- **S.B. 21-137 (BEHAVIORAL HEALTH RECOVERY ACT):** Appropriates a total of \$114.1 million to multiple state agencies, including \$9.0 million one-time ARPA to OBH for behavioral health resources for youth. Of that amount, \$5.0 million was appropriated for a pilot program for residential placement of children and youth with high acuity physical, mental, or behavioral health needs.
- **S.B. 21-288 (AMERICAN RESCUE PLAN ACT OF 2021 CASH FUND):** Reports indicate that \$1.9 million one-time ARPA funds transferred pursuant to the bill have been expended for residential youth beds.
- **H.B. 22-1243 (SCHOOL SECURITY/BEHAVIORAL HEALTH FUNDING):** Appropriates \$6.0 million cash funds that originated as one-time ARPA to OBH for the Temporary Youth Mental Health Services Program, as well as \$2.0 million to the Department of Education for the Behavioral Health Care Professional Matching Grant Program and \$6.0 million to the Department of Public Safety for the School Security Disbursement Program.

DEPARTMENT OF HUMAN SERVICES ONE-TIME ARPA FUNDS			
BILL NUMBER / SHORT TITLE	APPROPRIATION / TRANSFER	ACTUAL EXPENDITURE THROUGH FY 2022	BRIEF DESCRIPTION OF PROGRAM AND ANTICIPATED USE OF THE FUNDS
S.B. 21-137 Behavioral Health Recovery Act	2,000,000	597,862	Services for school-aged children and parents by community mental health center school-based clinicians
S.B. 21-137 Behavioral Health Recovery Act	2,000,000	0	Behavioral health and substance use disorder treatment for children, youth, and their families
S.B. 21-137 Behavioral Health Recovery Act	5,000,000	239,904	Pilot program for residential placement of children and youth with high acuity physical, mental, or behavioral health needs
S.B. 21-288 American Rescue Plan Act of 2021 Cash Fund	0	1,853,982	Residential youth beds
H.B. 22-1243 School security/behavioral health funding	6,000,000	0	For the Temporary Youth Mental Health Services Program.
<b>TOTAL</b>	<b>\$15,000,000</b>	<b>\$2,691,748</b>	



# INFORMATIONAL ISSUE: R2 PREVENTING YOUTH HOMELESSNESS

This issue provides background research and outlines the Department's second prioritized request, R2 Preventing Youth Homelessness.

## SUMMARY

- The request includes an increase of \$5.1 million total funds, including \$5.0 million General Fund, and 7.4 FTE in FY 2023-24.
- The request is designed to reduce the likelihood that children and youth experience homelessness through a three pronged approach focusing on (1) prevention services, (2) addressing risk factors, and (3) strengthening support for youth transitioning out of foster care and youth services.
- The request includes a youth housing voucher modeled after existing programs in DOLA, and anticipates implementation support from DOLA.

## DISCUSSION

Foster youth transitioning to independent adulthood are often referred to as foster youth in transition. Transition may include emancipation or youth transferring to living independently with or without support from local child welfare agencies. Research indicates that planned transitions may be essential to long-term housing stability. Foster youth in transition programs were recently expanded in the state under H.B. 21-1094 (Foster Youth in Transition). Under the bill, youth may stay or return to foster care until age 21.

A frequently cited study of youth aging out of foster care in three Midwestern states found that between 31.0-46.0 percent of participants experienced homelessness at least once by age 26.<sup>1</sup> The study results indicate that other childhood experiences, such as child abuse and economic instability, are stronger determinants of experiencing homelessness than exposure to the foster care system itself.

A study of foster youth receiving housing assistance in San Francisco found that certain experiences within foster care increase the likelihood of chronic homelessness, including multiple placements and a lack of transition planning.<sup>2</sup> Finally, a study of foster youth in Detroit found that youth in unstable housing situations were more likely to have transitioned into independence at younger ages and had experienced more placements while in foster care.<sup>3</sup> Similarly, youth in stable housing situations post-transition were less likely to have experienced restrictive placements in foster care.

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<sup>1</sup> Dworsky, A., Napolitano, L., & Courtney, M. (2013). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3969135/>

<sup>2</sup> Brown, S., & Wilderson, D. (2010). [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.researchgate.net/profile/Stephanie-Brown-14/publication/227413833\\_Homelessness\\_prevention\\_for\\_former\\_foster\\_youth\\_Utilization\\_of\\_transitional\\_housing\\_programs/links/5c68c9db92851c1c9de5beb0/Homelessness-prevention-for-former-foster-youth-Utilization-of-transitional-housing-programs.pdf](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.researchgate.net/profile/Stephanie-Brown-14/publication/227413833_Homelessness_prevention_for_former_foster_youth_Utilization_of_transitional_housing_programs/links/5c68c9db92851c1c9de5beb0/Homelessness-prevention-for-former-foster-youth-Utilization-of-transitional-housing-programs.pdf)

<sup>3</sup> Fowler, P. J., Toro, P. A., & Miles, B. W. (2009). <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://ajph.aphapublications.org/doi/pdf/10.2105/AJPH.2008.142547>

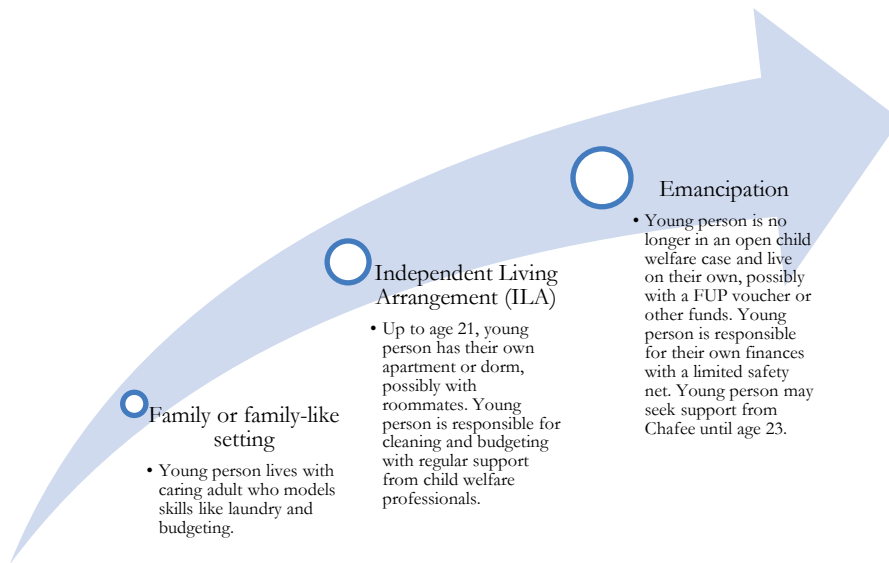
Each of the studies recommended that states increase investment in foster care transition services, particularly for youth with increased risk factors. Recommended investments include increased funding for housing assistance such as vouchers and hands-on housing search assistance, assisting youth to build financial training and assets before transition, and providing incentives for landlords and developers to create and support housing resources for transition youth.

*FORMER FOSTER CARE STEERING COMMITTEE REPORT*

The Former Foster Care Steering Committee was created by H.B. 18-1319 (Successful Adulthood Former Foster Youth). A report provided by the Steering Committee included a recommendation to build a network of housing supports for young people leaving foster care in the state.<sup>4</sup> The report also indicates that a landlord mitigation/incentive fund should be developed to assist counties in developing housing options to address landlord liability concerns such as a youth’s lack of co-signers or rental history.

The report indicates that ideally the transition out of foster care would follow the transition to adulthood experienced by non-foster youth. In their late teens, youth would experience a supportive household that models basic household and financial management. Then, youth transition to living in dorms or with roommates where responsibilities are shared and youth may return home with parents or guardians at any time. Finally, youth gain sufficient experience to live on their own.

In foster care, this process may translate to living in a family or family-like setting, transitioning into an Independent Living Arrangement (ILA) before finally reaching emancipation. ILAs are foster care placements where a young person lives on their own with supervision and support of a child welfare agency. ILAs are funded by Title IV-E, requiring an open child welfare case. Youth may therefore be faced with choosing between maintaining involvement with the child welfare system into their twenties, or transition to independence with a higher risk of homelessness. The graphic below was provided in the report to describe the appropriate continuum.



<sup>4</sup> HB 18-1319 Former Foster Care Steering Committee Final Recommendations, March, 2019. [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://co4kids.org/sites/default/files/FFCY%20Steering%20Committee%20Recommendations\\_FINAL.pdf](https://co4kids.org/sites/default/files/FFCY%20Steering%20Committee%20Recommendations_FINAL.pdf)

## **EXISTING PROGRAMS**

There are several existing state and federal programs that may provide support for foster youth in transition. Services include the federal Chafee program, the state Foster Youth in Transition program, and federal and state housing vouchers largely administered through the Department of Local Affairs.

### *CHAFFEE/FYIT*

The John H. Chafee Foster Care Program for Successful Transition to Adulthood (Chafee) is a federal program created by the Foster Care Independence Act of 1999. The federal program is a capped allocation to states to provide funding to assist youth currently or formerly in foster care with services and financial assistance to transition into adulthood. The program is the predominant resource available to assist foster youth in transition with housing stability, but services may also include assistance obtaining employment and education, financial management, and mentorship. Federal funding for Chafee has decreased from \$2.5 million to \$1.5 million in the last ten fiscal years while the number of youth eligible for services has increased.

House Bill 21-1094 (Foster Youth in Transition) created the Foster Youth in Transition (FYIT) program and aimed to supplement decreasing federal Chafee funds with state General Fund. The bill allowed youth to voluntarily continue to receive certain child welfare services until age 21. The bill included an ongoing appropriation of \$888,038 General Fund to support the program. Services may include assistance enrolling in Medicaid, obtaining employment and education, case management, and housing stability. A total of 246 youth have participated in the program since it began in June 2021, and 146 are in supervised independent living arrangements.

House Bill 21-1094 also created the Youth Transition Services Grant Program for county departments and other entities to serve youth aged 18-23 who are making the transition to adulthood. Funds are distributed by the Department with recommendations from an advisory committee.

### *HOUSING VOUCHERS*

The Division of Housing (DOH) in the Department of Local Affairs (DOLA) functions as a statewide public housing authority that primarily serves individuals and families with very low incomes, people with disabilities, and people experiencing homelessness. The Division administers a number of state and federal rental assistance programs that target different populations. Existing DOLA and U.S. Department of Housing and Urban Development (HUD) programs include:

- Foster Youth to Independence (FYI): HUD provides housing assistance to youth aged 18-24 who left foster care and are homeless or at risk of becoming homeless. The voucher is term-limited to 36 months and must be accompanied with supportive services.
- Family Unification Program (FUP): DOLA partners with DCW and local service providers to administer HUD housing choice vouchers for families where housing is an obstacle to regaining custody of their children, and youth aged 18-24 aging out of foster care.
- Continuum of Care Permanent Supportive Housing (CoC PSH): DOLA administers HUD permanent supportive housing programs funded through four CoCs to provide rental assistance and supportive services to individuals, youth, and families experiencing homelessness that have an identified disability.
- Mental Health, Homeless Solutions Program, and Recovery-Oriented Housing Program (MH-SHV, HSP-SHV, & ROHP-SHV): DOLA provides long-term rental assistance and access to supportive services for extremely low-income persons with a disabling condition and history of homelessness.

To qualify for the FUP voucher, youth must be 18-21, have been in foster care on or after their 16<sup>th</sup> birthday, and currently lack adequate housing. Lack of housing includes living in substandard or dilapidated housing, being homeless, displaced by domestic violence, living in an overcrowded unit, or living in housing not accessible due to disability. Housing assistance is limited to 18 months. Families are eligible if a child welfare agency has determined that lack of housing is a primary factor in the removal of a child. Housing assistance for families is not term-limited. Participants pay between 30-40.0 percent of their monthly-adjusted income toward rent and the balance is paid by HUD.

## REQUEST

The request is intended to address youth risk factors for homelessness at three different stages: (1) prevention (2) intervention, and (3) treatment.

- 1 **Preventing adverse childhood experiences:** The request includes \$717,688 total funds, including \$690,946 General Fund, and 2.0 FTE in FY 2023-24 to increase resources aimed at preventing adverse childhood experiences that increase risk factors for future homelessness. This portion of the request would build capacity for local service providers, and create two program intermediaries to serve as liaisons between the Department and local service providers. The liaisons would help support an increase in services available across the state, support data collection, and assess program success. The request would only support evidence-based practices as identified in the Family First Prevent Services Clearinghouse, allowing for federal match.
- 2 **Addressing youth risk factors:** The request includes \$1,250,000 General Fund to support evidence-based programs that target factors that increase youth's likelihood of experiencing homelessness. Funding would be distributed to local service providers that provide intervention services supported by the Family First Prevention Services Clearinghouse, such as home-based multisystemic therapy and weekly mentoring or skills groups. The request would address up-front costs for providers that are often barriers to implementing evidence-based practices, including funding to hire, train, and license staff before federal resources can be accessed.
- 3 **Increasing support for transition-age youth:** The request includes \$3.1 million total funds, including \$2.6 million General Fund, and 2.0 FTE in DCW and 4.0 FTE in DYS to provide housing assistance for youth transitioning out of foster care and DYS commitment.

This portion of the request includes \$1.4 million to increase support for the State Foster Youth Successful Transition to Adulthood grant program, and \$1.1 million to create a new youth housing voucher, including a landlord incentive fund. Eligibility for the voucher would follow the current Foster Youth in Transition (FYiT) program, as well as existing DOLA income eligibility standards. The voucher would remain available to youth up to age 26 without requiring an open FYiT case with the county.

The Department proposes that the vouchers will be distributed to individuals across the state rather than designated to specific housing projects. A specific housing project may increase

certain risk factors to youth including trafficking, while distributing to individuals allows vouchers to be used across different geographic areas of the state and will not result in loss of housing when youth age out of the program.

Calculations for the voucher are based on providing 100 vouchers at the current DOLA per voucher cost (an estimate of \$10,668 per voucher per year). The actual amount of vouchers distributed may be decreased depending on rent prices. The request is calculated based on 100 vouchers established from a few different data points. First, Mile High United Way indicates approximately 200 Colorado youth are on their community queue for housing resources. Additionally, 282 youth have transitioned from child welfare custody to adulthood in the last year. The National Youth in Transition Database (NYTD) approximates that 30.0 percent of respondent youth between the ages of 17 and 21 nationwide report being homeless. An additional 95 youth exited DYS in the last year and would be eligible for the program. Based on these numbers, 114 to 200 youth are estimated to be eligible for the program. The Department indicates that 100 vouchers could be a conservative estimate and the program could be expanded at a later time depending on demand and program success.

The request states that under existing vouchers, youth must compete with families for support, and may be required to have an open child welfare case or declare a disability to qualify. Requiring an open case creates unnecessary administrative burden and is a disincentive for youth trying to establish independence. Declaring a disability, mental health disorder, or substance abuse may also impact a youth's future ability to obtain employment.

Creating the housing voucher will require legislation. The Department has been coordinating with DOLA to design the request, and anticipates creating an Interagency agreement with DOLA to help administer the program given their existing expertise in distributing housing vouchers. The Department intends to leverage resources to support foster and DYS youth with DOLA's experience administering vouchers. The Department outlined a crosswalk of responsibilities for each agency, provided in Appendix D.

## INFORMATIONAL ISSUE: CHILD WELFARE REFORM

This issue summarizes recent state and federal legislative changes impacting the Child Welfare budget.

### SUMMARY

- The Department has not requested increases for county capped allocations beyond the community provider rate increase.
- The Committee has sponsored several bills in recent sessions to require third party analyses that estimate appropriate levels of Child Welfare funding.
- Federal funding for child welfare services has been impacted by the implementation of the Federal Family First Prevention Services Act of 2018.

### DISCUSSION

Funding for Child Welfare is currently in a state of flux, pending the yet to be determined impacts of recent state and federal legislation. The Committee will begin to receive reporting on an updated workload study and funding model early next year as required by state legislation. At the same time, the Department is in the first year of realizing federal funding impacts from the Family First Prevention Services Act. The following discussion provides background on these recent legislative changes to provide context for funding concerns that may arise from stakeholders during Figure Setting.

Child Welfare in Colorado is a state supervised, county administered system. The state distributes funding to counties with input from the Child Welfare Allocations Committee (CWAC) through capped allocations. There are three capped allocations with different state/local match rates: the Block, Core Services, and County Staffing. Core Services and County Staffing were added through legislation to address specific concerns and services previously viewed as under-allocated in the Block. The Block can be used to backfill over-expenditures in Core Services and County Staffing at the end of the fiscal year.

### STATE LEGISLATION

In recent years, the Committee has sponsored legislation to estimate the level of funding that would be required for child welfare agencies to meet state and federal requirements given existing caseload to inform proper funding levels for the capped allocations. Two bills, S.B. 21-277 and S.B. 21-278 require the Department to enter into third-party contracts to update models related to prior legislation, S.B. 15-242 and S.B. 18-254. The final reports from 2021 legislation are ongoing and results are not yet available.

#### *SENATE BILL 15-242 (COUNTY LEVEL CHILD WELFARE STAFFING)*

In February 2013, the General Assembly requested that the Office of the State Auditor (OSA) conduct an audit of OCYF. The request listed specific interest areas, including a study of the caseload for child welfare caseworkers and other frontline staff. To satisfy this request, the OSA conducted a performance audit and contracted with a third party to produce a separate workload study for county

caseworkers. At the time, the Department indicated that a workload study focusing on county child welfare caseworkers had not been performed in Colorado in 30 years.

The workload study sought to identify the level of work that is appropriate for child welfare agencies to properly fulfill state and federal rules and regulations related to child welfare. In the end, the study recommended a case to caseworker ratio of 10:1, and a caseworker to supervisor ratio of 5:1. At the time, this would require an additional 698 caseworkers across the state.

The Committee sponsored S.B. 15-242 (County Child Welfare Staff) in response to the study and a Department request to increase the funding allocated to counties specifically for the purpose of increasing the number of child welfare caseworker, case aide, and supervisor positions across the state. The bill required that funding only be used for positions created after January 1, 2015 and may not be used to provide direct services of any kind. Pre-existing county positions were required to continue to be funded through the Child Welfare Block Grant allocation. Counties that accept an allocation from the Staffing Block Grant are required to provide a 10.0 percent match to the allocated state and federal funds. No match is required if a county qualifies for tier 1 or tier 2 for the purpose of County Tax Base Relief.

After the implementation of S.B. 15-242, the Department requested annual increases for the line item, often based on a calculation of adding 100.0 FTE. JBC Staff also recommended applying Committee common policy provider rate adjustments as a cost of living adjustment. Annual increases as approved by the Committee are provided in the table below. The Committee initially approved an increased appropriation based on a calculation of 50.0 FTE for FY 2020-21, but reversed this decision for budget balancing. An increase has not occurred since FY 2019-20.

TABLE 1: COUNTY CHILD WELFARE STAFFING ANNUAL APPROPRIATION INCREASES<sup>1</sup>

	FTE UPON WHICH CALCULATION IS BASED	TOTAL FUNDS	GENERAL FUND	CASH FUNDS	REAPPROP. FUNDS	FEDERAL FUNDS
FY 2015-16 (phase 1)	100.0	\$6,064,149	\$5,428,510	\$606,415	\$0	\$29,224
FY 2016-17 (phase 2)	100.0	6,064,149	5,428,510	606,415	0	29,224
FY 2017-18 (phase 3)	67.0	4,028,061	3,625,255	402,806	0	0
FY 2018-19 (phase 4)	100.0	6,096,229	1,902,891	609,623	0	3,583,715
FY 2019-20 (phase 5)	100.0	6,170,258	4,534,025	617,026	0	1,019,207
FY 2020-21 <sup>2</sup>	0.0	0	0	0	0	0
FY 2021-22	0.0	0	0	0	0	0
FY 2022-23	0.0	0	0	0	0	0
<b>Total</b>	<b>467.0</b>	<b>\$28,422,846</b>	<b>\$20,919,191</b>	<b>\$2,842,285</b>	<b>\$0</b>	<b>\$4,661,370</b>
Total recommended by study	698.0					
Remaining positions to be funded	231.0					

<sup>1</sup> Does not reflect adjustments related to common policy provider rate increases applied to previous years or the annualization of prior year budget actions.

<sup>2</sup> The Department requested and the Committee initially approved calculations based on 50.0 FTE for FY 2020-21. This action was reversed during balancing.

The first Department request was calculated on an average caseworker salary of \$60,000 based on State compensation policies. However, the General Assembly has no authority to govern actual county FTE numbers or salary ranges. Counties often hire fewer FTE than allocated to offer higher salaries, or counties may hire the allocated FTE and offset salary differences through the Child Welfare Block Grant allocation. Therefore, the actual number of positions created within county departments since

the implementation of S.B 15-242 has varied from the total FTE upon which the appropriation was calculated. The Department does not collect data on turnover specifically related to the Staffing allocation.

TABLE 2: FTE ALLOCATIONS PURSUANT TO S.B. 15-242		
	FTE CALCULATION FOR S.B. 15-242 ALLOCATION	ACTUAL FTE ADDED USING S.B. 15-242 ALLOCATION
FY 2015-16 (phase 1)	100.0	100.0
FY 2016-17 (phase 2)	100.0	84.3
FY 2017-18 (phase 3)	67.0	66.0
FY 2018-19 (phase 4)	100.0	84.3
FY 2019-20 (phase 5)	100.0	84.0
FY 2020-21*	0.0	0.0
FY 2021-22	0.0	0.0
FY 2022-23	0.0	0.0
<b>Total Funded</b>	<b>467.0</b>	<b>418.5</b>
<hr/>		
<i>2014 Workload Recommendation</i>	<i>698.0</i>	<i>698.0</i>
<i>Total FTE Remaining</i>	<i>231.0</i>	<i>279.5</i>

*\*The Committee initially approved funding based on 50.0 FTE in FY 2020-21, but the decision was reversed during balancing.*

Each year the Department provides updated data on county child welfare worker staffing and caseload in an RFI. The 2022 report indicates that caseload is beginning to rebound following decreased reporting in 2020 and 2021 due to impacts from the COVID-19 pandemic. The provided data indicates that actual statewide caseworker and supervisor ratios now fall within the levels recommended by the 2014 workload study, but are likely to fall short if caseload continues to increase. Statewide data is provided in the table below and the data by county is provided in Appendix E.

TABLE 3: ACTUAL COUNTY STAFFING LEVELS						
	MONTHLY CASELOAD	ACTUAL CASEWORKER RATIO	ACTUAL SUPERVISOR RATIO	ACTUAL STAFFING (BLOCK, CORE, & 242)	BLOCK & CORE FTE INCREASE SINCE 2015	242 FTE INCREASE
2015				1,681	189.0	95.0
2016				2,021	71.0	184.0
2017	20,954			2,144	130.0	266.0
2018	21,896	11.5	5.5	2,155	90.0	245.0
2020	21,292	11.3	4.7	2,551	313.0	419.0
2021	19,311	8.64	5.2	2,644	384.0	450.0
<b>2022</b>	<b>20,610</b>	<b>10.67</b>	<b>4.41</b>	<b>2,273</b>	<b>400.5</b>	<b>447.6</b>

The report also indicates that 407.1 FTE are vacant across the state, indicating that half of the positions added since 2015 are not currently filled. While the salary rates used to calculate county staffing increases may be lower than the salaries actually offered by counties, salary may not be the greatest challenge for hiring. The Department notes that they are engaging in additional hiring strategies including improved partnerships with local educational institutions.

Even though counties are certainly facing child welfare workforce challenges, staff did not recommend an increase above the request in FY 2022-23 due to the outdated nature of the available data and analysis. The available data indicates that existing funding levels may adequately staff counties according to the 2014 workload study findings, but do not account for post-COVID system and workforce strains, and never adequately accounted for the actual cost for counties to hire FTE. An



updated workload study is expected to become available to the Committee in January pursuant to S.B. 21-277.

*SENATE BILL 18-254 (CHILD WELFARE REFORM)*

Senate Bill 18-254 (Child Welfare Reform) implemented many changes to the child welfare system, including requiring the Department to contract with an outside entity to develop a funding model forecasting the cost of providing services under the child welfare system beginning FY 2018-19 and every three years thereafter. The funding model was intended to eliminate the conflict of interest that exists when representatives of stakeholder groups that receive funding through allocations or contracts are involved in making funding decisions. Under the legislation, the model was required to inform the CWAC, the General Assembly, the Governor's Office, and the Department of the appropriate level of funding required to fully meet all state and federal requirements concerning the comprehensive delivery of child welfare services.

The funding model was completed by business accounting firm BerryDunn, and forecasted the needs of each county based on the average cost per child and forecasted caseload by county. The funding model determined that the necessary amount required to fully fund the child welfare system 2020 was \$506.6 million total funds. At the time, the Department estimated the total appropriations that fund child welfare services were approximately \$44.0 million total funds less than what the funding model indicated when resources provided to counties outside of the capped allocations are included.

*SENATE BILL 21-277 (CHILD WELFARE ALLOCATION FORMULA)*

During the 2021 Legislative Session, the Committee sponsored S.B. 21-277 (Child Welfare Services Allocation Formula). The bill requires the Department to contract with independent vendors to conduct an updated workload study and funding model. The Department is required to use the funding model to determine county capped allocations, as well as adoption and relative guardianship subsidies and the independent living program beginning in FY 2024-25. The funding model must be updated and reported to the Committee annually.

The Department is in the final stages of completing the workload study required by the bill. The contract was awarded to ICF Consulting and was completed this fall. ICF presented an initial report on the workload study objectives to CWAC in September. The presentation suggested that the analysis will be more sensitive to workload differences between counties based on size and geographic region than the 2014 workload study. The report is in the final stages of implementing stakeholder feedback and must be reported to the JBC by January 2023. For that reason, the report was not available to the Department in developing the budget requests for FY 2023-24, but is expected to be available to the Committee for Figure Setting decisions.

A contract for the funding model was awarded to Public Consulting Group (PCG) and is in the process of collecting data and stakeholder engagement. At the September CWAC meeting, PCG anticipated that funding model recommendations will be developed between January 1 and February 28, 2023.

While the updated analyses are pending, the bill required the Department to provide annual funding model reports each November. Each of the two reports provided in November of 2021 and 2022 have simply provided inflationary adjustments from the original BerryDunn model from S.B. 18-254.

The Department’s November 2022 report indicates that the funding model is in excess of the current allocation by \$123.1 million total funds, and in excess of actual expenditures by \$129.5 million total funds. The report also noted expenditures covered under other grants and funding sources. When these funds are included, the funding model is in excess of the allocation by \$53.1 million total funds. This is an increase of \$2.5 million from the 2021 report. The table detailing the calculations from the report is provided in Appendix F.

*SENATE BILL 21-278 (REIMBURSEMENT FOR OUT-OF-HOME PLACEMENTS)*

The Committee also sponsored S.B. 21-278, which requires the Department to contract with an independent vendor in FY 2022-23 to complete an actuarial analysis for out-of-home placement provider rates and incorporating requirements of Family First. The analysis must also include out-of-home providers for DYS. Beginning FY 2024-25, the Department is required to update rate-setting methodology and implement adjusted rates subject to available appropriations.

In the meantime, PCG provided an update in 2021 to incorporate decreased staff to case ratios required by Family First and DYS providers in rate setting methodology. The study determined the new need for provider rates is \$20.0 to 21.4 million higher than the current allocation. While \$15.2 to 16.3 million of this total is for Child Welfare, the discrepancy represents a 3.2 percent increase from the base for Child Welfare provider rates, compared to an 18.3 percent increase for DYS. A summary of the results is provided in the table below. The full report is provided in Appendix G.

TABLE 4: 2021 INITIAL PROVIDER RATE STUDY			
	BASE	PROPOSED INCREASE	PERCENT DIFFERENCE
Child Welfare	\$515,112,533	\$16,325,371	3.2%
Youth Services	27,485,602	5,035,264	18.3%
<b>Total</b>	<b>\$542,598,135</b>	<b>\$21,360,635</b>	<b>3.9%</b>

**FEDERAL LEGISLATION**

The Family First Prevention Services Act (Family First, The Act) was signed into law as part of the Bipartisan Budget Act in February of 2018. Family First included reforms to Title IV-E and IV-B of the Social Security Act to provide federal funding for preventative services for the first time to incentivize keeping children and youth in the least restrictive, most family-like setting possible.

Title IV-E is the largest source of federal funding in the child welfare system. Prior to the passage of Family First unless a state was awarded a waiver, Title IV-E funds could only be used for costs associated with out-of-home placements. Under Family First, Title IV-E funds can be used for 50.0 percent federal reimbursement for evidenced-based and trauma-informed prevention services approved by the federally selected clearinghouse.

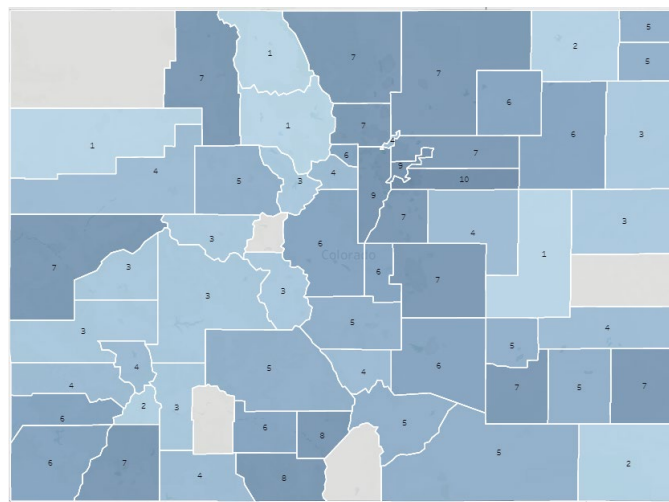
Federal reimbursement first became available to states that opted into the program on October 1, 2019. States were required to first show compliance with Family First on October 1, 2021. Obtaining federal approval of the state’s implementation plan has been an ongoing process, even after the Act has come into effect.

The Act identifies specific criteria concerning the level of evidence that a service must meet in order to be eligible for Title IV-E reimbursement, including, but not limited to:

- Documented benefit to families; and

- Identification in the clearinghouse of approved services as meeting a threshold defined as:
  - **Promising practice:** an independently reviewed study, using a control group and showing statistically significant results;
  - **Supported practice:** showing sustained success for at least six months after the completion of services, based on a random-controlled trial or rigorous quasi-experimental design;
  - **Well-supported practice:** showing success for more than one year after the completion of services.

Approved preventative services currently offered in the state include multisystemic therapy, family therapy and trauma-focused cognitive behavioral therapy. Some preventative services are currently under the Office of Early Childhood, including the nurse home visitor program and SafeCare. A map showing the number of eligible preventative services by county according to Department survey data is provided below.



The map provides the number of services rated by the Family First Clearinghouse as promising, supported, or well-supported by county. Counties in gray are pending survey data. The map and additional data are provided at the source linked below.

Source: Family First Prevention Services, Colorado Department of Human Services and the Colorado Evaluation and Action Lab at the University of Denver (June, 2021). <https://public.tableau.com/app/profile/colorado.lab/viz/FamilyFirstPreventionServices/Dashboard1>

### RESIDENTIAL CARE FACILITIES

To receive federal reimbursement under Family First, Residential Child Care Facilities (RCCFs) in Colorado have to meet additional federal requirements to be designated as Qualified Residential Treatment Providers (QRTPs). To be designated as a QRTP, residential facilities must use trauma-informed treatment models, have nursing and clinical staff accessible 24 hours a day seven days a week, as well as be state licensed and nationally accredited.

A child/youth must receive an independent assessment by a state licensed mental health professional to be placed in a QRTP. The assessment must occur within ten business days or fifteen calendar days from referral. The court must also determine and approve the placement within 60 days for youth in child welfare, or 30 days if professionals do not agree on placement. The provider must then reassess every 90 days from the original assessment date. Children/youth can also be assessed for placement in a Psychiatric Residential Treatment Facility (PRTF) for a higher level of care. Responsibility for the

independent assessment process transfers between counties, providers, the state, and courts depending on the point in the process.

Children and youth placed with parents in a licensed family-based substance abuse treatment facility, at risk of trafficking, and children of children are exceptions to these placement criteria. Family First also requires that agencies do not enact policies that would result in an increase in the population of youth in the juvenile justice system.

#### *TITLE IV-E DRAWDOWN*

The Long Bill currently overestimates the amount of Title IV-E likely to be realized by the state and counties. This is in part due to the implementation of Family First as well as ongoing problems calculating the state's penetration rate, which reflects the percentage of children and youth who are in out-of-home placements who are IV-E eligible. The full and ongoing impact is likely unknown as the Department has only seen a few quarters of expenditure data following the implementation of Family First.

In FY 2021-22, Title IV-E was overestimated by approximately \$15.0 million. During the May 2022 quarterly meeting, the CWAC therefore voted to reduce Title IV-E appropriations to 83.0 percent of the amount provided in the Long Bill for FY 2022-23 so that counties may more accurately budget to the amount that is expected to be received.

For FY 2023-24, counties have expressed that a top budget priority should be to decrease the Title IV-E funding provided in the Long Bill to more closely align with the amount that will actually be received. Reducing the appropriation would allow counties to budget more accurately, and prevent putting CWAC in a position of reducing the allocation from the Long Bill appropriation. However, the Department has expressed hesitancy to reduce the appropriation before the full impacts of Family First are known with confidence.

APPENDIX A  
NUMBERS PAGES  
(DIGITAL ONLY)

Appendix A details actual expenditures for the last two state fiscal years, the appropriation for the current fiscal year, and the requested appropriation for next fiscal year. This information is listed by line item and fund source. *Appendix A is only available in the online version of this document.*

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
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### DEPARTMENT OF HUMAN SERVICES Michelle Barnes, Executive Director

#### (3) OFFICE OF CHILDREN, YOUTH, AND FAMILIES

##### (A) Administration

OCYF Administration	<u>0</u>	<u>0</u>	<u>866,246</u>	<u>877,192</u>	
FTE	0.0	0.0	4.0	4.0	
General Fund	0	0	852,882	863,828	
Cash Funds	0	0	4,055	4,055	
Reappropriated Funds	0	0	172	172	
Federal Funds	0	0	9,137	9,137	

<b>SUBTOTAL - (A) Administration</b>	0	0	866,246	877,192	1.3%
<i>FTE</i>	<u>0.0</u>	<u>0.0</u>	<u>4.0</u>	<u>4.0</u>	<u>0.0%</u>
General Fund	0	0	852,882	863,828	1.3%
Cash Funds	0	0	4,055	4,055	0.0%
Reappropriated Funds	0	0	172	172	0.0%
Federal Funds	0	0	9,137	9,137	0.0%

##### (B) Division of Child Welfare

Administration	<u>6,708,777</u>	<u>8,599,729</u>	<u>9,141,970</u>	<u>8,973,238</u> *	
FTE	72.0	67.5	74.5	74.5	
General Fund	5,719,002	7,345,889	7,974,754	7,521,137	
Cash Funds	0	0	0	0	
Reappropriated Funds	61,154	40,010	66,803	361,358	
Federal Funds	928,621	1,213,830	1,100,413	1,090,743	

Note: An asterisk (\*) indicates that the FY 2023-24 request for a line item is affected by one or more decision items.

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
County IT Support	<u>0</u>	<u>0</u>	<u>1,800,000</u>	<u>1,800,000</u>	
FTE	0.0	0.0	0.0	0.0	
General Fund	0	0	1,170,000	1,170,000	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	630,000	630,000	
Colorado Trails	<u>6,043,469</u>	<u>6,020,231</u>	<u>7,732,056</u>	<u>8,148,056</u>	*
General Fund	<u>3,957,777</u>	<u>3,971,169</u>	<u>5,018,737</u>	<u>5,289,137</u>	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	<u>2,085,692</u>	<u>2,049,062</u>	<u>2,713,319</u>	<u>2,858,919</u>	
Continuous Quality Improvement	<u>448,435</u>	<u>600,442</u>	<u>517,503</u>	<u>0</u>	*
FTE	6.0	6.0	6.0	0.0	
General Fund	426,288	426,288	439,613	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	<u>22,147</u>	<u>174,154</u>	<u>77,890</u>	<u>0</u>	
Training	<u>2,289,316</u>	<u>4,951,347</u>	<u>6,821,623</u>	<u>6,850,339</u>	
FTE	7.0	7.0	7.0	7.0	
General Fund	726,353	3,353,943	3,696,252	3,709,616	
Cash Funds	0	0	61,224	61,224	
Reappropriated Funds	0	0	0	0	
Federal Funds	<u>1,562,963</u>	<u>1,597,404</u>	<u>3,064,147</u>	<u>3,079,499</u>	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Foster and Adoptive Parent Recruitment, Training, and Support	<u>1,138,350</u>	<u>1,079,791</u>	<u>1,631,057</u>	<u>1,634,459</u>	
FTE	2.0	2.0	2.0	2.0	
General Fund	1,002,381	921,124	1,219,089	1,222,491	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	135,969	158,667	411,968	411,968	
Adoption and Relative Guardianship Assistance	<u>42,312,256</u>	<u>44,588,070</u>	<u>42,773,830</u>	<u>44,193,440</u>	*
General Fund	21,807,548	22,375,786	23,153,201	23,909,175	
Cash Funds	0	0	4,312,095	4,455,097	
Reappropriated Funds	0	0	0	0	
Federal Funds	20,504,708	22,212,284	15,308,534	15,829,168	
Child Welfare Services	<u>269,885,964</u>	<u>301,326,429</u>	<u>393,539,156</u>	<u>405,631,388</u>	*
General Fund	184,784,265	205,387,349	207,983,125	214,379,871	
Cash Funds	0	0	73,674,949	75,939,828	
Reappropriated Funds	0	13,421,808	13,690,244	14,113,853	
Federal Funds	85,101,699	82,517,272	98,190,838	101,197,836	
County Level Child Welfare Staffing	<u>23,866,583</u>	<u>24,908,341</u>	<u>27,683,668</u>	<u>28,514,178</u>	*
General Fund	19,275,468	19,757,355	20,152,502	20,757,077	
Cash Funds	0	0	2,787,923	2,871,561	
Reappropriated Funds	0	0	0	0	
Federal Funds	4,591,115	5,150,986	4,743,243	4,885,540	



## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Residential Placements for Children with Intellectual and Developmental Disabilities	<u>2,228,758</u>	<u>1,638,795</u>	<u>3,671,857</u>	<u>3,787,505</u> *	
FTE	1.5	1.5	2.0	2.0	
General Fund	2,214,308	1,625,521	3,656,690	3,772,765	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	14,450	13,274	15,167	14,740	
Child Welfare Prevention and Intervention Services	<u>563,250</u>	<u>0</u>	<u>598,953</u>	<u>598,953</u>	
General Fund	0	0	0	0	
Cash Funds	563,250	0	598,953	598,953	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Child Welfare Legal Representation	<u>1,159,968</u>	<u>1,120,580</u>	<u>7,024,160</u>	<u>7,024,160</u>	
General Fund	0	0	0	0	
Cash Funds	1,159,968	1,120,580	7,024,160	7,024,160	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Family and Children's Programs	<u>49,141,286</u>	<u>48,479,617</u>	<u>57,818,369</u>	<u>59,552,920</u> *	
General Fund	45,347,686	41,476,461	48,660,581	50,120,398	
Cash Funds	0	0	6,044,833	6,226,178	
Reappropriated Funds	0	0	0	0	
Federal Funds	3,793,600	7,003,156	3,112,955	3,206,344	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Performance-based Collaborative Management Incentives	<u>4,500,000</u>	<u>4,500,000</u>	<u>5,500,000</u>	<u>5,500,000</u>	
General Fund	1,500,000	1,500,000	2,500,000	2,500,000	
Cash Funds	3,000,000	3,000,000	3,000,000	3,000,000	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Collaborative Management Program Administration and Evaluation	<u>327,689</u>	<u>356,476</u>	<u>359,550</u>	<u>360,648</u>	
FTE	1.5	1.5	1.5	1.5	
General Fund	327,689	356,476	359,550	360,648	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Independent Living Programs	<u>2,521,576</u>	<u>4,177,926</u>	<u>2,699,709</u>	<u>2,705,155</u>	
FTE	4.0	4.0	4.0	4.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	2,521,576	4,177,926	2,699,709	2,705,155	
Federal Child Abuse Prevention and Treatment Act Grant	<u>703,558</u>	<u>582,017</u>	<u>497,572</u>	<u>518,170</u>	
FTE	3.0	3.0	3.0	3.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	703,558	582,017	497,572	518,170	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Hotline for Child Abuse and Neglect	<u>2,472,453</u>	<u>2,680,482</u>	<u>2,984,047</u>	<u>2,922,965</u> *	
FTE	6.0	6.0	6.0	6.0	
General Fund	2,422,728	2,597,069	2,932,320	2,872,577	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	49,725	83,413	51,727	50,388	
Public Awareness Campaign for Child Welfare	<u>1,004,037</u>	<u>973,211</u>	<u>1,014,397</u>	<u>1,014,397</u>	
FTE	1.0	1.0	1.0	1.0	
General Fund	1,004,037	973,211	1,014,397	1,014,397	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Adoption Savings	<u>609,000</u>	<u>294,001</u>	<u>1,091,321</u>	<u>1,091,321</u>	
General Fund	0	0	0	0	
Cash Funds	609,000	294,001	1,091,321	1,091,321	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Appropriation to the Foster Youth Successful Transition to Adulthood Grant Program Fund	<u>0</u>	<u>0</u>	<u>712,950</u>	<u>1,134,609</u>	
General Fund	0	0	712,950	1,134,609	
Foster Youth Successful Transition to Adulthood Grant Program	<u>0</u>	<u>0</u>	<u>712,950</u>	<u>1,134,609</u>	
Reappropriated Funds	0	0	712,950	1,134,609	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Fostering Opportunities	<u>0</u>	<u>0</u>	<u>479,181</u>	<u>1,582,485</u>	
General Fund	0	0	479,181	1,582,485	
Preventing Youth Homelessness	<u>0</u>	<u>0</u>	<u>0</u>	<u>4,681,203</u> *	
FTE	0.0	0.0	0.0	3.7	
General Fund	0	0	0	4,630,191	
Federal Funds	0	0	0	51,012	
Child Welfare Licensing	<u>0</u>	<u>0</u>	<u>0</u>	<u>164,641</u> *	
FTE	0.0	0.0	0.0	2.5	
Cash Funds	0	0	0	164,641	
Respite and Residential Programs	<u>0</u>	<u>0</u>	<u>11,628,023</u>	<u>0</u>	
FTE	0.0	0.0	4.0	4.0	
Cash Funds	0	0	11,628,023	0	
<b>SUBTOTAL - (B) Division of Child Welfare</b>	417,924,725	456,877,485	588,433,902	599,518,839	1.9%
<i>FTE</i>	<u>104.0</u>	<u>99.5</u>	<u>111.0</u>	<u>111.2</u>	<u>0.2%</u>
General Fund	290,515,530	312,067,641	331,122,942	345,946,574	4.5%
Cash Funds	5,332,218	4,414,581	110,223,481	101,432,963	(8.0%)
Reappropriated Funds	61,154	13,461,818	14,469,997	15,609,820	7.9%
Federal Funds	122,015,823	126,933,445	132,617,482	136,529,482	2.9%

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
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### (C) Division of Youth Services

#### (I) Administration

Program Administration	<u>0</u>	<u>0</u>	<u>1,507,546</u>	<u>1,333,665</u>	
FTE	0.0	0.0	12.3	12.3	
General Fund	0	0	1,447,320	1,333,665	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	60,226	0	
Federal Funds	0	0	0	0	
Victim Assistance	<u>33,251</u>	<u>34,249</u>	<u>44,098</u>	<u>45,900</u>	
FTE	0.3	0.3	0.3	0.3	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	33,251	34,249	44,098	45,900	
Federal Funds	0	0	0	0	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Indirect Cost Assessment	<u>119,108</u>	<u>126,676</u>	0	0	
General Fund	0	0	0	0	
Cash Funds	119,108	126,676	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
<b>SUBTOTAL -</b>	152,359	160,925	1,551,644	1,379,565	(11.1%)
<i>FTE</i>	<u>0.3</u>	<u>0.3</u>	<u>12.6</u>	<u>12.6</u>	0.0%
General Fund	0	0	1,447,320	1,333,665	(7.9%)
Cash Funds	119,108	126,676	0	0	0.0%
Reappropriated Funds	33,251	34,249	104,324	45,900	(56.0%)
Federal Funds	0	0	0	0	0.0%

### (II) Institutional Programs

Program Administration	<u>0</u>	<u>0</u>	<u>73,083,169</u>	<u>75,715,664</u> *
FTE	0.0	0.0	934.0	929.0
General Fund	0	0	71,705,624	74,338,119
Cash Funds	0	0	70,000	70,000
Reappropriated Funds	0	0	1,294,469	1,294,469
Federal Funds	0	0	13,076	13,076
Medical Services	<u>13,188,931</u>	<u>12,791,872</u>	<u>13,131,503</u>	<u>13,634,740</u> *
FTE	84.2	84.2	84.2	84.2
General Fund	13,188,931	12,791,872	13,131,503	13,634,740
Cash Funds	0	0	0	0
Reappropriated Funds	0	0	0	0
Federal Funds	0	0	0	0

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Educational Programs	<u>8,406,804</u>	<u>8,431,452</u>	<u>9,555,270</u>	<u>8,742,717</u> *	
FTE	44.1	44.1	44.1	44.1	
General Fund	7,821,555	7,811,698	9,178,960	8,324,767	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	350,005	350,005	
Federal Funds	585,249	619,754	26,305	67,945	
DYC Education Support	<u>394,042</u>	<u>394,042</u>	<u>394,042</u>	<u>394,042</u>	
General Fund	394,042	394,042	394,042	394,042	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Prevention/Intervention Services	<u>21,938</u>	<u>20,385</u>	<u>50,886</u>	<u>50,886</u>	
FTE	1.0	1.0	1.0	1.0	
General Fund	0	0	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	50,886	50,886	
Federal Funds	21,938	20,385	0	0	
Personal Services	<u>66,627,887</u>	<u>67,858,713</u>	<u>0</u>	<u>0</u>	
FTE	934.0	934.0	0.0	0.0	
General Fund	66,627,887	67,858,713	0	0	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Operating Expenses	<u>4,293,456</u>	<u>4,338,719</u>	0	0	
General Fund	3,127,039	3,400,776	0	0	
Cash Funds	15,590	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	1,150,827	937,943	0	0	
<b>SUBTOTAL -</b>	92,933,058	93,835,183	96,214,870	98,538,049	2.4%
<i>FTE</i>	<u>1063.3</u>	<u>1063.3</u>	<u>1063.3</u>	<u>1058.3</u>	<u>(0.5%)</u>
General Fund	91,159,454	92,257,101	94,410,129	96,691,668	2.4%
Cash Funds	15,590	0	70,000	70,000	0.0%
Reappropriated Funds	0	0	1,695,360	1,695,360	0.0%
Federal Funds	1,758,014	1,578,082	39,381	81,021	105.7%

### (III) Community Programs

Program Administration	<u>0</u>	<u>0</u>	<u>7,735,023</u>	<u>8,549,078</u> *
FTE	0.0	0.0	82.2	86.9
General Fund	0	0	6,810,574	7,624,629
Cash Funds	0	0	98,734	98,734
Reappropriated Funds	0	0	164,941	164,941
Federal Funds	0	0	660,774	660,774
Purchase of Contract Placements	<u>8,877,056</u>	<u>4,965,585</u>	<u>8,511,653</u>	<u>6,824,218</u> *
General Fund	8,310,385	4,863,299	7,406,706	5,952,222
Cash Funds	0	0	0	0
Reappropriated Funds	0	0	584,122	463,052
Federal Funds	566,671	102,286	520,825	408,944



## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Managed Care Project	<u>1,322,322</u>	<u>1,427,233</u>	<u>1,557,778</u>	<u>1,608,780</u>	*
General Fund	1,322,322	1,389,855	1,519,652	1,569,405	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	37,378	38,126	39,375	
Federal Funds	0	0	0	0	
S.B. 91-94 Programs	<u>13,980,308</u>	<u>14,689,655</u>	<u>15,833,682</u>	<u>16,351,084</u>	*
General Fund	11,544,166	12,179,815	12,648,887	13,062,408	
Cash Funds	2,436,142	2,509,840	3,184,795	3,288,676	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Parole Program Services	<u>3,621,338</u>	<u>3,406,403</u>	<u>4,235,279</u>	<u>3,650,674</u>	*
General Fund	3,621,338	3,406,403	4,235,279	3,650,674	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Juvenile Sex Offender Staff Training	<u>34,399</u>	<u>41,205</u>	<u>45,548</u>	<u>45,548</u>	
General Fund	7,035	6,439	7,120	7,120	
Cash Funds	27,364	34,766	38,428	38,428	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Personal Services	<u>7,739,310</u>	<u>6,395,036</u>	0	0	
FTE	82.2	82.2	0.0	0.0	
General Fund	6,953,471	6,057,051	0	0	
Cash Funds	56,014	(87,394)	0	0	
Reappropriated Funds	314,103	133,504	0	0	
Federal Funds	415,722	291,875	0	0	
Operating Expenses	<u>516,038</u>	<u>546,367</u>	0	0	
General Fund	508,950	546,367	0	0	
Cash Funds	6,250	0	0	0	
Reappropriated Funds	838	0	0	0	
Federal Funds	0	0	0	0	
<b>SUBTOTAL -</b>	36,090,771	31,471,484	37,918,963	37,029,382	(2.3%)
<i>FTE</i>	<u>82.2</u>	<u>82.2</u>	<u>82.2</u>	<u>86.9</u>	5.7%
General Fund	32,267,667	28,449,229	32,628,218	31,866,458	(2.3%)
Cash Funds	2,525,770	2,457,212	3,321,957	3,425,838	3.1%
Reappropriated Funds	314,941	170,882	787,189	667,368	(15.2%)
Federal Funds	982,393	394,161	1,181,599	1,069,718	(9.5%)
<b>SUBTOTAL - (C) Division of Youth Services</b>	129,176,188	125,467,592	135,685,477	136,946,996	0.9%
<i>FTE</i>	<u>1,145.8</u>	<u>1,145.8</u>	<u>1,158.1</u>	<u>1,157.8</u>	(0.0%)
General Fund	123,427,121	120,706,330	128,485,667	129,891,791	1.1%
Cash Funds	2,660,468	2,583,888	3,391,957	3,495,838	3.1%
Reappropriated Funds	348,192	205,131	2,586,873	2,408,628	(6.9%)
Federal Funds	2,740,407	1,972,243	1,220,980	1,150,739	(5.8%)

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
<b>(D) Division of Community Programs</b>					
Juvenile Parole Board	<u>307,311</u>	<u>325,442</u>	<u>387,898</u>	<u>399,019</u>	
FTE	3.2	3.2	3.2	3.2	
General Fund	231,004	240,238	274,730	282,412	
Cash Funds	0	0	0	0	
Reappropriated Funds	76,307	85,204	113,168	116,607	
Federal Funds	0	0	0	0	
Tony Gramscas Youth Services Program	<u>9,155,126</u>	<u>9,889,296</u>	<u>11,867,673</u>	<u>11,902,072</u>	
FTE	3.0	3.0	3.0	3.0	
General Fund	1,467,475	1,717,475	3,219,206	3,220,663	
Cash Funds	7,190,652	7,701,467	8,148,639	8,180,643	
Reappropriated Funds	496,999	470,354	499,828	500,766	
Federal Funds	0	0	0	0	
Interagency Prevention Programs Coordination	<u>0</u>	<u>0</u>	<u>144,734</u>	<u>147,386</u>	
FTE	0.0	0.0	1.0	1.0	
General Fund	0	0	144,734	147,386	
Cash Funds	0	0	0	0	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	
Appropriation to the Youth Mentoring Services Cash Fund	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	
General Fund	0	0	0	0	
Cash Funds	500,000	500,000	500,000	500,000	
Reappropriated Funds	0	0	0	0	
Federal Funds	0	0	0	0	

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
Domestic Abuse Program	<u>734,248</u>	<u>2,132,381</u>	<u>1,910,178</u>	<u>1,961,064</u>	
FTE	2.7	2.7	2.7	2.7	
General Fund	0	0	0	0	
Cash Funds	107,571	920,635	1,280,501	1,331,387	
Reappropriated Funds	0	0	0	0	
Federal Funds	626,677	1,211,746	629,677	629,677	
<b>SUBTOTAL - (D) Division of Community Programs</b>	10,696,685	12,847,119	14,810,483	14,909,541	0.7%
<i>FTE</i>	<u>8.9</u>	<u>8.9</u>	<u>9.9</u>	<u>9.9</u>	<u>0.0%</u>
General Fund	1,698,479	1,957,713	3,638,670	3,650,461	0.3%
Cash Funds	7,798,223	9,122,102	9,929,140	10,012,030	0.8%
Reappropriated Funds	573,306	555,558	612,996	617,373	0.7%
Federal Funds	626,677	1,211,746	629,677	629,677	0.0%
<b>(E) Indirect Cost Assessment</b>					
Indirect Cost Assessment	<u>11,170,108</u>	<u>12,702,196</u>	<u>14,082,571</u>	<u>15,403,080</u> *	
General Fund	0	0	0	0	
Cash Funds	98,533	102,902	268,004	295,942	
Reappropriated Funds	14,859	8,962	73,475	80,393	
Federal Funds	11,056,716	12,590,332	13,741,092	15,026,745	
<b>SUBTOTAL - (E) Indirect Cost Assessment</b>	11,170,108	12,702,196	14,082,571	15,403,080	9.4%
<i>FTE</i>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0%</u>
General Fund	0	0	0	0	0.0%
Cash Funds	98,533	102,902	268,004	295,942	10.4%
Reappropriated Funds	14,859	8,962	73,475	80,393	9.4%
Federal Funds	11,056,716	12,590,332	13,741,092	15,026,745	9.4%

## Appendix A: Numbers Pages

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Appropriation	FY 2023-24 Request	Request vs. Appropriation
<b>TOTAL - (3) Office of Children, Youth, and Families</b>	568,967,706	607,894,392	753,878,679	767,655,648	1.8%
<i>FTE</i>	<u>1,258.7</u>	<u>1,254.2</u>	<u>1,283.0</u>	<u>1,282.9</u>	<u>(0.0%)</u>
General Fund	415,641,130	434,731,684	464,100,161	480,352,654	3.5%
Cash Funds	15,889,442	16,223,473	123,816,637	115,240,828	(6.9%)
Reappropriated Funds	997,511	14,231,469	17,743,513	18,716,386	5.5%
Federal Funds	136,439,623	142,707,766	148,218,368	153,345,780	3.5%

## APPENDIX B FOOTNOTES AND INFORMATION REQUESTS

### UPDATE ON LONG BILL FOOTNOTES

The General Assembly includes footnotes in the annual Long Bill to: (a) set forth purposes, conditions, or limitations on an item of appropriation; (b) explain assumptions used in determining a specific amount of an appropriation; or (c) express legislative intent relating to any appropriation. Footnotes to the 2022 Long Bill can be found at the end of each departmental section of the bill at <https://leg.colorado.gov/bills/hb22-1329>. The Long Bill footnotes relevant to this document are listed below.

- 43 Department of Human Services, Executive Director's Office, Indirect Cost Assessment; Administration and Finance, Indirect Cost Assessment; Office of Children, Youth, and Families, Indirect Cost Assessment; Office of Economic Security, Indirect Cost Assessment; Behavioral Health Administration, Indirect Cost Assessment; Office of Behavioral Health, Indirect Cost Assessment; Office of Adult, Aging and Disability Services, Indirect Cost Assessment; Office of Early Childhood, Indirect Cost Assessment – In addition to the transfer authority provided in Section 24-75-108, C.R.S., the Department is authorized to transfer up to 5.0 percent of the total appropriations in these subsections among line items in these subsections.

**COMMENT:** This footnote was added in 2022 and allows the Department additional flexibility to transfer funds between indirect cost lines.

- 44 Department of Human Services, Office of Children, Youth, and Families, Division of Child Welfare, Training; Foster and Adoptive Parent Recruitment, Training, and Support; Child Welfare Services; Family and Children's Programs; and Hotline for Child Abuse and Neglect -- It is the General Assembly's intent to encourage counties to serve children in the most appropriate and least restrictive manner. For this purpose, the Department may transfer funds between the specified line items in the Division of Child Welfare.

**COMMENT:** This footnote allows the Department to transfer funds between line items as necessary. A report on transfers between lines is provided by Department RFI 10.

- 45 Department of Human Services, Office of Children, Youth, and Families, Division of Youth Services, Institutional Programs, Program Administration; and Community Programs, Purchase of Contract Placements -- The Department is authorized to transfer up to \$1,000,000 of the total appropriations within the line items designated with this footnote.

**COMMENT:** This footnote was added in 2019 and allows the Department to transfer funds between line items as necessary.

## UPDATE ON LONG BILL REQUESTS FOR INFORMATION

The Joint Budget Committee annually submits requests for information to executive departments and the judicial branch via letters to the Governor, other elected officials, and the Chief Justice. Each request is associated with one or more specific Long Bill line item(s), and the requests have been prioritized by the Joint Budget Committee as required by Section 2-3-203 (3), C.R.S. Copies of these letters are included as an Appendix in the annual Appropriations Report (Appendix H in the FY 2022-23 Report): <https://leg.colorado.gov/sites/default/files/fy22-23apprept.pdf>.

The requests for information relevant to this document are listed below.

### REQUESTS AFFECTING MULTIPLE DEPARTMENTS

- 4 Department of Health Care Policy and Financing, Medical Services Premiums; Indigent Care Program, Children's Basic Health Plan Medical and Dental Costs; Department of Higher Education, Colorado Commission on Higher Education, Special Purpose, University of Colorado, Lease Purchase of Academic Facilities at Fitzsimons; Governing Boards, Regents of the University of Colorado; Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare, Tony Grampas Youth Services Program; Office of Early Childhood, Division of Community and Family Support, Nurse Home Visitor Program; Department of Military and Veterans Affairs, Division of Veterans Affairs, Colorado State Veterans Trust Fund Expenditures; Department of Personnel, Division of Human Resources, Employee Benefits Services, H.B. 07-1335 Supplemental State Contribution Fund; Department of Public Health and Environment, Disease Control and Environmental Epidemiology Division, Administration, General Disease Control, and Surveillance, Immunization Operating Expenses; Special Purpose Disease Control Programs, Sexually Transmitted Infections, HIV and AIDS Operating Expenses, and Ryan White Act Operating Expenses; Prevention Services Division, Chronic Disease Prevention Programs, Oral Health Programs; Primary Care Office -- Each Department is requested to provide the following information to the Joint Budget Committee by October 1, 2022 for each program funded with Tobacco Master Settlement Agreement money: the name of the program; the amount of Tobacco Master Settlement Agreement money received and expended by the program for the preceding fiscal year; a description of the program including the actual number of persons served and the services provided through the program; information evaluating the operation of the program, including the effectiveness of the program in achieving its stated goals

**COMMENT:** The Department submitted the report as requested. For more information, see the briefing on the Tobacco Master Settlement Agreement dated 11/14/22.

DEPARTMENT OF HUMAN SERVICES

- 1 Department of Human Services, Office of Children, Youth and Families, Division of Youth Services, Institutional Programs -- The Department is requested to submit a report by November 1 of each fiscal year, that includes the following monthly data for each State-owned and operated facility for the previous fiscal year:
  - a. Number of assaults by type (e.g. juvenile on staff, staff on juvenile, juvenile on juvenile);
  - b. The number and type of sexual assaults;
  - c. Number of homicides;
  - d. Number of suicides;
  - e. Number of new crimes reported to local police;
  - f. Number of direct care staff at each facility (CYSO I and II);
  - g. Ratio of direct care staff (CYSO I and II) to youth;
  - h. Direct care staffing vacancies by type (e.g. CYSO I);
  - i. Average length of service for direct care staff (CYSO I and II,);
  - j. Number of hours of missed work by all direct care facility staff and reason for absence (e.g. injury on the job, sick leave, planned absence, unplanned absence, vacation);
  - k. Amount of overtime hours worked by direct care staff and purpose (e.g. covering a shift for an absent co-worker) at each facility;
  - l. Amount of temporary help hours used for direct care purposes;
  - m. The number and type of worker’s compensation injuries that occurred; and
  - n. Amount of time missed by employees due to work-place injuries.

**COMMENT:** The Department report provided the following information on November 1:

DYS FY 2021-22 FACILITY DATA	
<b>Number of assaults</b>	
Juvenile on staff (monthly average)	14.5
Juvenile on juvenile (monthly average)	27.2
Staff on juvenile allegations (annual total)	24.0
Staff on juvenile founded (annual total)	3.0
<b>Number of fights</b> (monthly average)	34.5
<b>Number of sexual assaults</b>	
Number of allegations	32.0
Substantiated allegations (all youth-on-youth)	5.0
<b>Number of homicides</b>	0.0
<b>Number of suicides</b>	0.0
<b>Crimes reported to local police</b> (annual total)	63.0
<b>Average FTE by classification</b>	
Youth Services Specialist I	402.0
Youth Services Specialist II	125.0
Youth Services Specialist III	104.0
<b>Average length of service by classification</b> (years)	
Youth Services Specialist I	3.5
Youth Services Specialist II	6.9
Youth Services Specialist III	9.7



64.9 percent of juvenile on staff assaults were ranked level 3, or did not cause an injury that required medical attention. The juvenile on juvenile assault rate represents a 9-year low for the Division and are also most commonly level 3. The average number of direct care FTE has decreased to 631.0 from 872.2 in FY 2020-21, primarily in the Youth Services Specialist I classification. The average length of service increased for all classifications.

- 4 Department of Human Services, Office of Children, Youth and Families, Division of Youth Services, Community Programs, S.B. 91-094 Programs -- The Department is requested to submit to the Joint Budget Committee no later than November 1 of each fiscal year a report that includes the following information by judicial district and for the state as a whole: (1) comparisons of trends in detention and commitment incarceration rates; (2) profiles of youth served by S.B. 91-094; (3) progress in achieving the performance goals established by each judicial district; (4) the level of local funding for alternatives to detention; and (5) identification and discussion of potential policy issues with the types of youth incarcerated, length of stay, and available alternatives to incarceration.

**COMMENT:** The Department provided the executive summary to the report on November 1.

The summary indicated that the average statewide detention rate has declined 50.9 percent in the last ten fiscal years to a rate of 2.7 per 10,000 youth. Average statewide commitment has declined 68.6 percent in the same time period to a rate of 15.3 per 10,000 youth.

- 6 Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare -- The Department is requested to provide to the Joint Budget Committee, by November 1 of each fiscal year, information on county child welfare worker staffing, including county data on: (1) caseload ratios by county; (2) actual staffing levels; (3) new hires funded by the child welfare block grant; (4) new hires funded through county level child welfare staffing funding; (5) workload and funding allocation comparisons by county for each type of block allocation; (6) performance metrics concerning the training of and support provided to case workers; (7) how each of the previous data categories support successful outcomes for children served in the child welfare system; and (8) a description of each outcome and how it is measured.

**COMMENT:** The report indicates that the JBC has approved an additional 418.5 FTE to be allocated to counties through S.B. 15-242 funding since FY 2015-16. In actuality, counties have reported creating a total of 447.6 FTE, though some of these positions may be vacant. Overall, counties report that 407.1 out of 2,272.6 FTE are vacant. The report also indicates a statewide caseworker to case ratio of 10.7:1 compared to the recommended ratio of 10:1. This is an increase from 8.6:1 in the previous fiscal year.

COUNTY STAFFING AND CASELOAD DATA FY 2020-21	
Statewide average caseload ratio (1)	10.7
Minimum - Cheyenne	1.9
Maximum - Weld	15.5

COUNTY STAFFING AND CASELOAD DATA FY 2020-21	
<b>Filled staffing total (Block, Core, and SB 15-242) (2)</b>	<b>2,272.6</b>
Vacant Staffing (Block, Core, 242)	407.1
Staffing increase funded by Block and Core since July 1, 2015 (3)	400.1
Staffing increase funded by county level child welfare staffing (4)	447.6

- 7 Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare, Child Welfare Services -- The Department is requested to provide to the Joint Budget Committee, by November 1 of each fiscal year, the following information for each county:
- The actual use of funds allocated to counties through the child welfare services, county staffing, and core services block allocations, including data on previous fiscal year expenses and children serviced by funding category. At minimum such data should include the following: (a) program services expenditures, including the cost of services delivered through county staff and the cost of services delivered through contract providers; and the average cost per open involvement per year; (b) out-of-home placement care expenditures and the average cost per child per day; and (c) subsidized adoption expenditures and the average payment per child per day.
  - The forecast cost, by county, of fully funding the child welfare system in the current and subsequent fiscal years as determined by the funding model required by S.B. 18-254 (Child Welfare Reforms).

**COMMENT:** The Department forecasts that the cost of fully funding the child welfare system as determined by the funding model required by SB 18-254 is \$598,007,511 for FY 2022-23 and \$618,937,774 for FY 2023-24. The report also provides the following data in response to part a:

CHILD WELFARE USE OF FUNDS DATA FY 2021-22	
a. Program services expenditures	\$212,484,491
Average per open involvement	\$13,091
b. Out-of-home placement expenditures	\$97,835,181
Average cost per day	\$73.90
c. Total annual subsidized adoption expenditures	\$48,149,410
Adoption subsidy average cost per child per day	\$13.78

- 8 Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare -- The Department is requested to provide to the Joint Budget Committee, by November 1 of each fiscal year, information concerning the gross amount of payments to child welfare service providers, including amounts that were paid using child welfare block or core services allocation funds and any other revenue source. The Department is requested to identify amounts, by source, for the last two actual fiscal years.

**COMMENT:** The Department provided the following information:

GROSS AMOUNT PAID TO CHILD WELFARE SERVICE PROVIDERS		
PAYMENT	FY 2020-21	FY 2021-22
Child Welfare Block	\$99,418,587	\$97,673,413

GROSS AMOUNT PAID TO CHILD WELFARE SERVICE PROVIDERS		
PAYMENT	FY 2020-21	FY 2021-22
Core Services	29,244,597	24,969,751
Social Security Income	2,360,796	2,140,613
Provider Recovery	254,584	387,361
Child Support	1,986,736	1,465,870
Parental Fees	2,117,976	1,586,242
Other	82,827	94,427
<b>Total</b>	<b>\$135,466,103</b>	<b>\$128,317,677</b>

- 9 Department of Human Services, All Divisions -- The Department is requested to provide, by November 1 of each fiscal year, a list of each transfer made in the previous fiscal year pursuant to Section 24-75-106, C.R.S. This information should include: the line item in which the funds originated, the line item to which the funds were transferred, the amount of each transfer, the fund split for each transfer, and the purpose of the transfer.

**COMMENT:** The Department provided the following information for FY 2021-22:

FROM	PROGRAM	AMOUNT	FUND SPLIT	PURPOSE
DHS	Child Welfare Services	\$441,298	General Fund	Funding is estimated at the beginning of the year and was over-expended by HCPF for child welfare case management.
HCPF	Children and Youth Mental Health Treatment Act	56,274	General Fund	Over-estimated costs by HCPF are transferred to DHS at the end of the year for mental health treatment that exceeds OBH appropriations.
HCPF	CBMS Operating and contract	766,158	General Fund	Unexpended funds from HCPF are transferred to DHS as a result of DHS using the system more than HCPF.

- 10 Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare -- The Department is requested to provide by November 1 of each fiscal year, a list of each transfer made in the previous fiscal year between division line items as authorized by a Long Bill footnote pursuant to Long Bill Footnote 39. This information should include: the line item in which the funds originated, the line item to which the funds were transferred, the amount of each transfer, the fund split for each transfer, and the purpose of the transfer.

**COMMENT:** The relevant line item transfer authority was given in footnote 39 of S.B. 21-205 for FY 2021-22. The same footnote is number 44 for H.B. 22-1329 in FY 2022-23.

The Department made only one line item transfer related to Footnote 39 in FY 2021-22, totaling \$2,550,638 General Fund from Family and Children's Program to Child Welfare Services.

FY 2021-22 FOOTNOTE 39 TRANSFER		
TRANSFER FROM	TRANSFER TO	AMOUNT
Family and Children's Program	Child Welfare Services	\$2,550,638
<b>Total</b>		<b>\$5,242,859</b>

- 11 Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare, Promoting Permanency -- The Department is requested to provide to the Joint Budget Committee, by November 1 of each fiscal year, an evaluation report concerning programs funded through this line item.

**COMMENT:** The Department provided the final evaluation report for SFY 2022 for Wendy's Wonderful Kids (WWK) by the Social Work Research Center at Colorado State University and the Kempe Center for the Prevention and Treatment of Child Abuse and Neglect.

Wendy's Wonderful Kids is a national program created by the Dave Thomas Foundation to support the hiring of adoption professionals to improve permanency outcomes for children most at risk of aging out of foster care. The program was supported through a term-limited contract with the Department from a FY 2017-18 budget request. The request was approved on the condition that the program be evaluated before considering ongoing funding.

The analysis found that there was no statistical difference in outcomes between youth who participated in the program and youth who did not. However, the WWK program targets populations with permanency challenges, including youth over 15 or youth who have had multiple placements. Therefore, program representatives indicate that no difference between the sample and the general adoption population is a positive result and the study faced challenges due to the COVID-19 pandemic. The Department has not requested ongoing funding to support the program given the results of the study, and the line item attached to the program was therefore annualized out of the budget in FY 2022-23.

- 12 Department of Human Services, Office of Children, Youth and Families, Division of Child Welfare and Totals -- The Department is requested to provide a report to the Joint Budget Committee by October 1 of each fiscal year concerning the amount of federal revenues earned by the State for the previous fiscal year pursuant to Title IV-E of the Social Security Act, as amended; the amount of money that was expended for the previous state fiscal year, including information concerning the purposes of the expenditures; and the amount of money that was credited to the Excess Federal Title IV-E Reimbursements Cash Fund created in Section 26-1-111 (2)(d)(II)(C), C.R.S.

**COMMENT:** The Department provided the following information:

CHANGE IN TITLE IV-E REVENUE	
	FY 2021-22
IV-E Kinship flexibility	\$794,842
Other IV-E program expenditures	408,938
County wide cost allocation plans - pass through	1,335,239
Colorado Trails	55,548
Administrative review unit	17,741
Electronic benefits transfer service	653

CHANGE IN TITLE IV-E REVENUE	
	FY 2021-22
Child welfare administration	216,290
Continuous quality improvement	151,818
Training	172,741
Foster & adoptive parent recruitment, training	24,571
Child welfare services	5,727,083
Family and children's programs	3,209,556
Adoption and relative guardianship assistance	1,707,576
Residential placements for children with disabilities	1,771
Hotline for child abuse and neglect	32,485
Indirect cost assessment	663,765
IKA/DYC Admin	123,847
IKA/DYC Purchase of contract placement	464,385
County child welfare staffing	559,871
IT System interoperability	6,711
Trails modernization capital construction	1,225,880
<b>Total</b>	<b>\$16,901,311</b>

- 16 Department of Human Services, Office of Children, Youth, and Families, Division of Child Welfare, Performance-based Collaborative Management Incentives and Collaborative Management Program Administration and Evaluation – The Department is requested to provide to the Joint Budget Committee, by November 1 of each year, an evaluation report of the Performance-based Collaborative Management Program, including but not limited to the following factors:
- a. The Department’s process for evaluating program performance and awarding incentive funds;
  - b. The number of counties that participated in the program in FY 2021-22;
  - c. The amount of incentive funds awarded by county in FY 2021-22;
  - d. The evaluation metrics used by county for process and performance measures in FY 2021-22; and,
  - e. Data collected by the Department or provided by counties to evaluate youth outcomes in the program.

**COMMENT:** The Department response indicated that 48 counties participated in the CMP program in FY 2021-22. Incentive funds are distributed to counties in two categories, meaningful minimum and mitigation reduction and total \$4.5 million. Counties received 35.0 percent of funds through the meaningful minimum, based on county size and population served. Each CMP is required to meet three of six process measures to receive meaningful minimum funds. Any county that did not meet process goals due to impacts of the COVID-19 pandemic received a 3.0 or 6.0 percent mitigation rather than a decrease in funds. Twelve counties received mitigation funds.

Evaluation metrics include the use of evidence-based practices, agency contribution of resources, family participation in IOGs, use of continuous quality improvement, attendance by mandatory members, and evidence of cost sharing. Measured youth outcomes depending on the domain. Child welfare measures may include a new child welfare case, remaining home, placement

stability, founded assessment, and permanency. The health/mental health domain may include established linkages to substance use and mental health providers, decreases in severity, and decreases in substance use. The DYS domain may include admission to secure detention and commitment.

## APPENDIX C

# DEPARTMENT ANNUAL PERFORMANCE REPORT

Pursuant to Section 2-7-205 (1)(b), C.R.S., the Department of Human Services is required to publish an **Annual Performance Report** for the *previous state fiscal year* by November 1 of each year. This report is to include a summary of the Department's performance plan and most recent performance evaluation for the designated fiscal year. In addition, pursuant to Section 2-7-204 (3)(a)(I), C.R.S., the Department is required to develop a **Performance Plan** and submit the plan for the *current fiscal year* to the Joint Budget Committee and appropriate Joint Committee of Reference by July 1 of each year.

For consideration by the Joint Budget Committee in prioritizing the Department's FY 2023-24 budget request, the FY 2021-22 Annual Performance Report and the FY 2022-23 Performance Plan can be found at the following link:

<https://www.colorado.gov/pacific/performancemanagement/department-performance-plans>

## APPENDIX D R2 DOLA PROPOSAL

The following report outlines the Department's proposal for partnership with the Department of Local Affairs to implement the Department's second request, Preventing Youth Homelessness.



## Foster Youth in Transition Housing Voucher Administrative Activity Crosswalk

The crosswalk below was developed in partnership with the Colorado Department of Human Services, Office of Children Youth and Families, Division of Child Welfare and the Colorado Department of Local Affairs, Division of Housing to describe which agency will take primary responsibility for each administrative task.

Administrative Task to be Completed	CDHS/DCW Primary Responsibility	DOLA/DOH Primary Responsibility
Determines eligibility requirements for the voucher including age, income, and restrictions	✓	
Allocates case management dollars to county Chafee programs and/or Foster Youth Successful Transition to Adulthood Grant Program recipients	✓	
Partners with Case Management Agencies to develop case management expectations and sets practice standards. Oversees the agreed upon practice standards and ensures that those standards are being maintained through ongoing technical assistance.	✓	
Works with case management agencies to ensure that voucher applications are completed, voucher briefings are conducted, the housing unit is inspected and meets the appropriate housing standards, and supports the youth with the lease up process	✓	
Develops tenant selection plans and partners with DOLA/DOH to ensure they meet any applicable fair housing standards	✓	
Works with case management agencies to ensure the youth is receiving the support needed to be successful on the voucher including landlord relationships and supporting the youth in learning the skills needed to be a good tenant.	✓	
Manages payments to landlords through		✓

the Elite payment system		
Verifies eligibility and ensures that the voucher application is complete before issuing the voucher and initiating payments to landlords.		✓
Partners with CDHS to ensure the program continues to comply with any applicable superseding federal and state laws.		✓
Ongoing management of the eligibility and payment elements of the voucher program including subsequent annual reexaminations (recollecting income, asset, and expense documentation, completing annual paperwork including releases of information, recalculating rent, collecting new lease, etc. from the landlord.		✓
Approves reasonable accommodation requests if applicable		✓
Facilitates regular meetings between agencies to ensure smooth communication between the agencies, discuss problems, and discuss any vouchers that are at risk of being terminated due to the youth no longer meeting eligibility requirements.	✓	
Data and outcome tracking	✓	✓

## APPENDIX E

### COUNTY STAFFING REPORT

The following report provides the Department's response to RFI #6, which details the number of county FTE that have been created since the implementation of S.B. 15-242 (County Level Child Welfare Staffing). The Department is expected to provide the results of an updated workload study in January 2023 pursuant to S.B. 21-277 (Child Welfare Allocation Formula).



November 1, 2022

The Honorable Julie McCluskie  
Chair, Joint Budget Committee

Representative McCluskie:

The Colorado Department of Human Services, in response to the Long Bill FY 2022-23 Request for Information #6, respectfully submits the attached information concerning child welfare worker staffing.

*“Department of Human Services, Office of Children, Youth, and Families, Division of Child Welfare -- The Department is requested to provide to the Joint Budget Committee, by November 1 of each fiscal year, information on county child welfare worker staffing, including county data on: (1) caseload ratios by county; (2) actual staffing levels; (3) new hires funded by the child welfare block grant; (4) new hires funded through county level child welfare staffing funding; (5) workload and funding allocation comparisons by county for each type of block allocation; (6) performance metrics concerning the training of and support provided to case workers; (7) how each of the previous data categories support successful outcomes for children served in the child welfare system; and (8) a description of each outcome and how it is measured.”*

If you have any questions, please contact Kevin Neimond, CDHS’ Director of Policy and Legislative Affairs, at 303-620-6450.

Sincerely,

*Minna Castillo Cohen*

Minna Castillo Cohen  
Director, Office of Children, Youth, and Families



Division of Child Welfare  
Request for Information #6

Request for Information #6 (RFI #6) directs the following:

The Department is requested to provide to the Joint Budget Committee, by November 1 of each year, information on county child welfare worker staffing, including county data on: (1) caseload ratios by county; (2) actual staffing levels; (3) new hires funded by the child welfare block grant; (4) new hires funded through county level child welfare staffing funding; (5) workload and funding allocation comparisons by county for each type of block allocation; (6) performance metrics concerning the training of and support provided to case workers; (7) how each of the previous data categories support successful outcomes for children served in the child welfare system; and (8) a description of each outcome and how it is measured.

In FY 2015-16, the Joint Budget Committee (JBC) approved additional funding for hiring of local child welfare case workers, case aides, and supervisors in response to a study conducted by ICF International regarding Child Welfare County Workload. Table 1 shows the authorized FTE using the funding approved by the JBC through FY 2019-20. The Department did not request any additional funding for fiscal year 2020-21, 2021-22, and 2022-23.

**Table 1: FTE Allocated to Counties with Approved JBC Funding**

Year	FTE
FY 2015-16	100.00
FY 2016-17	84.25
FY 2017-18	66.00
FY 2018-19	84.25
FY 2019-20	84.00
FY 2020-21	0.00
FY 2021-22	0.00
FY 2022-23	0.00
<b>Total</b>	<b>418.50</b>

**Caseload Ratios by County (1)**

Table 2 is the recommended caseworkers, case aides, and supervisors based on the 2014 workload study completed by ICF International. The study recommended a ratio of 10:1 cases per Caseworker/Case Aide and 5:1 Caseworker/Case Aides to Supervisor. The average monthly caseload totals are based on Colorado Results Oriented Management System (ROM) data for the period July 1, 2021, through June 30, 2022. The caseload is comprised of referrals, assessments, out of home, and other than out of home cases.

**Table 2: Recommended Caseload Ratios by County**

County	Total Average Monthly Caseload	Total Recommended Caseworkers/Case Aides per Caseload (10:1)	Total Recommended Supervisors per Caseworker/Case Aides (5:1)	Total Recommended Staff Per Caseload
Adams	2,001.49	200.15	40.03	240.18
Alamosa	139.60	13.96	2.79	16.75
Arapahoe	2,438.16	243.82	48.76	292.58

County	Total Average Monthly Caseload	Total Recommended Caseworkers/Case Aides per Caseload (10:1)	Total Recommended Supervisors per Caseworker/Case Aides (5:1)	Total Recommended Staff Per Caseload
Archuleta	48.43	4.84	0.97	5.81
Baca	15.65	1.56	0.31	1.88
Bent	22.28	2.23	0.45	2.67
Boulder	1,018.59	101.86	20.37	122.23
Broomfield	137.06	13.71	2.74	16.45
Chaffee	56.44	5.64	1.13	6.77
Cheyenne	5.81	0.58	0.12	0.70
Clear Creek	20.21	2.02	0.40	2.43
Conejos	28.97	2.90	0.58	3.48
Costilla	45.30	4.53	0.91	5.44
Crowley	33.93	3.39	0.68	4.07
Custer	9.49	0.95	0.19	1.14
Delta	182.89	18.29	3.66	21.95
Denver	2,518.53	251.85	50.37	302.22
Dolores	3.66	0.37	0.07	0.44
Douglas	732.63	73.26	14.65	87.92
Eagle	103.85	10.39	2.08	12.46
El Paso	3,215.53	321.55	64.31	385.86
Elbert	59.62	5.96	1.19	7.15
Fremont	260.32	26.03	5.21	31.24
Garfield	193.97	19.40	3.88	23.28
Gilpin	17.65	1.76	0.35	2.12
Grand/Jackson*	24.56	2.46	0.49	2.95
Gunnison/Hinsdale*	27.44	2.74	0.55	3.29
Huerfano	34.70	3.47	0.69	4.16
Jefferson	1,607.67	160.77	32.15	192.92
Kiowa	7.18	0.72	0.14	0.86
Kit Carson	38.78	3.88	0.78	4.65
La Plata/San Juan*	130.97	13.10	2.62	15.72
Lake	14.12	1.41	0.28	1.69
Larimer	1,133.67	113.37	22.67	136.04
Las Animas	62.39	6.24	1.25	7.49
Lincoln	31.06	3.11	0.62	3.73
Logan	119.83	11.98	2.40	14.38
Mesa	898.82	89.88	17.98	107.86
Moffat	58.87	5.89	1.18	7.06
Montezuma	138.90	13.89	2.78	16.67

County	Total Average Monthly Caseload	Total Recommended Caseworkers/Case Aides per Caseload (10:1)	Total Recommended Supervisors per Caseworker/Case Aides (5:1)	Total Recommended Staff Per Caseload
Montrose	228.80	22.88	4.58	27.46
Morgan	132.28	13.23	2.65	15.87
Otero	105.33	10.53	2.11	12.64
Ouray	6.03	0.60	0.12	0.72
Park	57.99	5.80	1.16	6.96
Phillips	7.83	0.78	0.16	0.94
Pitkin	23.17	2.32	0.46	2.78
Prowers	63.51	6.35	1.27	7.62
Pueblo	586.52	58.65	11.73	70.38
Rio Blanco	34.16	3.42	0.68	4.10
Rio Grande/Mineral*	69.67	6.97	1.39	8.36
Routt	51.13	5.11	1.02	6.14
Saguache	24.74	2.47	0.49	2.97
San Miguel	14.08	1.41	0.28	1.69
Sedgwick	5.99	0.60	0.12	0.72
Summit	20.13	2.01	0.40	2.42
Teller	89.82	8.98	1.80	10.78
Washington	30.07	3.01	0.60	3.61
Weld	1,391.86	139.19	27.84	167.02
Yuma	28.76	2.88	0.58	3.45
<b>Statewide Total</b>	<b>20,610.86</b>	<b>2,061.09</b>	<b>412.22</b>	<b>2,473.30</b>

\*Counties work in partnership with neighboring counties to provide casework services. Responses collected from counties were reported as combined.

Table 3 shows the number of Caseworker/Case Aides and Supervisors, both filled and vacant, compared to the average monthly caseload. *These staffing levels were collected from county responses to the 2022 Child Welfare Staffing Survey.*

**Table 3: Actual Caseload Ratios by County**

County	Total Average Monthly Caseload	Total Caseworker/Case Aide + Other Staff	Total Supervisors	Ratio of Average Caseload to Actual Caseworker/Case Aide (10 is the recommendation)	Ratio of Actual Caseworkers / Case Aides per Supervisors (5 is the recommendation)
Adams	2,001.49	257.00	53.00	7.79	4.85
Alamosa	139.60	18.00	6.00	7.76	3.00
Arapahoe	2,438.16	180.50	36.00	13.51	5.01
Archuleta	48.43	16.50	3.00	2.94	5.50

County	Total Average Monthly Caseload	Total Caseworker/Case Aide + Other Staff	Total Supervisors	Ratio of Average Caseload to Actual Caseworker/Case Aide (10 is the recommendation)	Ratio of Actual Caseworkers / Case Aides per Supervisors (5 is the recommendation)
Baca	15.65	1.00	2.00	15.65	0.50
Bent	22.28	3.00	1.80	7.43	1.67
Boulder	1,018.59	84.75	16.00	12.02	5.30
Broomfield	137.06	15.00	4.00	9.14	3.75
Chaffee	56.44	5.00	1.00	11.29	5.00
Cheyenne	5.81	3.00	2.00	1.94	1.50
Clear Creek	20.21	4.00	1.00	5.05	4.00
Conejos	28.97	5.25	1.25	5.52	4.20
Costilla	45.30	12.25	3.00	3.70	4.08
Crowley	33.93	3.75	0.50	9.05	7.50
Custer	9.49	3.00	3.00	3.16	1.00
Delta	182.89	10.00	2.75	18.29	3.64
Denver	2,518.53	216.00	60.00	11.66	3.60
Dolores	3.66	1.25	0.25	2.93	5.00
Douglas	732.63	37.00	8.00	19.80	4.63
Eagle	103.85	8.00	2.00	12.98	4.00
El Paso	3,215.53	268.50	53.50	11.98	5.02
Elbert	59.62	5.00	3.00	11.92	1.67
Fremont	260.32	32.00	9.75	8.13	3.28
Garfield	193.97	20.00	5.00	9.70	4.00
Gilpin	17.65	6.00	2.00	2.94	3.00
Grand/Jackson*	24.56	2.75	0.75	8.93	3.67
Gunnison/Hinsdale*	27.44	5.00	1.00	5.49	5.00
Huerfano	34.70	8.00	1.50	4.34	5.33
Jefferson	1,607.67	139.00	28.00	11.57	4.96
Kiowa	7.18	2.50	2.00	2.87	1.25
Kit Carson	38.78	14.00	3.00	2.77	4.67
La Plata/San Juan*	130.97	19.50	4.50	6.72	4.33
Lake	14.12	3.50	1.25	4.03	2.80
Larimer	1,133.67	80.00	20.00	14.17	4.00
Las Animas	62.39	12.00	2.00	5.20	6.00
Lincoln	31.06	4.00	1.25	7.76	3.20
Logan	119.83	21.00	5.00	5.71	4.20
Mesa	898.82	82.00	15.00	10.96	5.47
Moffat	58.87	9.00	2.00	6.54	4.50
Montezuma	138.90	12.00	2.00	11.58	6.00



County	Total Average Monthly Caseload	Total Caseworker/Case Aide + Other Staff	Total Supervisors	Ratio of Average Caseload to Actual Caseworker/Case Aide (10 is the recommendation)	Ratio of Actual Caseworkers / Case Aides per Supervisors (5 is the recommendation)
Montrose	228.80	18.00	3.00	12.71	6.00
Morgan	132.28	19.50	3.50	6.78	5.57
Otero	105.33	12.00	1.00	8.78	12.00
Ouray	6.03	1.50	0.75	4.02	2.00
Park	57.99	8.00	1.00	7.25	8.00
Phillips	7.83	1.00	1.00	7.83	1.00
Pitkin	23.17	2.75	1.50	8.43	1.83
Prowers	63.51	6.50	2.25	9.77	2.89
Pueblo	586.52	84.50	12.00	6.94	7.04
Rio Blanco	34.16	11.00	3.00	3.11	3.67
Rio Grande/Mineral*	69.67	6.75	2.00	10.32	3.38
Routt	51.13	3.50	1.00	14.61	3.50
Saguache	24.74	5.50	2.25	4.50	2.44
San Miguel	14.08	1.50	0.75	9.38	2.00
Sedgwick	5.99	1.00	1.00	5.99	1.00
Summit	20.13	8.00	4.00	2.52	2.00
Teller	89.82	11.00	2.00	8.17	5.50
Washington	30.07	5.50	1.00	5.47	5.50
Weld	1,391.86	89.50	25.00	15.55	3.58
Yuma	28.76	4.66	0.93	6.17	5.01
<b>Statewide Total</b>	<b>20,610.86</b>	<b>1,931.66</b>	<b>437.98</b>	<b>10.67</b>	<b>4.41</b>

\*Counties work in partnership with neighboring counties to provide casework services. Responses collected from counties were reported as combined.

**Actual Staffing Levels and New Hires (2)(3)(4)**

Table 4 shows filled and vacant staffing levels in total and then broken down for “Total Child Welfare Staffing Increase Funded by the Child Welfare Block and Core Services” and “Total SB15-242 FTE Allocation” as of April 1, 2022. *These staffing levels were collected from county responses to the 2022 Child Welfare Staffing Survey.* The staffing levels include positions appropriated and approved by the county’s Board of County Commissioners. Some counties have reported a different amount on the survey than they have been awarded through SB15-242 in Table 1.

**Table 4: Actual Staffing Levels and New Hires**

County	Filled Staffing Levels as of April 1, 2022 (Block, Core, SB15-242)	Vacant Staffing Levels as of April 1, 2022 (Block, Core, SB15-242)	Total Child Welfare Staffing Increase Funded by CW Block and Core Services After July 1, 2015 to April 1, 2022	Total SB15-242 FTE Allocation (Both Filled and Vacant)
Adams	251.00	75.00	86.00	65.00

County	Filled Staffing Levels as of April 1, 2022 (Block, Core, SB15-242)	Vacant Staffing Levels as of April 1, 2022 (Block, Core, SB15-242)	Total Child Welfare Staffing Increase Funded by CW Block and Core Services After July 1, 2015 to April 1, 2022	Total SB15-242 FTE Allocation (Both Filled and Vacant)
Alamosa	11.50	15.50	0.50	3.00
Arapahoe	212.50	30.00	20.00	58.50
Archuleta	14.50	6.00	7.00	6.50
Baca	2.00	1.50	-	1.00
Bent	1.50	3.30	-	1.00
Boulder	98.75	8.00	-	5.00
Broomfield	19.00	1.00	0.50	1.00
Chaffee	7.75	-	3.00	1.00
Cheyenne	4.00	1.00	1.00	-
Clear Creek	5.00	2.00	3.00	-
Conejos	4.50	3.00	2.50	1.00
Costilla	10.25	6.00	7.00	6.25
Crowley	4.25	-	0.75	1.00
Custer	6.00	-	2.00	2.00
Delta	10.75	3.00	-	4.00
Denver	328.75	43.00	89.75	53.00
Dolores	1.50	-	-	0.50
Douglas	47.00	2.00	-	20.00
Eagle	12.00	-	-	1.00
El Paso	257.50	83.50	17.25	81.75
Elbert	7.50	2.00	4.00	1.00
Fremont	39.50	7.00	-	2.25
Garfield	24.00	3.00	0.25	0.75
Gilpin	7.25	2.00	4.50	2.00
Grand/Jackson	2.50	1.00	-	-
Gunnison/Hinsdale	6.00	-	-	-
Huerfano	8.00	1.50	4.00	1.00
Jefferson	167.50	21.00	16.50	32.00
Kiowa	4.50	-	2.00	1.00
Kit Carson	15.00	2.00	5.00	7.00
La Plata/San Juan	24.00	4.50	4.00	1.00
Lake	4.00	1.00	-	-
Larimer	136.50	2.00	16.00	12.00
Las Animas	9.50	7.00	5.20	1.00
Lincoln	5.25	-	-	-
Logan	20.00	6.00	1.00	1.00

County	Filled Staffing Levels as of April 1, 2022 (Block, Core, SB15-242)	Vacant Staffing Levels as of April 1, 2022 (Block, Core, SB15-242)	Total Child Welfare Staffing Increase Funded by CW Block and Core Services After July 1, 2015 to April 1, 2022	Total SB15-242 FTE Allocation (Both Filled and Vacant)
Mesa	103.00	3.00	11.50	25.50
Moffat	7.00	6.00	0.50	1.00
Montezuma	14.00	-	3.00	-
Montrose	18.00	4.00	4.00	5.00
Morgan	20.50	2.50	1.50	0.50
Otero	12.00	5.00	4.00	5.00
Ouray	1.25	1.00	1.40	-
Park	8.00	2.00	4.75	-
Phillips	-	2.00	-	-
Pitkin	4.25	-	-	1.00
Prowers	6.75	3.00	-	1.00
Pueblo	92.50	16.00	6.00	5.50
Rio Blanco	7.00	7.00	6.00	4.00
Rio Grande/Mineral	8.50	0.25	-	1.25
Routt	5.50	-	2.00	-
Saguache	6.00	3.00	1.00	1.00
San Miguel	2.25	-	1.20	-
Sedgwick	2.00	-	-	2.00
Summit	10.50	2.00	6.75	-
Teller	13.00	1.50	1.50	-
Washington	5.50	1.00	1.75	2.75
Weld	128.50	4.00	40.50	16.00
Yuma	5.62	-	-	1.63
<b>Statewide Total</b>	<b>2,272.62</b>	<b>407.05</b>	<b>400.05</b>	<b>447.63*</b>

\*Some counties reported a different amount on survey than awarded FTE through SB15-242.

**Workload and Funding Allocation Comparisons by County for each type of Block Allocation (5)**

Table 5 shows the workload and funding allocation comparisons by county for the total of Child Welfare Block Allocation, Core Services Allocation and 242 New Staffing allocation. Caseload Ratios by County are the counties' percentage of the total state caseload amount.

**Table 5: Workload/Funding Comparison**

County	FY 2021-22 CW Block, Core Services and 242 Staffing Allocation Amount	Percent of Statewide Base Allocation	Total Caseload	Caseload Ratios by County
Adams	\$48,230,469	10.99%	2,001.49	9.71%

Alamosa	\$4,294,085	0.98%	139.60	0.68%
Arapahoe	\$46,745,004	10.66%	2,438.16	11.83%
Archuleta	\$941,384	0.21%	48.43	0.23%
Baca	\$361,026	0.08%	15.65	0.08%
Bent	\$673,178	0.15%	22.28	0.11%
Boulder	\$16,894,435	3.85%	1,018.59	4.94%
Broomfield	\$2,837,878	0.65%	137.06	0.67%
Chaffee	\$1,528,033	0.35%	56.44	0.27%
Cheyenne	\$251,310	0.06%	5.81	0.03%
Clear Creek	\$860,434	0.20%	20.21	0.10%
Conejos	\$1,008,439	0.23%	28.97	0.14%
Costilla	\$1,009,693	0.23%	45.30	0.22%
Crowley	\$723,631	0.16%	33.93	0.16%
Custer	\$443,816	0.10%	9.49	0.05%
Delta	\$3,386,559	0.77%	182.89	0.89%
Denver	\$55,931,764	12.75%	2,518.53	12.22%
Dolores	\$282,926	0.06%	3.66	0.02%
Douglas	\$13,536,138	3.09%	732.63	3.55%
Eagle	\$2,002,676	0.46%	103.85	0.50%
El Paso	\$63,305,085	14.43%	3,215.53	15.60%
Elbert	\$1,523,196	0.35%	59.62	0.29%
Fremont	\$5,598,106	1.28%	260.32	1.26%
Garfield	\$4,067,512	0.93%	193.97	0.94%
Gilpin	\$589,075	0.13%	17.65	0.09%
Grand	\$571,597	0.13%	24.56	0.12%
Gunnison	\$749,777	0.17%	27.44	0.13%
Hinsdale	\$61,058	0.01%	-	0.00%
Huerfano	\$1,320,744	0.30%	34.70	0.17%
Jackson	\$251,310	0.06%	-	0.00%
Jefferson	\$34,773,417	7.93%	1,607.67	7.80%
Kiowa	\$324,081	0.07%	7.18	0.03%
Kit Carson	\$758,296	0.17%	38.78	0.19%
La Plata	\$3,564,399	0.81%	130.97	0.64%
Lake	\$571,456	0.13%	14.12	0.07%
Larimer	\$24,984,588	5.70%	1,133.67	5.50%
Las Animas	\$1,615,723	0.37%	62.39	0.30%
Lincoln	\$938,745	0.21%	31.06	0.15%
Logan	\$3,342,922	0.76%	119.83	0.58%
Mesa	\$17,662,329	4.03%	898.82	4.36%
Mineral	\$75,734	0.02%	-	0.00%

Moffat	\$1,392,542	0.32%	58.87	0.29%
Montezuma	\$2,093,676	0.48%	138.90	0.67%
Montrose	\$4,879,946	1.11%	228.80	1.11%
Morgan	\$3,291,747	0.75%	132.28	0.64%
Otero	\$2,469,477	0.56%	105.33	0.51%
Ouray	\$253,206	0.06%	6.03	0.03%
Park	\$958,276	0.22%	57.99	0.28%
Phillips	\$263,611	0.06%	7.83	0.04%
Pitkin	\$543,504	0.12%	23.17	0.11%
Prowers	\$1,386,484	0.32%	63.51	0.31%
Pueblo	\$15,257,923	3.48%	586.52	2.85%
Rio Blanco	\$816,901	0.19%	34.16	0.17%
Rio Grande	\$1,450,409	0.33%	69.67	0.34%
Routt	\$1,063,033	0.24%	51.13	0.25%
Saguache	\$784,023	0.18%	24.74	0.12%
San Juan	\$53,891	0.01%	-	0.00%
San Miguel	\$414,541	0.09%	14.08	0.07%
Sedgwick	\$255,015	0.06%	5.99	0.03%
Summit	\$754,401	0.17%	20.13	0.10%
Teller	\$1,762,016	0.40%	89.82	0.44%
Washington	\$604,121	0.14%	30.07	0.15%
Weld	\$28,331,064	6.46%	1,391.86	6.75%
Yuma	\$994,421	0.23%	28.76	0.14%
<b>Totals</b>	<b>\$438,666,258</b>	<b>100.00%</b>	<b>20,610.86</b>	<b>100.00%</b>

**Training of and Support Provided to Case Workers (6)**

Table 6 shows the total statewide number of FTE trained for the past four fiscal years. The training is broken down by pre-service training and in-service training. Pre-service training is coursework or training for new workers and supervisors that must be completed before receiving certification. In-service training is coursework or training offered to anyone already in a child welfare role (caseworker, supervisor, etc.) and provides credit hours toward re-certification. This data includes session information for all in-person and classroom learning opportunities provided to child welfare staff as well as others, such as foster parents, community providers, and CDHS staff through Child Welfare Training System (CWTS). This is inclusive of “hybrid” learning experiences which may pair a facilitated session with web-based learning modules. Strictly web-based courses are excluded as they are taken at a learner’s leisure via online learning modules and are not provided by facilitators at a set-time (i.e. a session) as in-person learning and hybrid experiences are. Note that for FY 2019-20 all in-person courses moved to virtual facilitation as of mid-March 2020 due to the COVID-19 pandemic and remained as such through FY 2021-22. All formerly in-person and hybrid courses maintained their facilitated components via Zoom video-conferencing. As such, counts for these virtually facilitated sessions are also included below for FY 2019-22.

**Table 6: Statewide Total Pre-Service and In-Service Training Data**

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Pre-service	301	314	282	324
In-service	402	430	390	359
Total In-Person	703	744	672	683

Tables 7 and 8 detail the county-specific pre-service and in-service training for the past four years for child welfare staff. This data is limited to county child welfare staff only; other learner types (e.g. foster parents, community partners, etc.) are excluded. Completions refer to any instance of a course completion and are duplicated at the learner level and are inclusive of all course types (i.e. in-person, online, hybrid, etc.). Due to the COVID-19 pandemic, there was a shift to all online courses. The courses were modified to shorter offerings to accommodate the conditions. In order for learners to hit the 40 hour requirement, learners needed more completions versus prior years causing an increase to the amount of completions for in-service training in FY 2020-21. Learners are unduplicated at the county-level per fiscal year. Note that if a learner took both in-service and pre-service courses in the same fiscal year that individual will be counted in both datasets.

**Table 7: Pre-Service Training Data**

Region/ County	FY 18-19		FY 19-20		FY 20-21		FY 21-22	
	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners
<b>Metro</b>								
Adams	353	78	269	57	184	41	189	49
Arapahoe	297	76	366	90	464	91	737	137
Broomfield	24	4	15	3	5	2	15	5
Cheyenne	1	1	3	1				
Clear Creek			7	1	5	1	24	4
Denver	494	98	414	89	499	94	607	121
Douglas	71	16	102	19	92	15	70	15
Elbert	5	1	23	4	24	5	10	3
Gilpin			43	7	10	3	4	1
Jefferson	290	60	313	54	203	35	280	55
Kit Carson	4	2	30	5	11	4	14	4
Lake	26	3					15	3
Lincoln	9	2	5	1	1	1	8	2
Park	17	3	7	1			17	4
Summit	13	3			1	1	9	3
<b>Northeast</b>								
Boulder	69	14	122	27	136	24	112	23
Jackson								
Larimer	202	45	259	56	200	39	242	49
Logan	28	8	23	5	8	1	23	5
Morgan	41	10	60	10	30	5	45	13
Phillips					6	1	5	1

Region/ County	FY 18-19		FY 19-20		FY 20-21		FY 21-22	
	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners
Sedgwick	1	1			8	1		
Washington	8	2					8	1
Weld	148	43	239	47	174	34	155	39
Yuma			12	2				
Southeast								
Alamosa	82	18	50	10	67	9	29	5
Baca	4	1	7	1				
Bent	13	3	4	1			7	1
Chaffee	13	3	4	2	42	8		
Conejos	2	1	1	1				
Costilla	13	3	3	1	9	2	3	3
Crowley	4	1	2	1			7	1
Custer	11	4						
El Paso	646	148	771	146	818	140	697	152
Fremont	44	10	86	15	42	13	85	22
Huerfano	2	2	12	3	3	3	2	2
Kiowa							6	1
Las Animas			7	1	3	1	25	6
Mineral					4	1	3	1
Otero	10	2	5	1	1	1	10	2
Prowers	26	13	20	7	32	13	30	17
Pueblo	109	27	51	14	109	25	120	26
Rio Grande	5	1	13	2				
San Juan								
Saguache					4	2	6	3
Teller	41	9	24	6	44	9	25	7
West								
Archuleta	17	5	40	7	10	2	54	12
Delta	27	5	29	6	13	3	32	6
Dolores			10	3	11	2	5	3
Eagle	10	2	2	1	1	1		
Garfield	20	5	50	7	45	10	35	8
Grand			13	3	8	1	4	1
Gunnison	3	1			9	1	14	2
Hinsdale								
La Plata	62	12	37	11	43	10	55	12

Region/ County	FY 18-19		FY 19-20		FY 20-21		FY 21-22	
	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners
Mesa	202	38	198	36	69	15	194	43
Moffat	18	3	25	5	23	5	31	6
Montezuma	35	8	47	14	15	5	24	9
Montrose	36	11	55	12	28	6	43	12
Pitkin	8	1	7	1	16	5	5	1
Rio Blanco			2	1	13	2	9	4
Routt			14	2	21	3	2	1
San Miguel	7	2	1	1	8	1		
Statewide Total	3,571	809	3,902	801	3,572	695	4,183	913

**Table 8: In-Service Training Data**

Region/ County	FY 18-19		FY 19-20		FY 20-21		FY 21-22	
	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners
Metro								
Adams	867	216	1,137	250	908	216	916	205
Arapahoe	1,009	254	1,082	264	1,430	263	1,324	280
Broomfield	81	21	105	21	124	20	136	22
Cheyenne	5	2	21	2	3	1	1	1
Clear Creek	10	4	23	4	18	3	12	4
Denver	956	320	1,327	342	1,500	309	1,361	303
Douglas	203	47	238	52	336	59	224	53
Elbert	43	5	42	8	38	8	59	9
Gilpin	15	5	51	6	28	9	35	6
Jefferson	728	191	986	228	891	185	569	168
Kit Carson	48	7	19	7	27	8	34	7
Lake	13	3	20	5	21	3	38	5
Lincoln	27	7	61	7	38	7	38	6
Park	38	8	46	8	44	8	48	9
Summit	20	6	37	7	19	5	8	6
Northeast								
Boulder	350	102	607	124	606	114	529	101
Jackson								
Larimer	496	149	599	163	647	149	368	117
Logan	80	23	152	19	134	18	89	16
Morgan	109	24	249	32	130	25	152	22

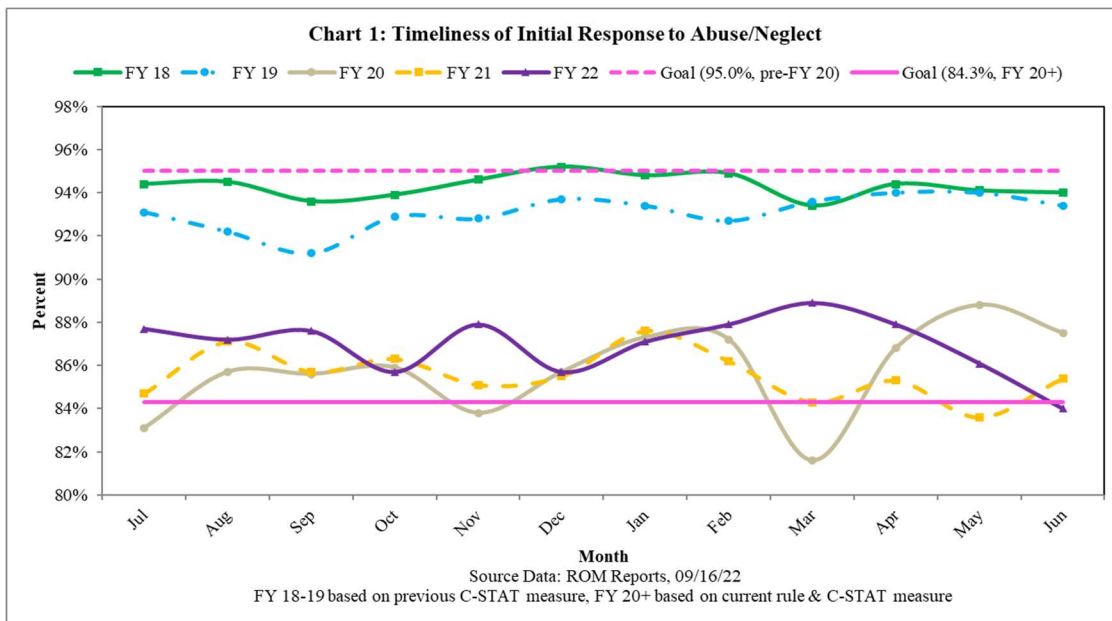


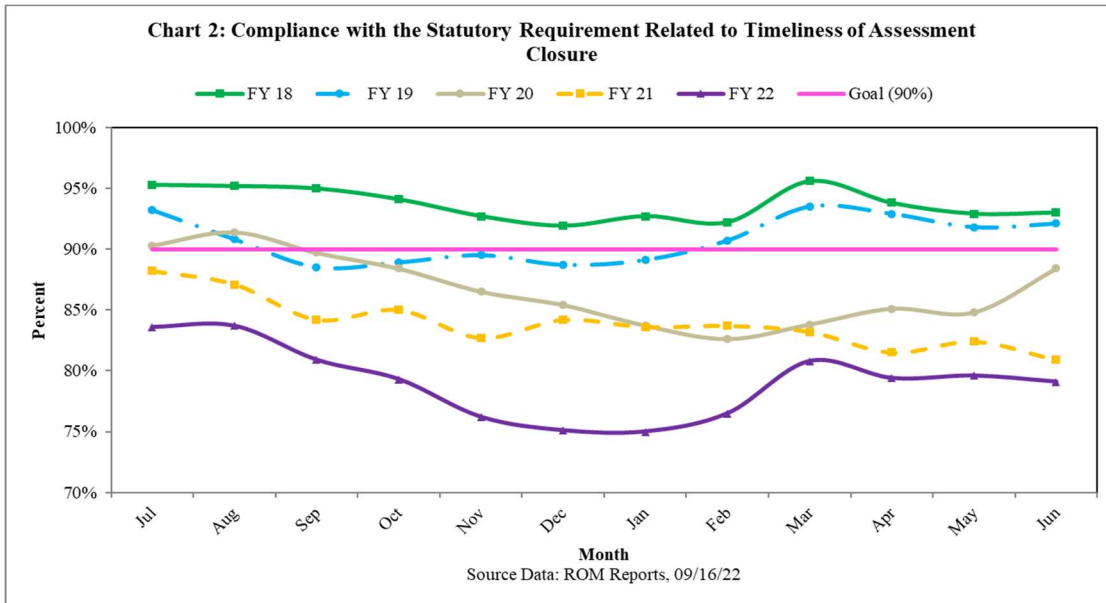
Region/ County	FY 18-19		FY 19-20		FY 20-21		FY 21-22	
	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners
Phillips	13	2	38	2	24	2	22	2
Sedgwick	23	3	19	3	11	5	13	2
Washington	20	5	41	5	31	4	19	6
Weld	605	129	694	147	913	161	756	152
Yuma	31	6	42	8	34	6	58	6
<b>Southeast</b>								
Alamosa	63	21	93	22	107	21	83	13
Baca	22	1	17	3	25	3	21	3
Bent	38	5	50	4	37	5	44	5
Chaffee	59	10	64	9	61	11	33	9
Conejos	42	5	57	7	67	5	23	4
Costilla	8	4	17	5	8	5	4	3
Crowley	17	5	72	6	24	4	11	4
Custer	14	5	40	3	39	3	10	2
El Paso	1,193	261	1,866	358	1,999	365	1,739	349
Fremont	194	42	285	45	308	41	275	42
Huerfano	41	5	64	6	75	7	70	6
Kiowa	23	3	15	2	7	2	15	3
Las Animas	87	13	79	14	25	7	44	9
Mineral					4	1		
Otero	49	12	64	10	90	10	147	11
Prowers	65	22	166	32	194	36	143	40
Pueblo	400	92	615	99	650	85	737	92
Rio Grande	17	8	41	9	35	5	37	5
Saguache	8	6	19	5	15	5	6	3
San Juan								
Teller	76	16	105	15	106	17	91	17
<b>West</b>								
Archuleta	15	8	79	13	53	12	43	12
Delta	28	8	44	13	70	11	24	12
Dolores	8	2	16	4	31	3	44	3
Eagle	53	14	87	15	80	12	77	15
Garfield	120	23	173	30	305	32	90	25
Grand	17	4	23	5	30	5	32	5
Gunnison	22	6	34	5	20	5	36	5
La Plata	72	26	140	29	143	26	117	28

Region/ County	FY 18-19		FY 19-20		FY 20-21		FY 21-22	
	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners	Count of Completions	Count of Learners
Hinsdale								
Mesa	383	92	530	110	680	100	408	90
Moffat	15	7	54	10	71	10	9	5
Montezuma	77	16	67	18	75	14	63	16
Montrose	72	21	118	25	143	24	120	18
Ouray			3	1	9	2	20	1
Pitkin	3	1	22	5	16	4	35	6
Rio Blanco	27	5	35	6	49	7	11	2
Routt	19	5	35	6	15	4	32	6
San Miguel	20	6	8	2	10	2	26	3
Statewide Total	9,167	2,322	12,833	2,665	13,631	2,491	11,529	2,380

**Successful Outcomes for Children (7)**

The benchmark was changed for FY 2019-20 to 84% down from the previous year’s benchmark, set at 95% for Chart 1. The methodology for measuring the timeliness of initial response (Chart 1) has changed in the last two fiscal years, which is responsible for the lowered goal and performance. The measure was updated to ensure that timely attempts were made within the assigned time frames and subsequently until a potential victim was successfully contacted. The increases in child welfare staffing for FY 2017-18 - FY 2019-20 helped Colorado improve in the timeliness of initial response to abuse/neglect assessments and timeliness of assessment closure to reach the pre-FY 2019-20 goal. Charts 1 and 2 show the results of these C-Stat measures since FY 2017-18. The benchmark for Chart 2 did not change.





**Description of Outcomes and How They are Measured (8)**

The timeliness of initial response to abuse/neglect assessments outcome improves child safety and reduces the potential for further abuse. It is measured as follows:

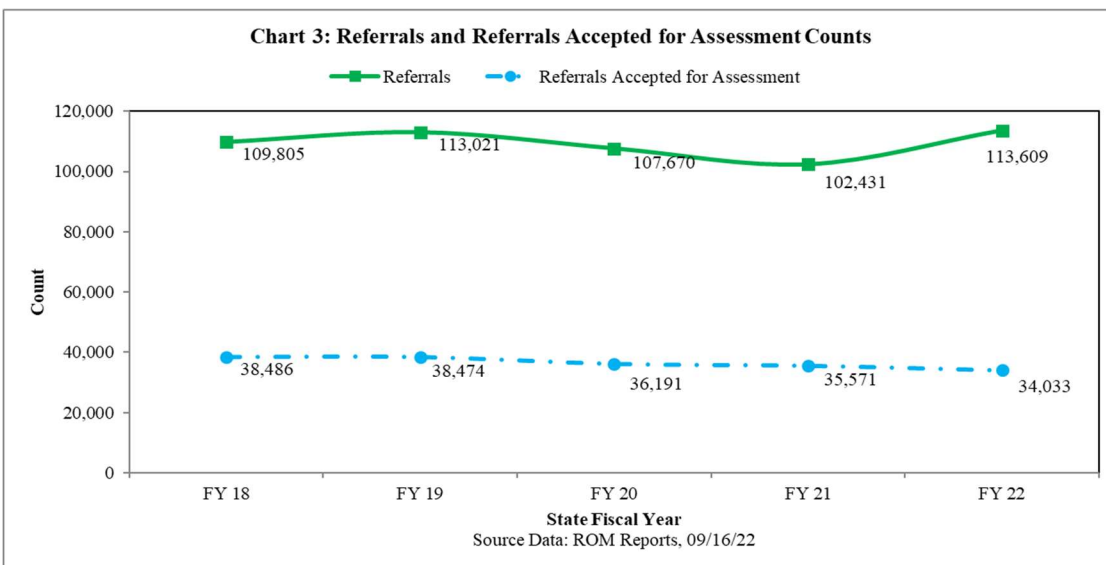
Numerator: Number of alleged victims with a timely face-to-face contact or attempted to contact as set in the rule (7.103.70).

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

The compliance with the statutory requirement related to timeliness of assessment closure outcome also improves child safety and reduces the potential for further abuse. It is measured as follows:

Numerator: Number of child protection assessments closed within 60 days of referral. Denominator: Number of child protection assessments due to close during the specified month (both Traditional and Family Assessment Response)

Chart 3 does not represent a child welfare outcome, but it does demonstrate workload trends facing Colorado counties. The number of referrals accepted for assessment is declining, which could indicate less workload for counties.



## APPENDIX F FUNDING MODEL REPORT

The following report provides the Department's annual funding model update pursuant to S.B. 21-277 (Child Welfare Allocation Formula). The report is an inflationary adjustment of the prior BerryDunn model. Pursuant to the bill, the Department must provide the final results of the funding model in 2023.



November 15, 2022

The Honorable Rachel Zenzinger  
Chair, Joint Budget Committee

Senator Zenzinger:

The Colorado Department of Human Services, in response to reporting requirements set forth in Section 26-5-103.7, C.R.S., respectfully submits the attached child welfare funding model report.

*“(5) notwithstanding section 24-1-136 (11)(a)(i), on or before November 15, 2021, and on or before November 15 of each year thereafter, the state department and the child welfare allocations committee shall submit a report regarding the funding model to the joint budget committee. the report must include the following information concerning the previous fiscal year:*

- (a) The results of the funding model, including the cost per county necessary to meet all state and federal requirements for the comprehensive delivery of child welfare services;*
- (b) The difference between each county's actual allocation and the allocation amount identified by the funding model;*
- (c) The final close-out pursuant to section 26-5-104 (7) for the previous fiscal year;*
- (d) Any modifications made to the model to improve the accuracy of the data;*
- (e) A description of the incentives included in the funding model and the amount of incentives provided to each county; and*
- (f) Any other issues related to funding child welfare services identified by the child welfare allocations committee.”*

If you have any questions, please contact Kevin Neimond, CDHS' Director of Policy and Legislative Affairs, at 303-620-6450.

Sincerely,

*Minna Castillo Cohen*

Minna Castillo Cohen  
Director, Office of Children, Youth, and Families



Division of Child Welfare  
Legislative Report Child Welfare Funding Model

Legislative Report Child Welfare Services Funding Model directs the following:

(5) notwithstanding section 24-1-136 (11)(a)(i), on or before November 15, 2021, and on or before November 15 of each year thereafter, the state department and the child welfare allocations committee shall submit a report regarding the funding model to the joint budget committee. The report must include the following information concerning the previous fiscal year: (a) The results of the funding model, including the cost per county necessary to meet all state and federal requirements for the comprehensive delivery of child welfare services; (b) The difference between each county's actual allocation and the allocation amount identified by the funding model; (c) The final close-out pursuant to section 26-5-104 (7) C.R.S. for the previous fiscal year; (d) Any modifications made to the model to improve the accuracy of the data; (e) A description of the incentives included in the funding model and the amount of incentives provided to each county; and (f) Any other issues related to funding child welfare services identified by the child welfare allocations committee.

Note - This report is required to provide information regarding the child welfare funding model. At present, the funding model is being used as a reference only since it has not been recommended by the Child Welfare Allocations Committee for the use in the development of the allocation formula for FY 2022-23.

The following table shows funding and expenditure information per county for FY 2021-22. The letter descriptions below correspond to the letters in the RFI requirements.

(a) - Column (a) shows the results of the funding model, including the cost per county necessary to meet all state and federal requirements for the comprehensive delivery of child welfare services as \$561,773,143. This amount is based on the assumptions and inputs used in the original BerryDunn funding model and has been adjusted for inflation based on the CPI rates given in the Colorado Legislative Council Staff's September 2022 Economic Revenue Forecast, p. 60.

(b) - Column (b) is the difference between each county's actual allocation and the allocation amount identified by the funding model. The total difference was \$123,106,878. However, Column (d) shows that an additional \$53,106,338 was paid out to the counties through various smaller programs and grants (Chafee Independent Living Grant; Every Student Succeeds Act, Promoting Safe and Successful Families grant; Adoption and Relative Guardianship Program) which BerryDunn considered and included in Column (a). This additional amount represents approximately 43% of the difference between the BerryDunn funding model amount and the actual allocation amount. Because the original funding model amounts included payouts from these programs, it is more accurate to compare the difference between the last two columns in the table. For example, for Adams County, \$10,818,949 minus \$6,578,599, or \$4,240,350.

(c) - Column (c) shows the actual expenditures used at close-out for the three main funding streams (the Child Welfare Block, Core Services, and Senate Bill 15-242 New County Staffing) was \$414,527,667. The total close-out expenditures combined with the payouts for the smaller programs in Column (d) was \$432,298,046.

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(d) - In FY 2021-22, there were no modifications made to the funding model to improve the accuracy of the data.

(e) - The performance pool in the BerryDunn funding model was set at 2.5% of the funding model appropriation. Performance incentives were awarded based on a combination of the number of children below 200% of the federal poverty level, reductions in Out-of-Home Placements, a decrease in the number of Involvement Days per child, and an increased percentage of sustainably closed cases. No performance incentives were given in the actual allocations in FY 2021-22.

(f) - In FY 2021-22, no recommendations have been received from the Child Welfare Allocations Committee regarding the issue of funding child welfare.

County	(a) BerryDunn FY 2021-22 Funding Model Amount	FY 2021-22 Total Child Welfare Allocation	(b) Difference Between BerryDunn Funding Model and Total Allocation	(c) Final Expenditures Considered at Close-out	Difference Between Allocation and Final Expenditures Considered at Close-out	Difference Between BerryDunn Funding Model and Final Expenditures Considered at Close-out	(d) Expendi- tures Covered Under Other Grants and Funding
Adams	58,480,408	48,230,469	10,249,939	47,661,458	569,011	10,818,949	6,578,599
Alamosa	4,863,956	4,294,085	569,871	3,470,523	823,563	1,393,434	469,423
Arapahoe	57,225,756	46,745,004	10,480,752	41,464,422	5,280,582	15,761,334	5,934,656
Archuleta	1,134,642	941,384	193,258	823,925	117,459	310,717	73,957
Baca	304,685	361,026	(56,341)	303,999	57,027	686	2,161
Bent	795,805	673,178	122,627	413,450	259,728	382,355	38,443
Boulder	23,082,091	16,894,435	6,187,656	20,683,562	(3,789,127)	2,398,529	1,528,656
Broomfield	3,868,568	2,837,878	1,030,689	3,539,997	(702,119)	328,570	217,713
Chaffee	2,642,939	1,528,034	1,114,905	1,440,508	87,526	1,202,431	106,813
Cheyenne	148,194	251,310	(103,116)	128,475	122,835	19,719	755
Clear Creek	1,725,145	860,434	864,712	865,399	(4,965)	859,747	192,659
Conejos	1,170,474	1,008,439	162,035	720,151	288,288	450,323	63,293
Costilla	1,392,573	1,009,694	382,879	1,507,711	(498,018)	(115,138)	79,174
Crowley	939,648	723,631	216,018	1,006,441	(282,810)	(66,792)	128,537
Custer	479,690	443,815	35,875	172,645	271,170	307,044	-
Delta	3,912,211	3,386,559	525,652	3,835,767	(449,207)	76,445	496,467
Denver	81,672,094	55,931,764	25,740,330	60,320,591	(4,388,827)	21,351,503	8,706,671
Dolores	255,229	282,926	(27,697)	170,803	112,123	84,426	13,271
Douglas	13,985,468	13,536,137	449,332	11,044,777	2,491,359	2,940,691	1,005,885
Eagle	2,540,871	2,002,676	538,195	2,212,360	(209,684)	328,511	77,457
El Paso	80,833,868	63,305,086	17,528,782	63,443,565	(138,479)	17,390,303	6,671,202
Elbert	1,633,021	1,523,195	109,826	1,424,025	99,170	208,996	55,659
Fremont	6,988,291	5,598,107	1,390,184	4,665,616	932,490	2,322,674	697,166
Garfield	5,407,649	4,067,513	1,340,136	4,092,431	(24,919)	1,315,218	164,953
Gilpin	797,127	589,075	208,053	480,283	108,791	316,844	56,779

County	(a) BerryDunn FY 2021-22 Funding Model Amount	FY 2021-22 Total Child Welfare Allocation	(b) Difference Between BerryDunn Funding Model and Total Allocation	(c) Final Expenditures Considered at Close-out	Difference Between Allocation and Final Expenditures Considered at Close-out	Difference Between BerryDunn Funding Model and Final Expenditures Considered at Close-out	(d) Expendi- tures Covered Under Other Grants and Funding
Grand	1,012,065	571,597	440,469	686,178	(114,582)	325,887	60,313
Gunnison	1,266,274	749,776	516,498	830,863	(81,087)	435,411	17,701
Hinsdale	48,449	61,059	(12,610)	68,866	(7,807)	(20,417)	-
Huerfano	1,697,723	1,320,744	376,979	1,180,876	139,868	516,847	99,235
Jackson	35,401	251,310	(215,909)	93,235	158,075	(57,835)	3,040
Jefferson	45,077,820	34,773,417	10,304,402	34,602,150	171,267	10,475,670	4,555,323
Kiowa	484,896	324,081	160,814	218,867	105,214	266,028	47,673
Kit Carson	866,541	758,297	108,244	695,216	63,081	171,325	59,669
La Plata	4,119,101	3,564,399	554,703	2,900,717	663,682	1,218,385	266,259
Lake	809,591	571,457	238,134	583,724	(12,267)	225,868	35,973
Larimer	30,450,812	24,984,589	5,466,222	24,687,310	297,279	5,763,502	639,038
Las Animas	2,067,654	1,615,724	451,930	1,567,570	48,154	500,084	382,974
Lincoln	1,638,270	938,745	699,524	1,207,881	(269,136)	430,389	210,013
Logan	4,775,088	3,342,923	1,432,165	3,999,146	(656,223)	775,942	893,799
Mesa	24,113,326	17,662,330	6,450,996	16,694,387	967,943	7,418,939	4,249,431
Mineral	29,154	75,735	(46,581)	3,290	72,445	25,864	-
Moffat	1,811,617	1,392,542	419,075	971,344	421,198	840,273	150,349
Montezuma	2,454,004	2,093,676	360,328	2,296,132	(202,456)	157,872	137,653
Montrose	5,110,025	4,879,945	230,080	4,904,988	(25,042)	205,038	749,780
Morgan	4,153,268	3,291,747	861,521	2,754,617	537,129	1,398,650	459,744
Otero	2,719,761	2,469,476	250,286	2,078,950	390,525	640,811	364,504
Ouray	267,140	253,206	13,934	231,201	22,005	35,939	-
Park	1,287,370	958,276	329,095	1,331,115	(372,839)	(43,744)	79,253
Phillips	434,406	263,611	170,795	135,936	127,675	298,471	19,431
Pitkin	790,489	543,504	246,985	774,568	(231,064)	15,920	-
Prowers	1,659,388	1,386,485	272,904	1,063,854	322,631	595,534	63,960
Pueblo	19,328,968	15,257,924	4,071,044	13,536,968	1,720,956	5,792,000	2,749,128
Rio Blanco	1,210,190	816,901	393,290	696,325	120,575	513,865	81,511
Rio Grande	2,059,208	1,450,409	608,800	2,035,153	(584,745)	24,055	111,629
Routt	1,401,072	1,063,033	338,039	1,120,492	(57,459)	280,580	29,326
Saguache	1,018,532	784,023	234,508	914,295	(130,272)	104,237	45,144
San Juan	30,760	53,891	(23,131)	51,031	2,860	(20,271)	-
San Miguel	511,255	414,541	96,714	363,865	50,675	147,389	12,932
Sedgwick	235,633	255,016	(19,383)	174,914	80,102	60,719	-
Summit	1,269,999	754,402	515,597	1,029,462	(275,060)	240,537	5,475
Teller	2,430,423	1,762,016	668,406	2,473,276	(711,259)	(42,853)	324,981



County	(a) BerryDunn FY 2021-22 Funding Model Amount	FY 2021-22 Total Child Welfare Allocation	(b) Difference Between BerryDunn Funding Model and Total Allocation	(c) Final Expenditures Considered at Close-out	Difference Between Allocation and Final Expenditures Considered at Close-out	Difference Between BerryDunn Funding Model and Final Expenditures Considered at Close-out	(d) Expendi- tures Covered Under Other Grants and Funding
Washington	644,203	604,121	40,082	707,125	(103,004)	(62,922)	49,501
Weld	35,032,376	28,331,064	6,701,311	26,043,606	2,287,458	8,988,770	2,710,631
Yuma	1,140,487	994,422	146,065	695,666	298,756	444,821	80,619
<b>Total</b>	<b>561,773,143</b>	<b>438,666,265</b>	<b>123,106,878</b>	<b>432,298,046</b>	<b>6,368,219</b>	<b>129,475,097</b>	<b>53,106,338</b>

## APPENDIX G 2021 PROVIDER RATE STUDY

The following report provides the updated provide rate analysis based on the incorporation of decreased caseload requirements of Family First, and including DYS providers as required by S.B. 21-278 (Reimbursement for Out-of-home Placements). Pursuant to the bill, the Department must contract with an independent vendor to conduct a full update in FY 2022-23.

Date: September 1, 2021 [Fiscal Impact Amended September 17, 2021, Acronym Amended September 21, 2021]

To: Colorado Department of Human Services Office of Children, Youth and Families Division of Child Welfare (CDHS)

From: Public Consulting Group LLC (PCG)

Re: Statewide QRTP Rate Setting Recommendations

## PURPOSE AND OVERVIEW

PCG worked with CDHS to develop payments that support providers (and ultimately CDHS and children in its foster care system) in complying with new Family First Prevention Services Act (FFPSA or Family First) requirement and as dictated in Colorado Senate Bill 21-278, which states:

THE FULL IMPLEMENTATION OF THE UPDATED RATE METHODOLOGY ADJUSTMENTS MUST INCLUDE RATES FOR DIVISION OF YOUTH SERVICES OUT-OF-HOME PLACEMENT PROVIDERS AND FOR NEW OUT-OF-HOME PLACEMENT PROVIDER OPTIONS REQUIRED PURSUANT TO THE FEDERAL "FAMILY FIRST PREVENTION SERVICES ACT OF 2018", AS DEFINED IN SECTION 26-5-101, AND AS INFORMED BY AN UPDATED ACTUARIAL ANALYSIS OF THE COSTS ASSOCIATED WITH SUCH NEW PROVIDER OPTIONS, WITH THE EXCEPTION OF THERAPEUTIC FOSTER CARE AND TREATMENT FOSTER CARE, CONDUCTED PURSUANT TO SUBSECTION (6)(g)(II)(B) OF THIS SECTION.<sup>1</sup>

This project runs from August 2, 2021 through September 30, 2021, with these calculations due September 1, 2021 followed by technical assistance to CDHS through September (which may result in an addendum to this memo or a separate memo based on CDHS feedback). Based on PCG's previous 2018 CDHS rate study, and similar engagements in other states, the project team developed cost estimates to support the conversion of several Residential Child Care Facility (RCCF) programs into Qualified Residential Treatment Programs (QRTPs). This memorandum serves as a summary of PCG's rate calculations, including sections on stakeholder engagement, rate development, rate recommendations, and fiscal impact estimates. The following grid lists the different rates PCG developed: The calculations are based on the same principles originally recommended for SFY18 but with new data as specified in this memorandum. PCG provided workbooks to CDHS that support all of the figures presented in this document.

Table 1: RCCF Calculated QRTP Rates

Rate Type	Rate Amount	\$ Difference	% Difference
Current RCCF 5:1 Day, 12:1 Overnight (BLS Salaries)	\$304.00	N/A	N/A
Calculated RCCF 4:1 Day, 6:1 Overnight with QRTP (BLS Salaries)	\$471.84	\$167.84	55%
Calculated RCCF 4:1 Day, 6:1 Overnight with QRTP (BLS/Provider Salaries)	\$485.04	\$181.04	60%

Table 2: RCCF Calculated QRTP Rates (Aftercare Component)

Rate Type	Rate Amount
Calculated Aftercare Tier 1 (BLS Salaries)	\$29.30
Calculated Aftercare Tier 2 (BLS Salaries)	\$49.70
Calculated Aftercare Tier 1 (BLS and Provider Salaries)	\$30.77
Calculated Aftercare Tier 2 (BLS and Provider Salaries)	\$50.50

## STAKEHOLDER ENGAGEMENT

The provider community was a critical voice in the development of rates and contracts that include provisions for Family First QRTP requirements. PCG facilitated interviews with two (2) providers that will be licensed as QRTPs from August 23-24, 2021. These conversations focused on statewide QRTP rate development (including to the aftercare component of QRTP). During these engagement sessions, providers were able to review rate inputs and draft models developed by PCG.

<sup>1</sup> Reimbursement For Out-of-Home Placement Services, §19-1-115 (2021).

Their feedback generally supported the methodology and resulted in direct changes to the proposed rates (in the use of some salary inputs where favorable and reasonable in the models).

## RATE DEVELOPMENT

### QUALIFIED RESIDENTIAL TREATMENT PROGRAM COSTS

To update the rates established in 2018, and incorporate the QRTP requirements, PCG:

- Gathered new program personnel salaries based on 2021 BLS data using the same methodology used in our previous rates;
- Gathered personnel salaries from two providers to develop an alternative to the BLS/provider salary driven model;
- Confirmed program tax, fringe, and operating expenses, and
- Added new operating expenses to correspond with QRTP requirements.
- Updated cost adjustment factors for immediate implementation (which is to occur no later than September 30, 2021 per Colorado Senate Bill 21-278).

The subsections below illustrate each new QRTP rate element and the sources behind the proposed figures.

#### Nursing Staff and Clinical Staff

Based on QRTP requirements, CDHS provider contracts will require all providers have access to 24/7 nursing and licensed clinical care. To benchmark the required staff salaries the project team utilized the Bureau of Labor Statistics to gather market data to determine salaries for nursing and clinical staff. This figure was then vetted through our provider outreach process. Once an hourly rate was established, the project team allocated staff hours to ensure 24/7 on-call coverage. Based on provider feedback and research on other states' processes, PCG built in 0.6 FTE (1,248 hours) per 8 licensed placements, which is a QRTP staffing figure developed by PCG based on actual provider staffing and used and/or cited in other states).

*Example Calculation for BLS Salary Benchmarks 4:1 Model:*

$$\text{Annual Nursing/Clinical Staff Expense} = (\text{Hourly Rate } (\$37.43 \text{ for RN; } \$33.26 \text{ for Clinician}) \times \text{Total Annual Hours } (1,248)) * (\text{Contract Capacity}/12)$$

#### Trauma-Informed Care Support

The proposed trauma-informed care support benchmark is one fixed amount, applied to each QRTP model. The fixed benchmark was derived from the National Council for Behavioral Health "Annual Trauma-Informed Care Learning Community" Non-Member Fee Training. This QRTP figure is used and/or cited in other states.

#### Family Engagement

Family First legislation requires that providers ensure families, caregivers, and/or supportive persons are engaged in treatment with a youth who enters their program, whenever possible. Based on discussions with Colorado providers and research into other states' practices, PCG allocated two hours per week of direct care staff time per child in the QRTP models (at the reported BLS Direct Care Salary of \$49,510, resulting in \$2,475 added per child, varying in application in the models based on the number of youth served in the model). This QRTP figure is used and/or cited in other states.

#### Accreditation

Similar to the trauma-informed care support, the costs of accreditation dues were also applied to each model as a fixed amount. The annual amount included for accreditation was calculated using the Council on Accreditation fees for a small (<=\$500,000 revenue) but specialized program (3-year membership fee annualized).

The table below provides each QRTP benchmark and model application.

Table 3. QRTP Benchmarks

#	Expense Type	Base Amount	Annual Unit	Source	Model Application
1	Nursing Staff	\$37.43/hour	On-call 24/7 0.6 FTE assumption per 12 kids served	Provider Input and Peer State Research	Varies based on # youth served
2	Clinical Staff	\$33.26/hour	On-call 24/7 0.6 FTE assumption per 12 kids served	Provider Input and Peer State Research	Varies based on # youth served
3	Trauma-Informed Care Support	\$10,000 per program	Participation in the National Council for Behavioral Health "Annual Trauma-Informed Care Learning Community" (Non-Member Fee Assumed)	National Council for Behavioral Health <a href="https://www.thenationalcouncil.org/wp-content/uploads/2016/12/TraumaInformed_1page-r-FINAL.pdf">https://www.thenationalcouncil.org/wp-content/uploads/2016/12/TraumaInformed_1page-r-FINAL.pdf</a>	Fixed
4	Family Engagement	\$2,475 per child	Assumes average of 2 hours per week of direct care staff time per child (annualized)	Provider Input and Peer State Research	Varies based on # youth served
5	Accreditation	\$4,667 per program	Annualized COA membership fee	PCG Research re: QRTP Accreditation	Fixed

### AFTERCARE

The aftercare rate model was previously developed by PCG as part of our national QRTP rate setting work. This model's inputs are based directly on another state's approach to providing aftercare services. Several considerations were discussed, and the group reached consensus on each input within the models. Tables within the appendices provide personnel and operating benchmarks for the aftercare models.

## RATE MODELS

### AFTERCARE

The Aftercare rate calculations are based on unique model budget calculations as described in the methodology above. PCG developed two different aftercare rates: Tier 1, which is comprised primarily of direct-care case management staff, and Tier 2 which is more intensive and adds more frequent face-to-face contact and also utilizes therapeutic staff. Additionally, PCG has developed two different aftercare models: one which uses BLS salaries as benchmarks and the other uses actual provider data provided to tabulate salaries. All rate models can be found in the Appendix.

### QUALIFIED RESIDENTIAL TREATMENT PROGRAMS

The Residential Care Center Facilities' rate calculations are based on unique model budget calculations as described in the methodology above. PCG has developed two different QRTP models: one which uses BLS salaries as benchmarks and the other uses actual provider data provided to tabulate salaries. Both models assume a daytime child to staff ratio of 4:1 and overnight ratio of 6:1. These ratios account for the increased staffing levels need to oversee the higher acuity children who qualify for QRTP placement.

## FISCAL IMPACT

Based on DCW and DYS placement and utilization data from FY21 furnished by CDHS, as well as current and projected rate information, PCG calculated the overall fiscal impact to CDHS in the tables below, broken out by the impact to DCW, DYS, and the total statewide impact. FY22 QRTP costs are applied for 9 months of the fiscal year, as the QRTP rate will go into effect October 1, 2021. For FY23-FY25, PCG utilized a Cost Adjustment Factor (CAF) to project annual cost increases, which was calculated based on forecasting previous 5 fiscal years of Consumer Financial Index growth.

Table 4. DCW Fiscal Impact

Timeframe	Model	Previous FY	Q RTP Base Annual Estimate	CAF	Cost with CAF	Cost Difference from Previous FY	% Difference from Previous FY
FY22	4:1; BLS Salaries	\$33,010,004	\$53,285,115		\$48,216,338	\$15,206,333	46.07%
	4:1; BLS/Provider Hybrid Salaries	\$33,010,004	\$54,777,165		\$49,335,375	\$16,325,371	49.46%
FY23	4:1; BLS Salaries	\$48,216,338	\$53,285,115	3.30%	\$55,041,317	\$6,824,979	14.15%
	4:1; BLS/Provider Hybrid Salaries	\$49,335,375	\$54,777,165	3.30%	\$56,582,542	\$7,247,167	14.69%
FY24	4:1; BLS Salaries	\$55,041,317		3.58%	\$57,011,796	\$1,970,479	3.58%
	4:1; BLS/Provider Hybrid Salaries	\$56,582,542		3.58%	\$58,608,197	\$2,025,655	3.58%
FY25	4:1; BLS Salaries	\$57,011,796		3.79%	\$59,172,543	\$2,160,747	3.79%
	4:1; BLS/Provider Hybrid Salaries	\$58,608,197		3.79%	\$60,829,448	\$2,221,251	3.79%

Table 5. DYS Fiscal Impact

Timeframe	Model	Previous FY	Q RTP Base Annual Estimate	CAF	Cost with CAF	Cost Difference from Previous FY	% Difference from Previous FY
FY22	4:1; BLS Salaries	\$7,231,136	\$13,564,986		\$11,981,523	\$4,750,387	65.69%
	4:1; BLS/Provider Hybrid Salaries	\$7,231,136	\$13,944,822		\$12,266,401	\$5,035,264	69.63%
FY23	4:1; BLS Salaries	\$11,981,523	\$13,564,986	3.30%	\$14,012,068	\$2,030,545	16.95%
	4:1; BLS/Provider Hybrid Salaries	\$12,266,401	\$13,944,822	3.30%	\$14,404,423	\$2,138,023	17.43%
FY24	4:1; BLS Salaries	\$14,012,068		3.58%	\$14,513,700	\$501,632	3.58%
	4:1; BLS/Provider Hybrid Salaries	\$14,404,423		3.58%	\$14,920,102	\$515,678	3.58%
FY25	4:1; BLS Salaries	\$14,513,700		3.79%	\$15,063,769	\$550,069	3.79%
	4:1; BLS/Provider Hybrid Salaries	\$14,920,102		3.79%	\$15,485,574	\$565,472	3.79%

Table 6: Statewide Total Fiscal Impact

Timeframe	Model	Previous FY	Q RTP Base Annual Estimate	CAF	Cost with CAF	Cost Difference from Previous FY	% Difference from Previous FY
FY22	4:1; BLS Salaries	\$40,241,140	\$66,850,101		\$60,197,861	\$19,956,720	49.59%
	4:1; BLS/Provider Hybrid Salaries	\$40,241,140	\$68,721,987		\$61,601,775	\$21,360,635	53.08%
FY23	4:1; BLS Salaries	\$60,197,861	\$66,850,101	3.30%	\$69,053,385	\$8,855,524	14.71%
	4:1; BLS/Provider Hybrid Salaries	\$61,601,775	\$68,721,987	3.30%	\$70,986,965	\$9,385,190	15.24%
FY24	4:1; BLS Salaries	\$69,053,385		3.58%	\$71,525,496	\$2,472,111	3.58%
	4:1; BLS/Provider Hybrid Salaries	\$70,986,965		3.58%	\$73,528,299	\$2,541,333	3.58%
FY25	4:1; BLS Salaries	\$71,525,496		3.79%	\$74,236,312	\$2,710,816	3.79%
	4:1; BLS/Provider Hybrid Salaries	\$73,528,299		3.79%	\$76,315,021	\$2,786,723	3.79%

PCG is happy to provide additional information related to any of the methodologies or figures described in this memorandum.

## APPENDIX

### STAFFING BENCHMARKS

One of the major stakeholder engagement take-aways was the need for a lower staff ratio to meet QRTP standards. As a response to the provider feedback, PCG used the current 5:1 RCCF rate models and scaled the staffing to a 4:1 Direct Care ratio. The Full Time Equivalents (FTEs) for supervising and administrative staff were then scaled based on the original allocation method.

The drafted models include two options for salary inputs: BLS salaries and provider reported salaries. The Provider Hybrid model included salaries collected during the recent stakeholder engagement that were more favorable than BLS data. The table below provide staffing benchmarks for RCCF QRTP rates and Aftercare.

Table 7. RCCF QRTP 4:1 Staffing Model

Position	FTEs
Program Director	0.34
Other Clinical/Medical	1.94
Direct Care Supervisor	2.24
Direct Care Staff	11.20
Direct Care Relief/Coverage	1.72
Other Direct	0.79
Support Staff	1.59
Executive Staff	0.49
Administrative Staff	2.64

Table 8. RCCF QRTP Staff Salaries

Position	BLS Salaries (2020)	Provider Hybrid Salaries	Provider Hybrid Source
Program Director	\$88,780	\$101,852	Third Way - Treatment Leader
Other Clinical/Medical	\$109,292	\$109,292	BLS 2020
Direct Care Supervisor	\$52,780	\$65,940	Third Way - Therapist
Direct Care Staff	\$49,510	\$49,510	BLS 2020
Direct Care Relief/Coverage	\$49,510	\$49,510	BLS 2020
Other Direct	\$51,615	\$65,940	Third Way - Therapist
Support Staff	\$42,405	\$42,405	BLS 2020
Administrative Staff	\$53,810	\$53,810	BLS 2020
Executive	\$144,390	\$144,390	BLS 2020
Registered Nurse	\$77,860	\$77,860	BLS 2020
Clinical Staff	\$69,183	\$69,183	BLS 2020

Table 9. Aftercare Staffing Models

Position	FTE Tier 1	FTE Tier 2
Second-line Supervisors	0.03	0.03
First-line Supervisor	0.12	0.12
Administrative Support	0.10	0.10
Families Transition Coordinator (FTC)	0.50	0.50
Therapist	0.00	0.50
Coverage FTC	0.08	0.08
Coverage Therapist	0.00	0.08

Table 10. Aftercare Staff Salaries

Position	BLS Salaries (2020)	Provider Hybrid Salaries	Provider Hybrid Source
Second-line Supervisors	\$88,780	\$101,852	Third Way - Treatment Leader
First-line Supervisor	\$52,780	\$65,940	Third Way - Therapist
Administrative Support	\$53,810	\$53,810	BLS 2020

Families Transition Coordinator (FTC)	\$49,510	\$49,510	BLS 2020
Therapist	\$69,183	\$69,183	BLS 2020
Coverage FTC	\$49,510	\$49,510	Third Way - Therapist
Coverage Therapist	\$69,183	\$69,183	BLS 2020

**OPERATING BENCHMARKS**

The current operating expense benchmarks developed in FY18 were retained in the proposed RCCF QRTP rates. Aftercare operating expenses were developed using other state research and benchmarks and updated with Colorado figured where necessary. The tables below provide the operating expense benchmarks with corresponding sources.

*Table 11. RCCF QRTP 4:1 Rate Models Operating Expense Benchmarks*

Operating Expense	Unit	Source
Tax and Fringe	22.00%	FY16 Provider Reported Benchmarks
Operating Expenses (Shared Costs by FTE)	\$7,048	FY16 Provider Reported Benchmarks
Operating Expenses (RCCF Costs by Unit)	\$16.00	FY16 Provider Reported Benchmarks

*Table 12. Aftercare Operating Expense Benchmarks*

Operating Expense	Tier 1 Unit	Tier 2 Unit	Source
Tax and Fringe	22.00%	22.00%	FY16 Provider Reported Benchmarks
Travel	\$2,340	\$9,600	90-mile assumption per youth per month at CO state FY21 mileage reimbursement rate
Other Operating Expenses	\$26,037	\$26,037	FY16 Provider Reported Benchmarks - CPA

**COST ADJUSTMENT FACTOR**

The RCCF QRTP and Aftercare rate models include cost benchmarks from various fiscal years. As a response to the data source variation, PCG applied two different Cost Adjustment Factors (CAFs) to each model. CDHS intends to implement the updated QRTP and Aftercare rates in 2021, so all CAFs calculated the inflation factor from the data source year to 2021. BLS salaries, provider salaries, and QRTP inputs include cost figures from 2020. As a result, all personnel and QRTP expenses were marked up with a CAF accounting for 2020-2021 inflation. Operating expenses include a CAF from 2016 – 2021. Travel expenses for the Aftercare models did not include a CAF because the Colorado 2021 mileage reimbursement rate was utilized.



**RATE MODELS**

Table 15: Aftercare Tier 1 Model Calculations using BLS Salary Benchmarks

<b>Tier 1 BLS Salaries</b>				
<b>Capacity:</b>	<b>8</b>	<b>Enrollment Days:</b>	<b>2,920</b>	
	<b>Salary, Unit or %</b>	<b>FTE</b>	<b>Expense</b>	<b>Expense w/ CAF</b>
<b>Direct Care</b>				
Second-line Supervisors	\$88,780	0.03	\$2,220	\$2,220
First-line Supervisor	\$52,780	0.12	\$6,090	\$6,090
Administrative Support	\$53,810	0.10	\$5,381	\$5,381
FTC	\$49,510	0.50	\$24,755	\$24,755
Coverage FTC	\$49,510	0.08	\$3,808	\$3,808
<b>Total Program Staff</b>		<b>0.82</b>	<b>\$42,254</b>	<b>\$42,254</b>
Tax and Fringe	22.00%		\$9,296	\$9,296
<b>Total Program Personnel</b>			<b>\$51,550</b>	<b>\$53,919</b>
<b>Other Operating Expenses</b>				
Travel for Tier 1	\$2,340		\$1,350	\$1,412
Other Operating Expenses	\$26,037		\$26,037	\$30,219
<b>Total Program Operating Expenses</b>			<b>\$78,937</b>	<b>\$85,550</b>
<b>TOTAL</b>			<b>\$78,937</b>	<b>\$85,550</b>
<b>CALCULATED DAILY RATE:</b>			<b>\$27.03</b>	<b>\$29.30</b>

Table 16: Aftercare Tier 2 Model Calculations using BLS Salary Benchmarks

Tier 2 BLS Salaries				
Capacity:	8	Enrollment Days:	2,920	
	Salary, Unit or %	FTE	Expense	Expense w/ CAF
<b>Direct Care</b>				
Second-line Supervisors	\$88,780	0.03	\$2,220	\$2,220
First-line Supervisor	\$52,780	0.12	\$6,090	\$6,090
Administrative Support	\$53,810	0.10	\$5,381	\$5,381
FTC	\$49,510	0.50	\$24,755	\$24,755
Therapist	\$69,183	0.50	\$34,592	\$34,592
Coverage FTC	\$49,510	0.08	\$3,808	\$3,808
Coverage Therapist	\$69,183	0.08	\$5,322	\$5,322
<b>Total Program Staff</b>		<b>1.39</b>	<b>\$82,167</b>	<b>\$82,167</b>
Tax and Fringe	22.00%		\$18,077	\$18,077
<b>Total Program Personnel</b>			<b>\$100,244</b>	<b>\$104,851</b>
<b>Other Operating Expenses</b>				
Travel for Tier 2	\$9,600		\$9,600	\$10,041
Other Operating Expenses	\$26,037		\$26,037	\$30,219
<b>Total Program Operating Expenses</b>			<b>\$135,882</b>	<b>\$145,111</b>
<b>TOTAL</b>			<b>\$135,882</b>	<b>\$145,111</b>
<b>CALCULATED DAILY RATE:</b>			<b>\$46.53</b>	<b>\$49.70</b>

Table 17: Aftercare Tier 1 Model Calculations using Provider Salary Benchmarks

Tier 1 Provider Hybrid Salaries				
Capacity:	8	Enrollment Days:	2,920	
	Salary, Unit or %	FTE	Expense	Expense w/ CAF
<b>Direct Care</b>				
Second-line Supervisors	\$101,852	0.03	\$2,546	\$2,546
First-line Supervisor	\$65,940	0.12	\$7,608	\$7,608
Administrative Support	\$53,810	0.10	\$5,381	\$5,381
FTC	\$49,510	0.50	\$24,755	\$24,755
Coverage FTC	\$69,183	0.08	\$5,322	\$5,322
<b>Total Program Staff</b>		<b>0.82</b>	<b>\$45,613</b>	<b>\$45,613</b>
Tax and Fringe	22.00%		\$10,035	\$10,035
<b>Total Program Personnel</b>			<b>\$55,647</b>	<b>\$58,205</b>
<b>Other Operating Expenses</b>				
Travel for Tier 1	\$2,340		\$1,350	\$1,412
Other Operating Expenses	\$26,037		\$26,037	\$30,219
<b>Total Program Operating Expenses</b>			<b>\$83,035</b>	<b>\$89,836</b>
<b>TOTAL</b>			<b>\$83,035</b>	<b>\$89,836</b>
<b>CALCULATED DAILY RATE:</b>			<b>\$28.44</b>	<b>\$30.77</b>

Table 18: Tier 2 Model Calculations using Provider Salary Benchmarks

Tier 2 Provider Hybrid Salaries					
Capacity	8	Enrollment Days:	2,920		
	Salary, Unit or %	FTE	Expense	Expense w/ CAF	
<b>Direct Care</b>					
Second-line Supervisors	\$101,852	0.03	\$2,546	\$2,546	
First-line Supervisor	\$65,940	0.12	\$7,608	\$7,608	
Administrative Support	\$53,810	0.10	\$5,381	\$5,381	
FTC	\$49,510	0.50	\$24,755	\$24,755	
Therapist	\$69,183	0.50	\$34,592	\$34,592	
Coverage FTC	\$49,510	0.08	\$3,808	\$3,808	
Coverage Therapist	\$69,183	0.08	\$5,322	\$5,322	
<b>Total Program Staff</b>		<b>1.39</b>	<b>\$84,013</b>	<b>\$84,013</b>	
Tax and Fringe	22.00%		\$18,483	\$18,483	
<b>Total Program Personnel</b>			<b>\$102,495</b>	<b>\$107,206</b>	
<b>Other Operating Expenses</b>					
TOTAL	\$9,600.00		\$9,600	\$10,041	
Other Operating Expenses	\$26,037.29		\$26,037	\$30,219	
<b>Total Program Operating Expenses</b>			<b>\$138,133</b>	<b>\$147,466</b>	
TOTAL			\$138,133	\$147,466	
<b>CALCULATED DAILY RATE:</b>			<b>\$47.31</b>	<b>\$50.50</b>	

Table 19. Proposed QRTP Rate Model using BLS Salary Benchmarks

<b>RCCF (4:1 Day and 6:1 Overnight) BLS Salaries</b>				
<b>Capacity:</b>	<b>12</b>	<b>Enrollment Days:</b>	<b>4,380</b>	
	<b>Salary, Unit or %</b>	<b>FTE</b>	<b>Expense</b>	<b>Expense w/ CAF</b>
<b>Program Personnel Salaries</b>				
<i>Program Director</i>	\$ 88,780	0.34	\$ 30,388	\$ 30,388
<i>Other Clinical/Medical</i>	\$ 109,292	1.94	\$ 212,170	\$ 212,170
<i>Direct Care Supervisor</i>	\$ 52,780	2.24	\$ 118,227	\$ 118,227
<i>Direct Care Staff</i>	\$ 49,510	11.20	\$ 554,512	\$ 554,512
<i>Direct Care Relief/Coverage</i>	\$ 49,510	1.72	\$ 85,310	\$ 85,310
<i>Other Direct</i>	\$ 51,615	0.79	\$ 40,874	\$ 40,874
<i>Support Staff</i>	\$ 42,405	1.59	\$ 67,498	\$ 67,498
<i>Executive Staff</i>	\$ 144,390	0.49	\$ 70,955	\$ 70,955
<i>Administrative Staff</i>	\$ 53,810	2.64	\$ 142,157	\$ 142,157
<b>Total Program Staff</b>	<b>\$ 642,092</b>	<b>22.96</b>	<b>\$ 1,322,091</b>	<b>\$ 1,322,091</b>
<i>Tax and Fringe</i>	22.00%		\$ 290,860	\$ 290,860
<b>Total Program Personnel</b>			<b>\$ 1,612,951</b>	<b>\$ 1,687,080</b>
<b>Other Operating Expenses</b>				
<i>Operating Expenses (Shared Costs by FTE)</i>	\$ 7,048		\$ 161,851	\$ 187,843
<i>Operating Expenses (RCCF Costs by Unit)</i>	\$ 16		\$ 70,258	\$ 81,541
<i>Trauma Informed Implementation Support</i>	\$ 10,000		\$ 10,000	\$ 10,460
<i>Family Engagement</i>	\$ 2,476		\$ 2,476	\$ 2,589
<i>Accreditation</i>	\$ 4,667		\$ 4,667	\$ 4,881
<i>24/7 Nursing Staff</i>	\$ 46,716		\$ 46,716	\$ 48,863
<i>24/7 Clinical Staff</i>	\$ 41,510		\$ 41,510	\$ 43,418
<b>Total Program Operating Expenses</b>			<b>\$ 337,477</b>	<b>\$ 379,595</b>
<b>TOTAL</b>			<b>\$ 1,950,428</b>	<b>\$ 2,066,674</b>
<b>CALCULATED DAILY RATE:</b>			<b>\$ 445.30</b>	<b>\$ 471.84</b>

Table 20: QRTP Rate Model using BLS and Provider Salary Benchmarks

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<b>RCCF (4:1 Day and 6:1 Overnight) Provider Hybrid Salaries</b>					
<b>Capacity:</b>	<b>12</b>	<b>Enrollment Days:</b>		<b>4,380</b>	
	<b>Salary, Unit or %</b>	<b>FTE</b>	<b>Expense</b>		<b>Expense</b>
<b>Program Personnel Salaries</b>					
<i>Program Director</i>	\$ 101,852	0.34	\$ 34,863		\$ 34,863
<i>Other Clinical/Medical</i>	\$ 109,292	1.94	\$ 212,170		\$ 212,170
<i>Direct Care Supervisor</i>	\$ 65,940	2.24	\$ 147,705		\$ 147,705
<i>Direct Care Staff</i>	\$ 49,510	11.20	\$ 554,512		\$ 554,512
<i>Direct Care Relief/Coverage</i>	\$ 49,510	1.72	\$ 85,310		\$ 85,310
<i>Other Direct</i>	\$ 65,940	0.79	\$ 52,217		\$ 52,217
<i>Support Staff</i>	\$ 42,405	1.59	\$ 67,498		\$ 67,498
<i>Executive Staff</i>	\$ 144,390	0.49	\$ 70,955		\$ 70,955
<i>Administrative Staff</i>	\$ 53,810	2.64	\$ 142,157		\$ 142,157
<b>Total Program Staff</b>	<b>\$ 682,648</b>	<b>22.96</b>	<b>\$ 1,367,387</b>		<b>\$ 1,367,387</b>
<i>Tax and Fringe</i>	22.00%		\$ 300,825		\$ 300,825
<b>Total Program Personnel</b>			<b>\$ 1,668,213</b>		<b>\$ 1,744,881</b>
<b>Other Operating Expenses</b>					
<i>Operating Expenses (Shared Costs by FTE)</i>	\$ 7,048		\$ 161,851		\$ 187,843
<i>Operating Expenses (RCCF Costs by Unit)</i>	\$ 16		\$ 70,257.81		\$ 81,541
<i>Trauma Informed Implementation Support</i>	\$ 10,000		\$ 10,000		\$ 10,460
<i>Family Engagement</i>	\$ 2,476		\$ 2,476		\$ 2,589
<i>Accreditation</i>	\$ 4,667		\$ 4,667		\$ 4,881
<i>24/7 Nursing Staff</i>	\$ 46,716		\$ 46,716		\$ 48,863
<i>24/7 Clinical Staff</i>	\$ 41,510		\$ 41,510		\$ 43,418
<b>Total Program Operating Expenses</b>			<b>\$ 337,477</b>		<b>\$ 379,595</b>
<b>TOTAL</b>			<b>\$ 2,005,689</b>		<b>\$ 2,124,476</b>
<b>CALCULATED DAILY RATE:</b>			<b>\$ 457.92</b>		<b>\$ 485.04</b>