



SMART Government Act:

Joint Presentation to:

Senate Health & Human Services Committee

House Public Health Care & Human Services Committee

House Health, Insurance, & Environment Committee

Colorado Department of Human Services

December 11, 2018



COLORADO
Department of Human Services

Mission, Vision, & Values

Mission

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

Vision

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

Values

The Colorado Department of Human Services will:

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



Strategic Priorities

At the Colorado Department of Human Services,
we are ***People Who Help People***:

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



CDHS at a Glance

CDHS Owned & Active

- 343 buildings that are owned and operated on 20 campuses across the State of Colorado, including:
 - 52 vacant buildings (43 dry-closed, 9 wet-closed)
 - 30 tenant/contract operated buildings
 - 291 CDHS occupied/operated
- Examples of the various uses of buildings include:
 - 2 Mental Health Hospitals
 - 3 Regional Centers, including 40 Group Homes
 - 12 Youth Service Centers
 - 5 Veterans Community Living Centers (4 state-operated)
- Office of State Architect identifies current replacement value of nearly \$774 million
- Average Facility Condition Index score for CDHS buildings is 68.6% compared to statewide target of 85%

CDHS Leased

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

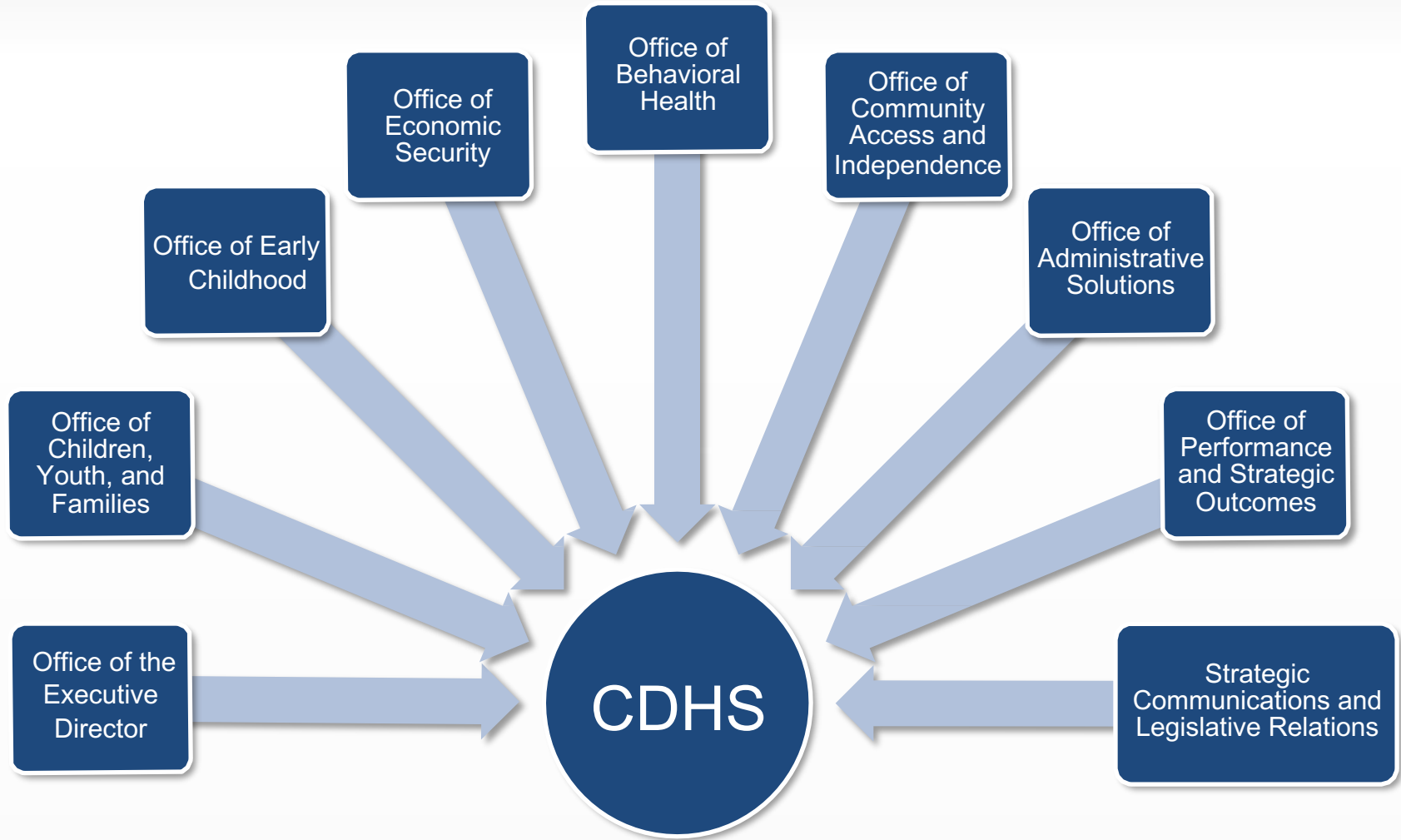


CDHS at a Glance

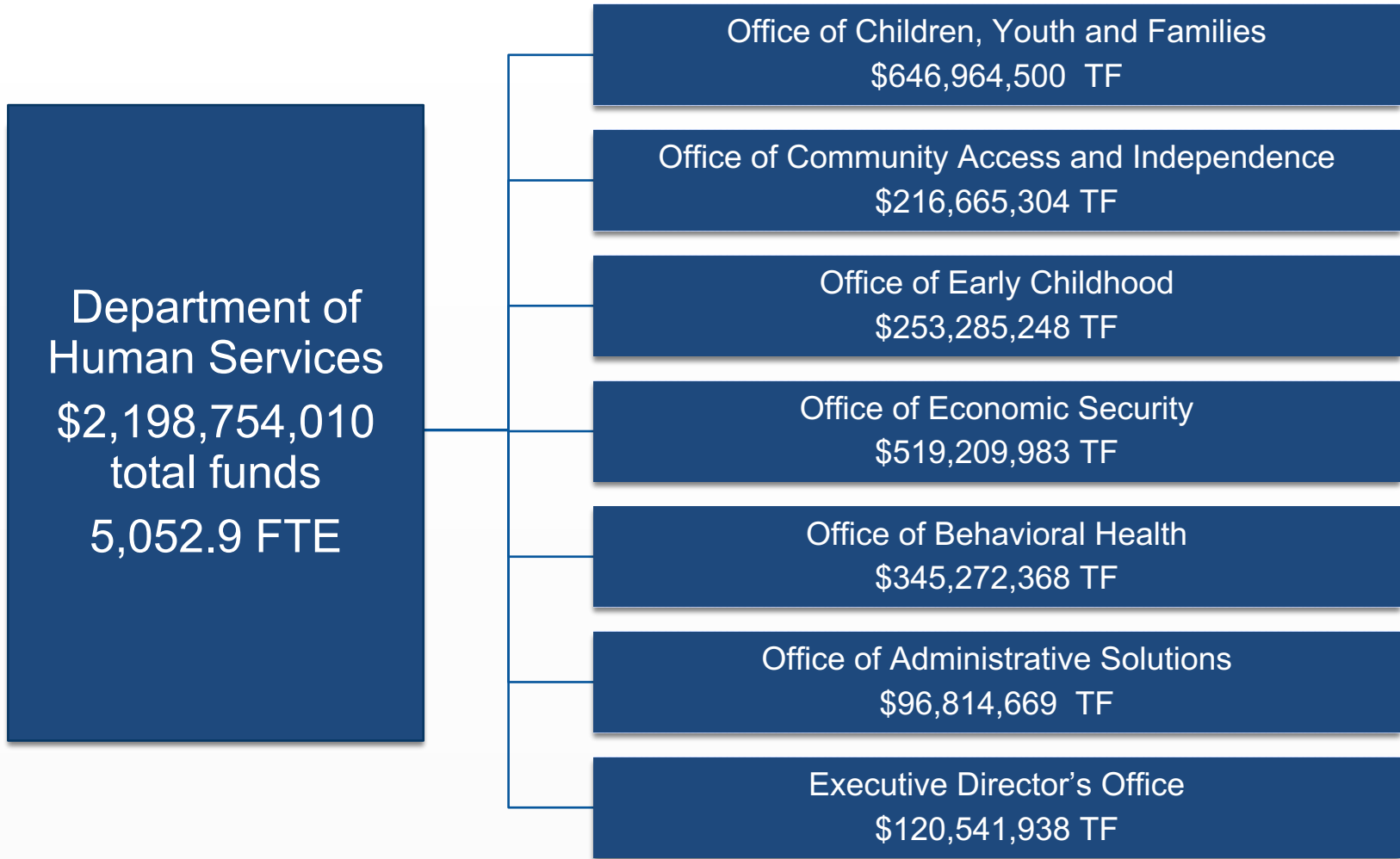
Community Programs

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





FY 2018-19 Department Appropriation



Colorado Department of Human Services FY 2019-20 Budget Requests

Exec. Director's Office

- Provider Rate Increase - \$9.3M

Office of Administrative Solutions

- Employment Affairs Staffing - \$590K and 5.4 FTE
- Department Wide Facility Master Plan - \$1.1M
- Compensation for Direct Care Employees - \$14.0M
- Colorado Trails Maintenance - \$2.5M
- Salesforce Shield - \$215K
- Food Service Inflation - \$151K
- Interoperability - \$2.3M

Office of Children Youth & Families

- County Child Welfare Staff Phase 5 - \$6.1M
- Hotline for Child Abuse and Neglect - \$229K
- Provider Rate Implementation Phase 2 - \$10.4M
- State Staff for 24-hour Monitoring - \$165K
- DYS Capacity and Behavioral Health - (\$720K) and 12 FTE
- DYS Facility Refurbishment for Safety and Risk Mitigation, Modernization - \$2.6M



Colorado Department of Human Services FY 2019-20 Budget Requests

Office of Community Access and Independence

- Adult Protective Services Support - \$0 and 1.8 FTE
- DRCO Depreciation Fund Capital Improvements Project - \$757K
- Fitzsimons Dayroom, Courtyard, Laundry Room Updates - \$200K
- Homelake VCLC Rotunda/Workshop Renovations - \$198K

Office of Behavioral Health

- Mental Health Institute Pueblo Bed Expansion - \$5.1M
- CMHIFL F2 & F3 Cottage Renovation - \$17.8M
- Contracted Physician Salary Adjustment - \$1.1M
- Colorado Crisis System Enhancements - \$1.5M & \$985K/3 FTE
- CMHIFL Campus Utility Infrastructure Upgrade - \$10.5M
- CMHIP Campus Utility Infrastructure Upgrade - \$9.2M

Office of Economic Security

- Reducing Child Neglect via Employment - \$1.7M and 2 FTE
- Old Age Pension Program Cost of Living Adjustment- \$3.2M
- Basic Cash Assistance Cost of Living Adjustment-\$1.2M
- Covering Child Support Unfunded Disbursements - \$151K
- Child Support Employment - \$967K
- Improving Nutrition in Rural and Underserved Communities - \$1M
- SNAP Quality Assurance Line Item - \$0 (Technical Adjustment)



2019 Legislative Priorities



Increased Capacity for Competency Restoration

Child Welfare Statutory Revisions

Children's Code Task Force Recommendations

Child Care Assistance & SNAP Statutory Alignments

DYS Realignment / CSG Recommendations

Regulatory Report and Agenda

2018 Regulatory Report

- 47 rule packets reviewed
- 2 rule packets repealed
- 42 rule packets revised
- 13 rule packets in process
- 5 new rules repealed

2019 Regulatory Agenda

- 6 rule packets based on legislation
- 27 rule packets to be reviewed
- 26 rule packets to be revised
- 4 rule packets to be repealed



C-Stat: Performance Measurement

Creates Organizational Alignment

- Budget
- Legislation
- Technology Investments
- Contracts
- Practice and Policy Changes
- Governor's Vision 2018

Monthly Meetings

- Identifies outcomes for the people we serve
- Holds management, staff, and contractors mutually accountable for outcomes
- Provides transparency

Wildly Important Goals (WIGs)

Improve
Community
Behavioral Health
Contracting

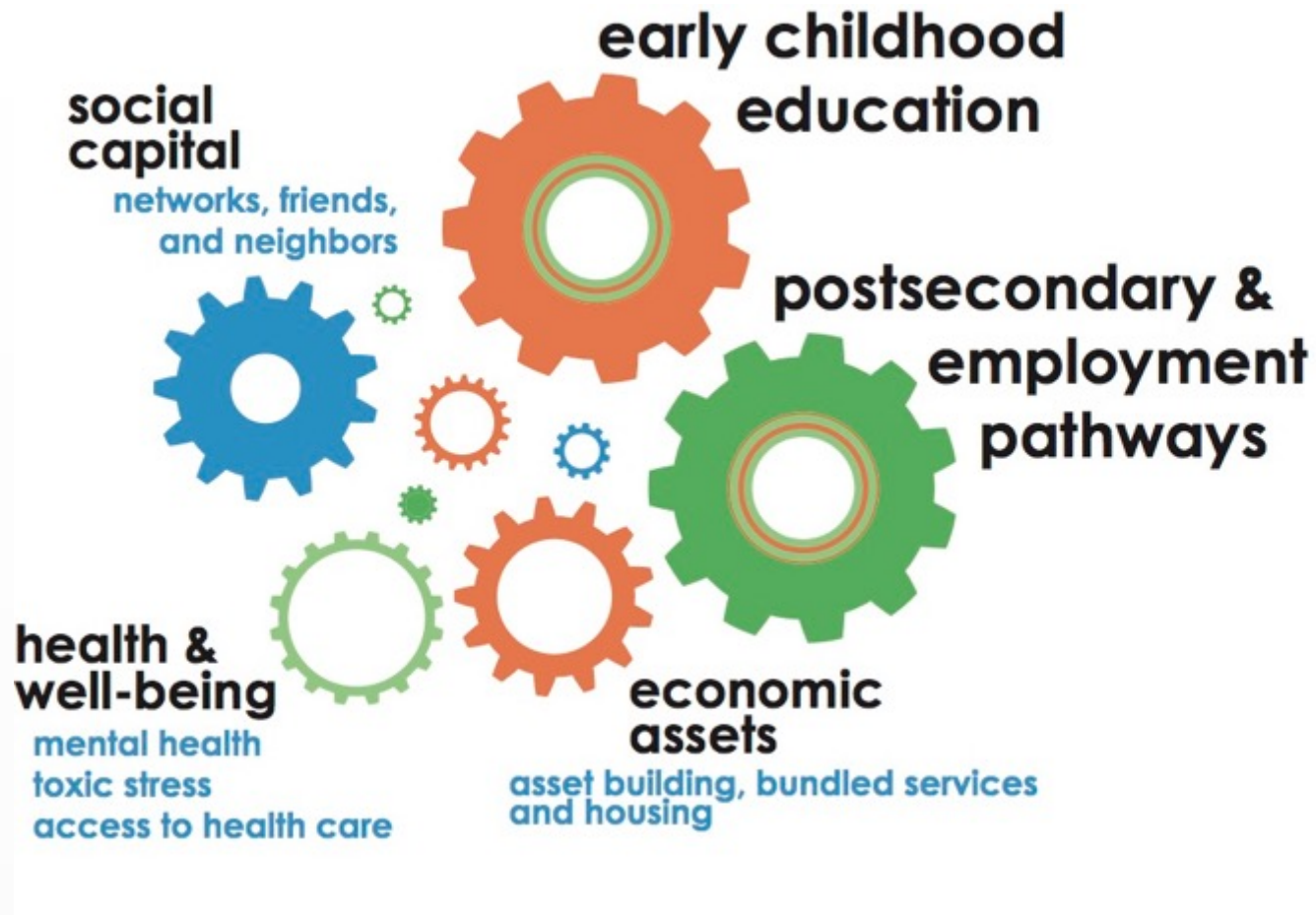
Increase Licensed
Child Care
Providers

Improve
Completion of
Road Maps to
Success (ILPs)

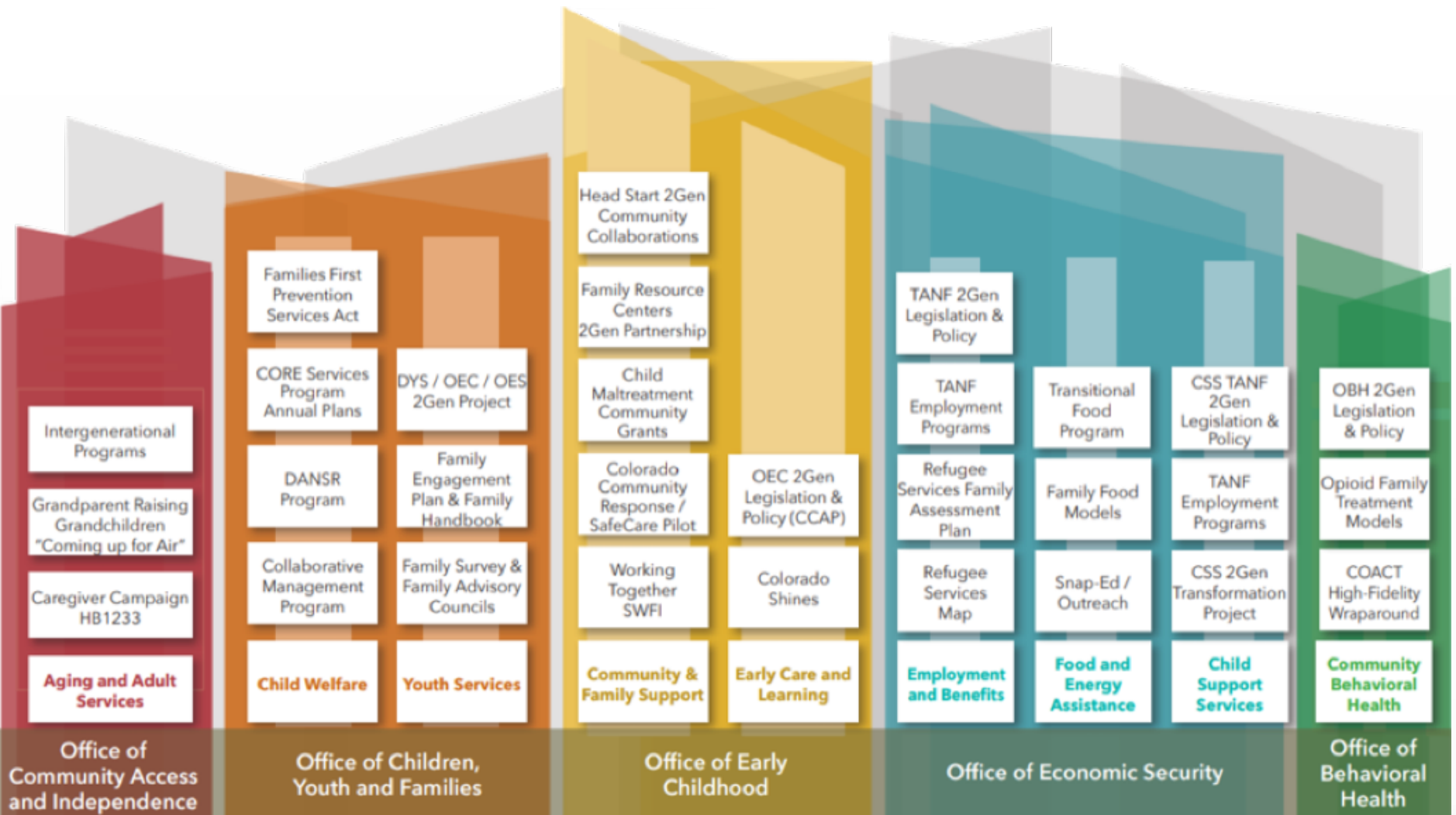
Review of all CDHS
Boards and
Commissions

Increase Opioid
Treatment

Two Generation Approach (2Gen)



2Gen in Action



2 Gen 2GO Grants

- Awarded to regional and community collaborators who have proposed innovative ways to create a path to the middle class for whole families.
- 10 grants of \$100,000 each to plan and implement 2Gen approaches to policy or programs that target the needs of parents and children together and help them break the cycle of intergenerational poverty.





COLORADO

Office of Behavioral Health

Department of Human Services

OBH Overview

Division of Mental Health Institutes

- **Fort Logan (Denver)**
 - Adult civil patients per CRS 27-65
- **Pueblo**
 - Adult civil patients per CRS 27-65
 - Adolescent civil and forensic
 - Geriatric
 - Forensic ordered by criminal court
- **RISE Program (Arapahoe County Jail)**

Division of Community Behavioral Health:

- Funds mental health and substance use prevention, treatment and recovery for indigent persons.
- Administers and regulates community-based behavioral health services
 - substance use prevention and treatment
 - mental health services.
- Funds and administers the Colorado Crisis Services.



Community Behavioral Health Programs

Substance Use
Prevention
Grants

Behavioral Health
Licensing &
Designation

DUI Education &
Treatment

Crisis Services

Involuntary
Commitments
(SUD & Mental
Health)

Funding for
Medication-
Assisted Treatment
& Opiate Crisis

Transitions
Between Care
Settings

Criminal Justice
Services

Mental Health &
Substance Use
Grants

Recovery
Support Services



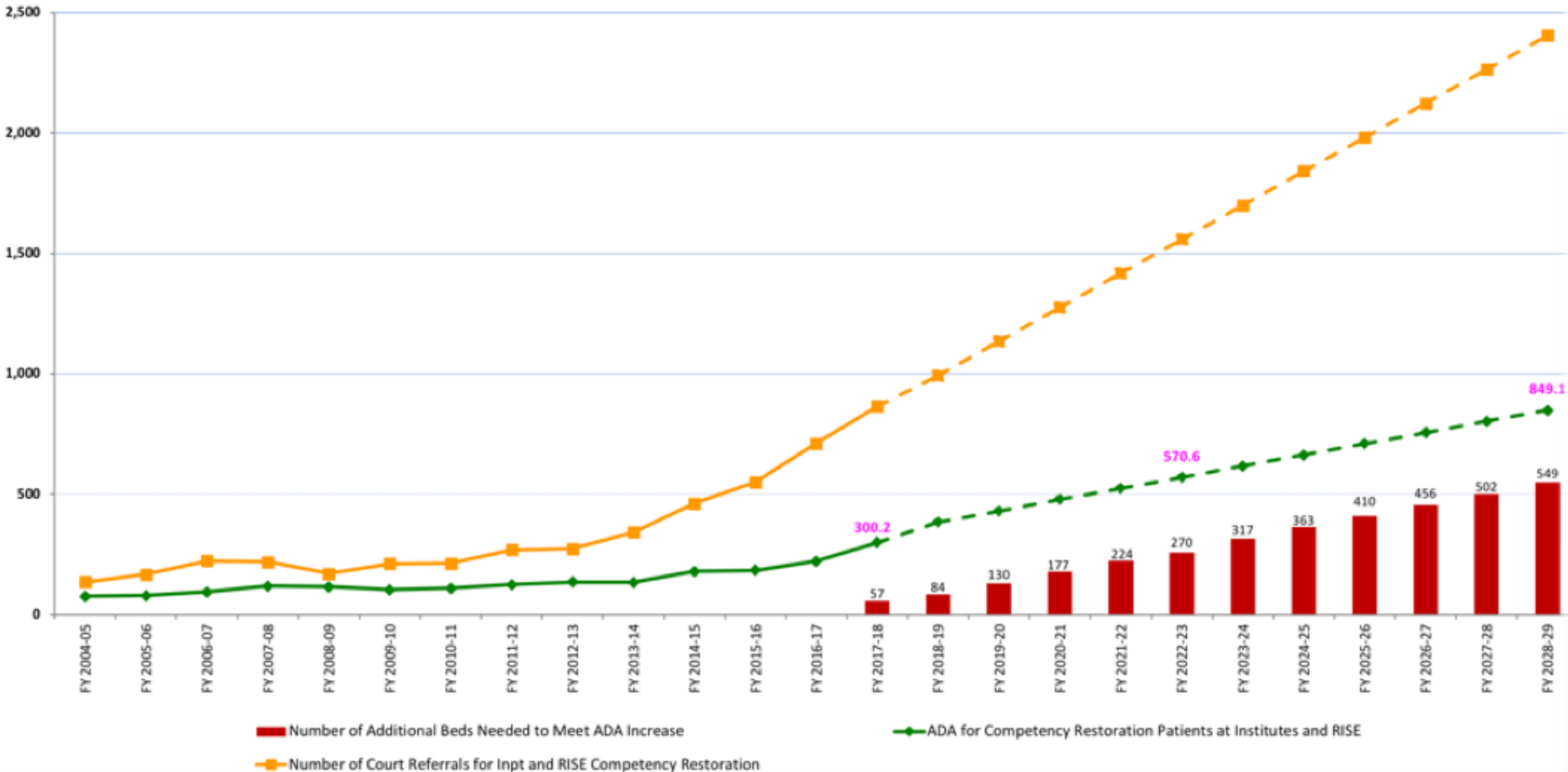
Settlement Agreement Update

- Disability Law Colorado sued CDHS in 2011 over pre-trial defendants waiting in jail for CDHS to offer competency services, which include jail-based competency evaluations, inpatient competency evaluations, and restoration services for defendants found to be incompetent.
- The parties entered into a settlement agreement in 2012. The settlement agreement prescribes time frames for these services.
- CDHS is in compliance with the timeframes for jail-based and inpatient competency evaluations.
- Due to the overwhelming demand and lack of bed space, CDHS has not been able to comply with the inpatient restoration time frames since June 2017.
- CDHS is currently in federal court litigating the issue with the plaintiff.



Competency Restorations

Competency Restoration: Average Daily Attendance (ADA) at the Institutes and RISE; Number of Court Referrals for Inpatient Restoration; and Projected Requirement for Increased Beds



Legislative Strategies

Resource Efforts

Location	Date Available	Beds Available
CMHIP Admissions & Restorations	Current	168
RISE	Current	94
Contract with Private Hospital	January 2019	3
Contract with Private Hospital	April 2019	3
New RISE Program	May 2019	18
CRU – clinical structure*	December 2019	42
New L2 Unit CMHIP	August 2020	24
Secure Mental Health Treatment Facility at Ridge View Campus*	March 2022	210
CMHIFL F2 & F3*	December 2021	44

*FY 2019-20 budget request

Policy Changes

Legislation to Consider
Dismiss non-violent low level charges
Inpatient restoration only for those that meet inpatient clinical need
Require PR bonds for defendants for community based competency
Pursue jail-based restoration
Begin restoration services immediately upon a finding of incompetency
Establish a uniform maximum length of restoration efforts
Tighten up court deadlines



Medication Consistency Updates (SB17-019)

Completed Activities

- ✓ Completed the medication formulary
- ✓ Rules adopted June 1, 2018 and went into effect August 1, 2018
- ✓ Administered a survey with Colorado Jail Association to help implement the legislation and to determine the best ways to support local jurisdictions.
- ✓ Hired 1 FTE to manage the Medication Consistency pilot program. Ongoing efforts will continue as the Department works with the state HIE's to enhance interoperability features within the criminal justice system.

In Progress

- ✓ Contracting with HIE to consult and support jails to help them secure access and utilize patient records
- ✓ HCPF to submitted application for 90/10 capacity funding to enhance pharmaceutical data in the HIE
- ✓ Creating an IA to have pharmacy students support medication reconciliation with rural jails
- ✓ Completed the draft educational manual for state and local partners

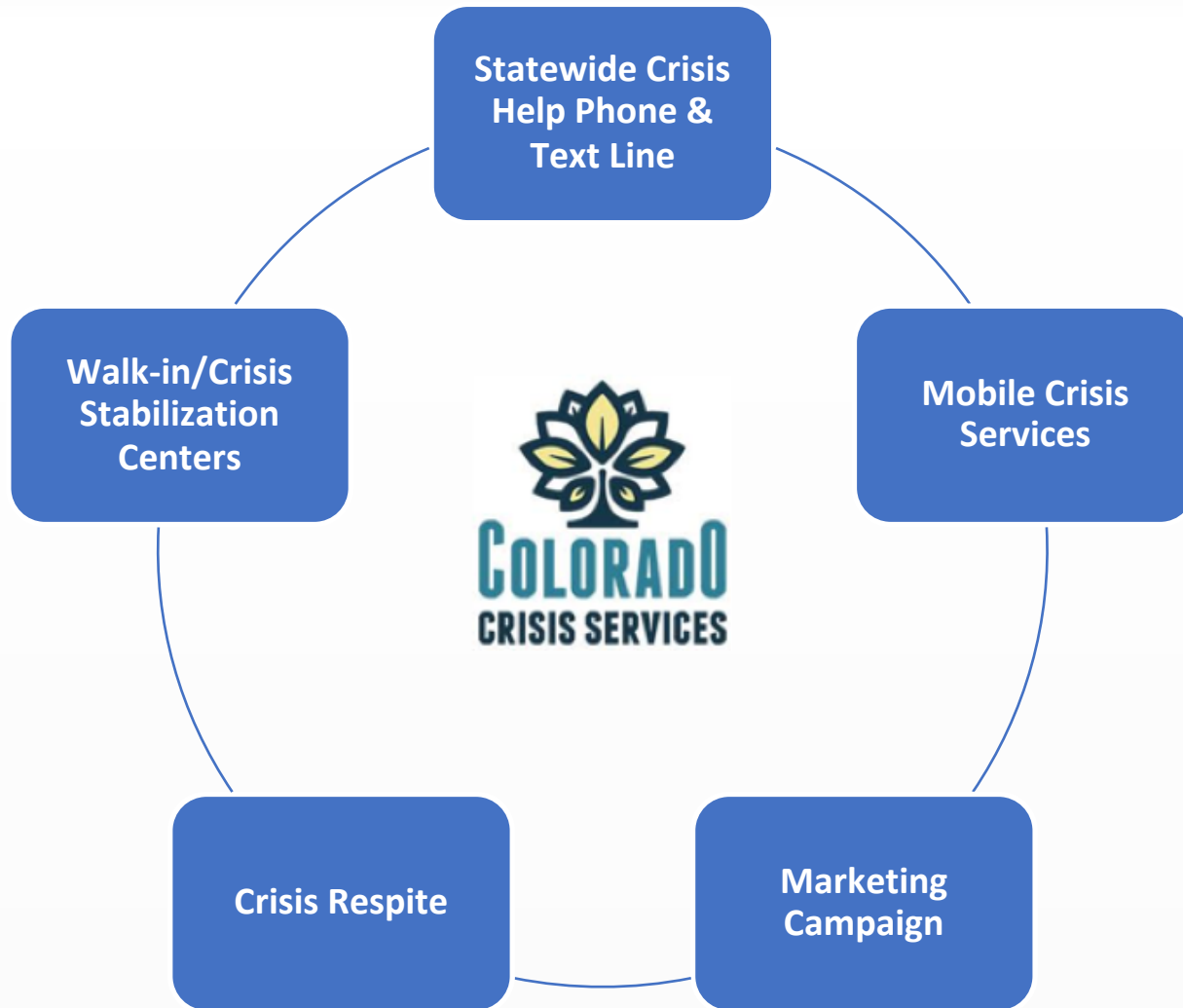


SB18-270: Behavioral Health Crisis Transition Referral Program

- \$3.1 million for a statewide program
- Program coordinates referrals of “high-risk individuals” from hospitals and withdrawal management facilities to local community behavioral health services
- Rules defining eligibility adopted Nov. 2, 2018
- RFP for the single state contractor closed Nov. 29, 2018.
- Services to begin in January 2019



Colorado Crisis Services



Annual Utilization of Crisis Services

Crisis Support Line

- 207,348 Calls/Chats/Texts per year

Mobile Crisis Services

- 27,482 Visits per year

Crisis Respite

- 2,348 Stays per year

Walk-in Crisis Stabilization Centers

- 24,397 Annual Visits

**Numbers from September 2014 to December 2018 by state fiscal year.*

***Crisis Support Line started in Sept. 2014 and all other services started in Dec. 2014*



Crisis Steering Committee Recommendations

1. Increase the breadth and depth of services for youth and children.
2. Increase peer support services
3. Leverage technology to connect and simplify the state and local crisis lines.
4. Determine how the Co-Responder Model and Mobile Services can be used in a crisis
5. Develop and implement an outcome evaluation system
6. Establish a Leadership Committee
7. Improve integration of services for mental health/substance use disorder within Crisis Stabilization Units
8. Offer a statewide-integrated data and resource system for the Hotline
9. Implement targeted marketing for those populations not served by the crisis system
10. Explore using a 3-digit number for crisis line



State Opioid Grants

State Targeted Response (STR) Grant, \$7.8 million/year from May 2017-April 2019. State Opioid Response (SOR) Grant-\$15.1 million/year Oct 2018- Sept 2020.

Medication-Assisted Treatment (MAT)

Training & Distribution of Naloxone Kits

Rural Mobile Health Units for MAT

2-Gen Community Planning Grants

Training to Prescribe Buprenorphine

Jail-based Resources

Peer Recovery Services

Anti-Stigma Campaign





COLORADO

**Office of Children,
Youth & Families**

Department of Human Services

OCYF Overview

Division of Child Welfare

- Supervise county departments of human/social services
- Establishes policy for child protection, foster care, and adoption

Division of Youth Services

- Contracts with community based residential providers
- Operates 10 commitment and detention facilities
- Contracts for parole program services

Domestic Violence Program

- Administers DVP funding

Juvenile Parole Board

- Type I independent board who make decision regarding parole

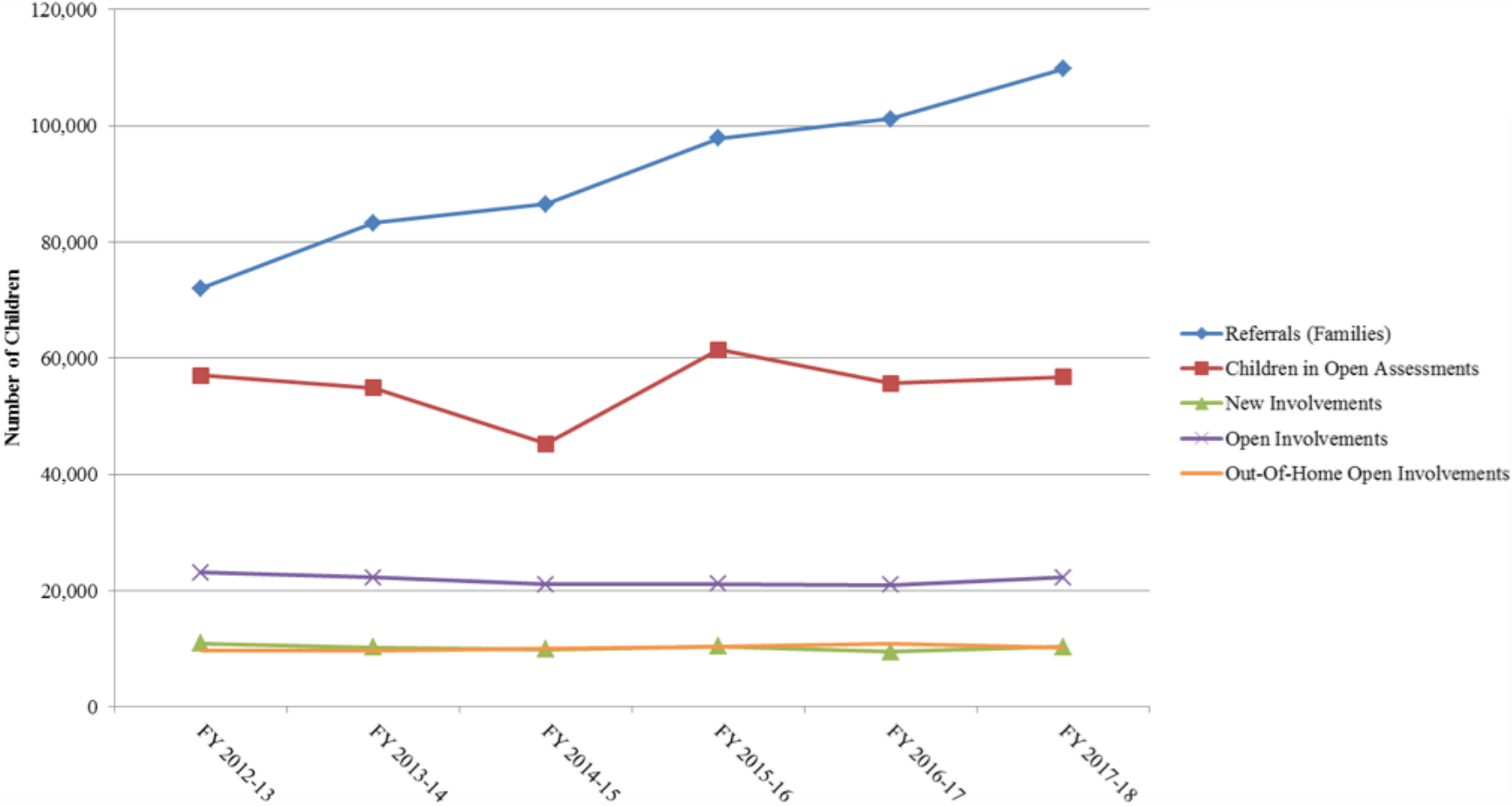
Medical Oversight Unit

- Oversees the psychiatric and medical care of child and youth involved in the child welfare and youth services system



- Child Abuse Reporting Hotline went live on January 1, 2015
- Statewide number for reporting suspected child abuse and neglect, while maintaining local call routing for all 64 counties and 2 tribes
- Public awareness campaign launched
 - 2015: the hotline routed 202,105 calls
 - 2016: the hotline routed 207,625 calls
 - 2017: the hotline routed 220,213 calls
 - The hotline has routed 197,971 calls as of Nov. 16, 2018

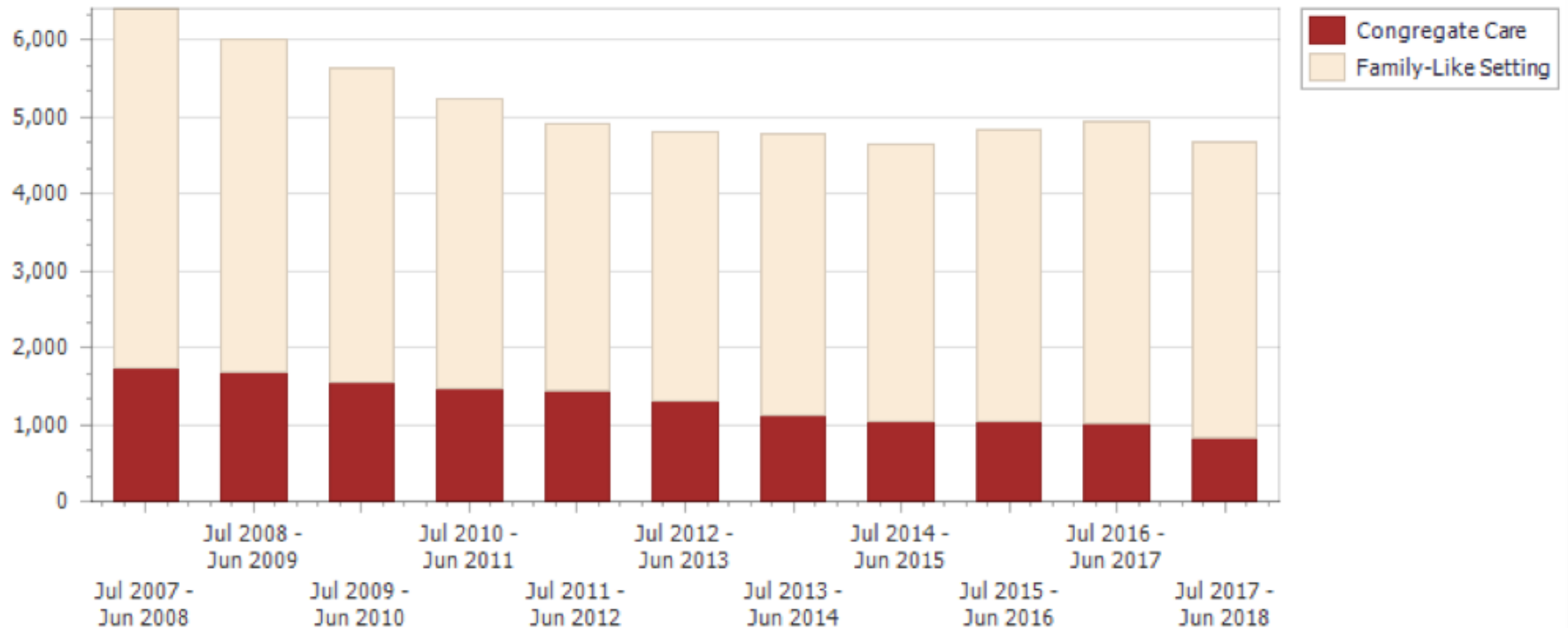
Child Welfare Workload Trends



Out-of-Home Placement

Type of placement for children in out-of-home placement on the last day of the report period

Report Time Period: July 1, 2007 - June 30, 2018



Family First Prevention Services Act

- What is the Family First Prevention Services Act?
 - Changes the way the federal government shares in the cost of child welfare services (Title IV-E)
 - Focuses on Child Welfare not Youth Services
 - Funding reforms to help keep children and youth safely with their families and avoid entering foster care
 - Allows 50% federal reimbursement for federally approved evidence-based prevention programs
 - Emphasis on children and youth growing up in families
 - Limits federal reimbursement for non family like settings (i.e. group homes/centers, residential child care facilities, etc.)
- States must be compliant by October 1, 2021



Building on Colorado's Success



Family First Prevention Services Act

Areas of Implementation	Anticipated Completion Date
Statute Review & Revisions	May 2020
Administrative Rule Review & Revisions	June 2020
Information Technology	Winter 2020
Training	Winter 2020
Other Areas for Implementation: <ul style="list-style-type: none"> • Conversion of group homes to family foster homes • Conversion of RCCF to QRTP • Selection and implementation of an Assessment Tool for QRTP placement • Development of Community Based Service Providers & Evidence-Based Practices 	October 2021



Statewide Youth Development Plan

Plan Goals

Enhance Colorado's youth system for collaboration across all Colorado's youth-serving organizations (government agencies, businesses, and nonprofits) while engaging youth in the process.

Improved Service Coordination

- Create a Sustainable System
- Eliminate Youth Homelessness
- Close the Achievement Gap
- Create a Youth Friendly Health System
- Improve Well-being of Youth in Out-of-Home Care

Division of Youth Services (DYS)



Enhancing
Healthcare
Delivery



Improving
Safety



Building
Trauma
Responsive
Environments



Focus on
Family and
Community
Connections

Realigning Facilities

Multipurpose Facilities

Single Purpose Facilities

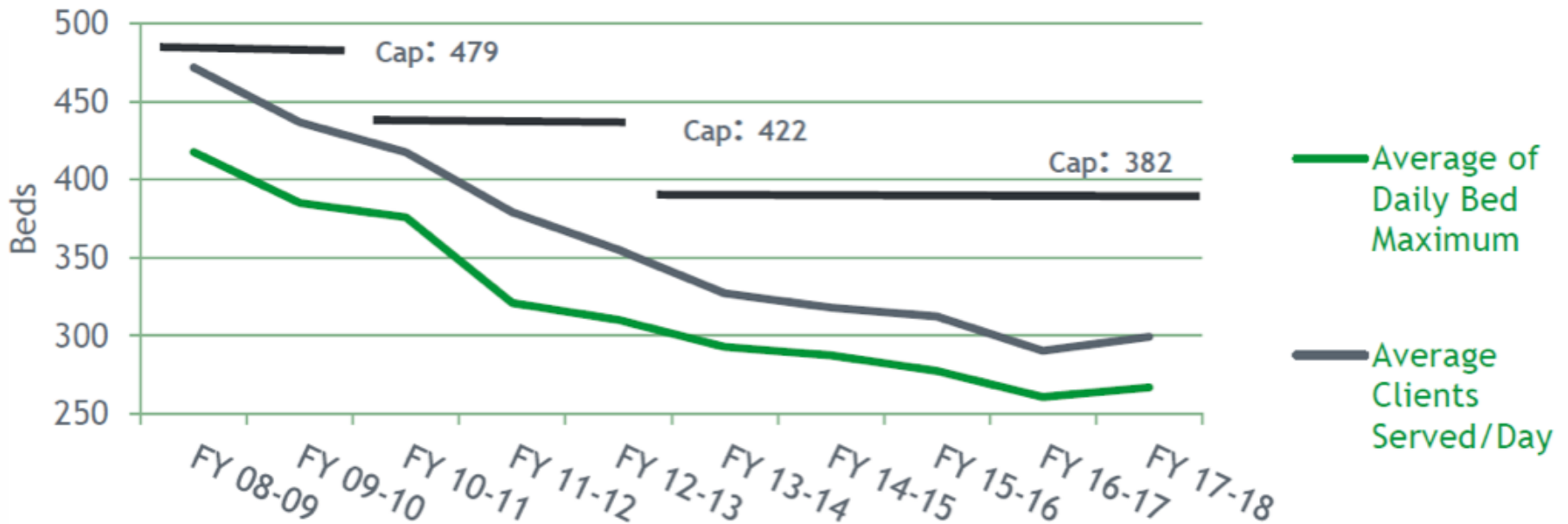
Administratively efficient

Allows staff to specialize in serving detention or commitment youth

Improved long term treatment outcomes for committed youth

Enables youth to be served in age appropriate settings

Reducing the Detention Bed Cap



Council of State Governments Justice Center (CSG)

CSG's work in Colorado has included representatives from the judicial, executive, and legislative branches that contribute to a multi-disciplinary statewide task-force

Improving Outcomes for Youth Task Force Recommendations:

- Expand accessibility to juvenile diversion programs
- Develop clear criteria for detention eligibility
- Adopt a validated risk and needs assessment tool to inform court decision making
- Establish statewide standards for juvenile probation
- Improve community-based services
- Kinship care for justice involved youth in detention and commitment





COLORADO
Office of Economic Security
Department of Human Services

OES Overview

Division of Food and Energy Assistance

- SNAP (food assistance)
- LEAP (low income energy assistance program)

Division of Child Support Services

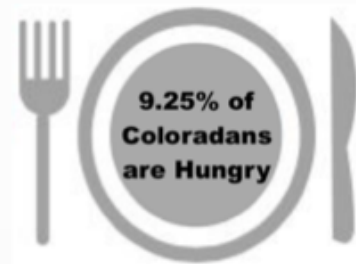
- Enforces and modifies child support orders
- Collects and distributes child support funding
- Helps locate parents and establish paternity

Division of Employment and Benefits

- TANF (temporary assistance for needy families)
- AFP (Adult Financial Programs)
- ReHire Colorado
- CRSP (Colorado Refugee Services Program)
- Employment First (SNAP Employment and Training) Program

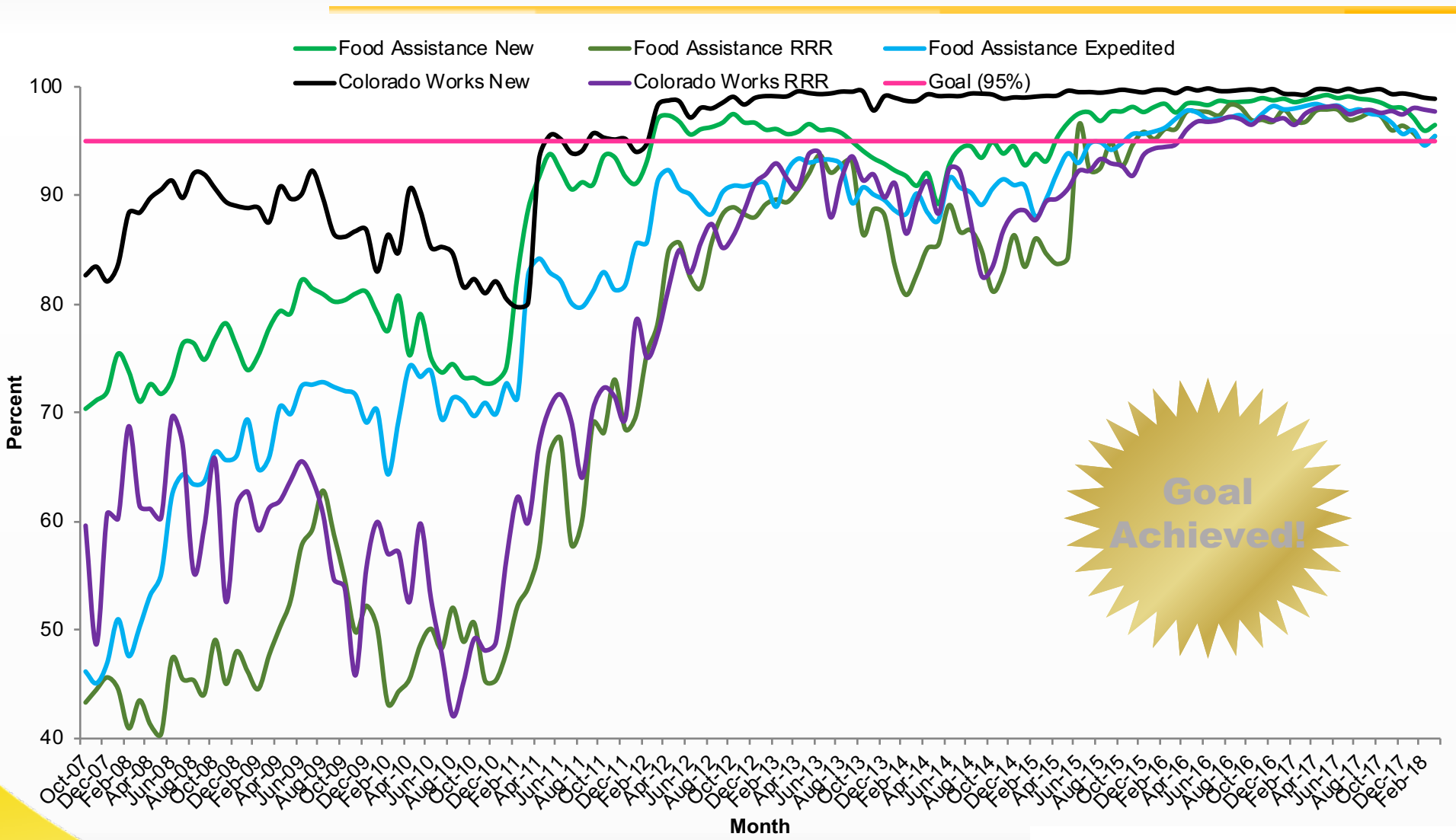


Food Insecurity





Colorado Works and Food Assistance Timeliness of Benefit Applications



SNAP Bonus

- Colorado will receive more than \$2.2 M
 - Funds may be reinvested in SNAP technological advances and improving program administration and benefit distribution
- Colorado has been awarded SNAP high performance bonuses for Federal Fiscal Year 2016-17 performance: (Double Checking)
 - CAPER: One of 2 states awarded most improved in FFY 2016 (16 point improvement)
 - Timeliness: One of the top 6 states in FFYs 2016 & 2017
- Funds will be distributed among Colorado counties meeting the criteria established per SB 16-190





CW Work Participation Rate (WPR) All-Family Sample

Description of Trend:

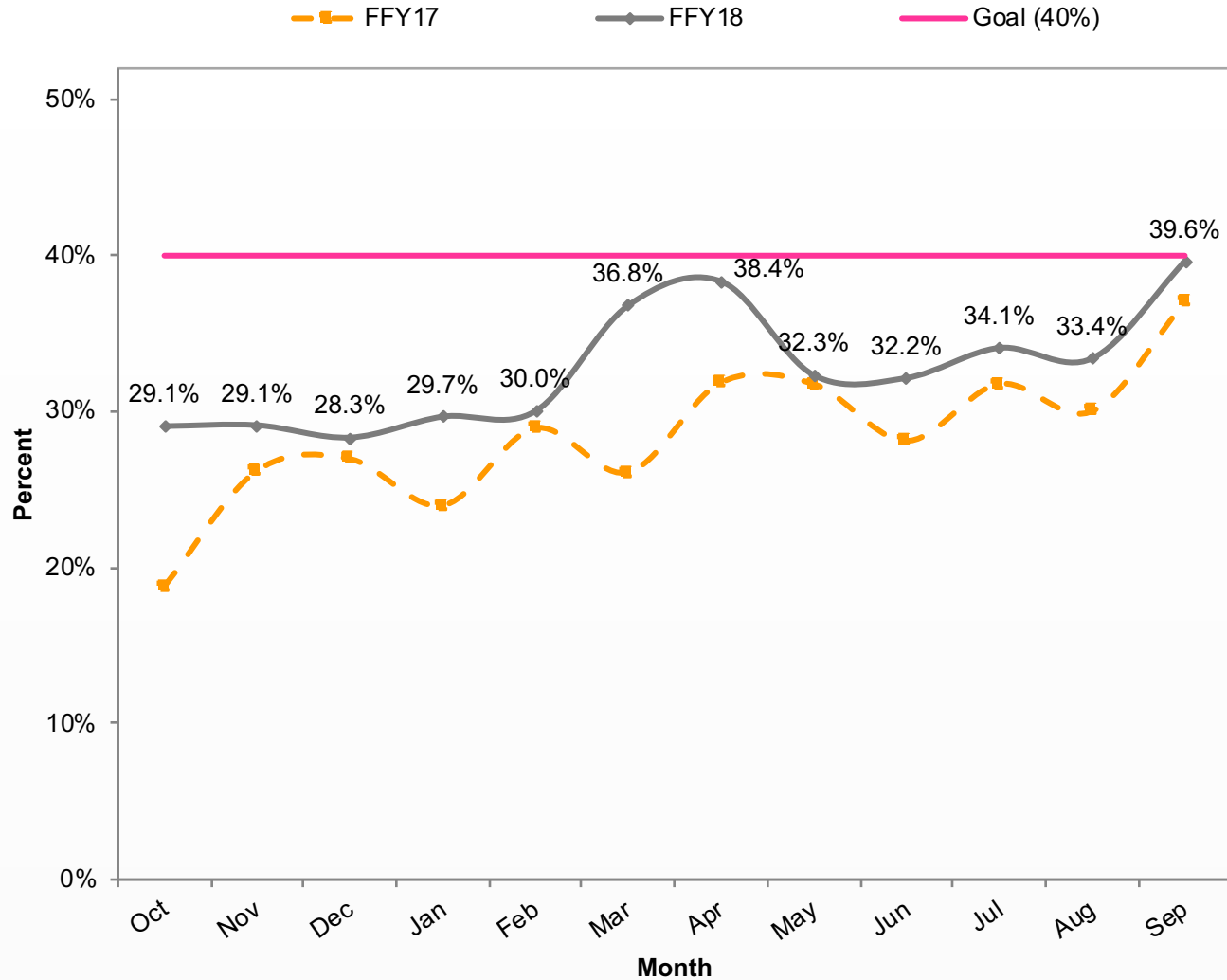
Performance in the current month improved to 39.6%. The goal was not met.

Numerator: Weighted Number of families in the month's All-Family sample participating in countable work activities for the minimum number of hours, as federally determined

Current numerator: 3,050.28

Denominator: Number of families in the month's All-Family sample subject to federal work participation requirements

Current denominator: 7,698.98





Colorado Works Entered Employment - Cumulative

Description of Trend:

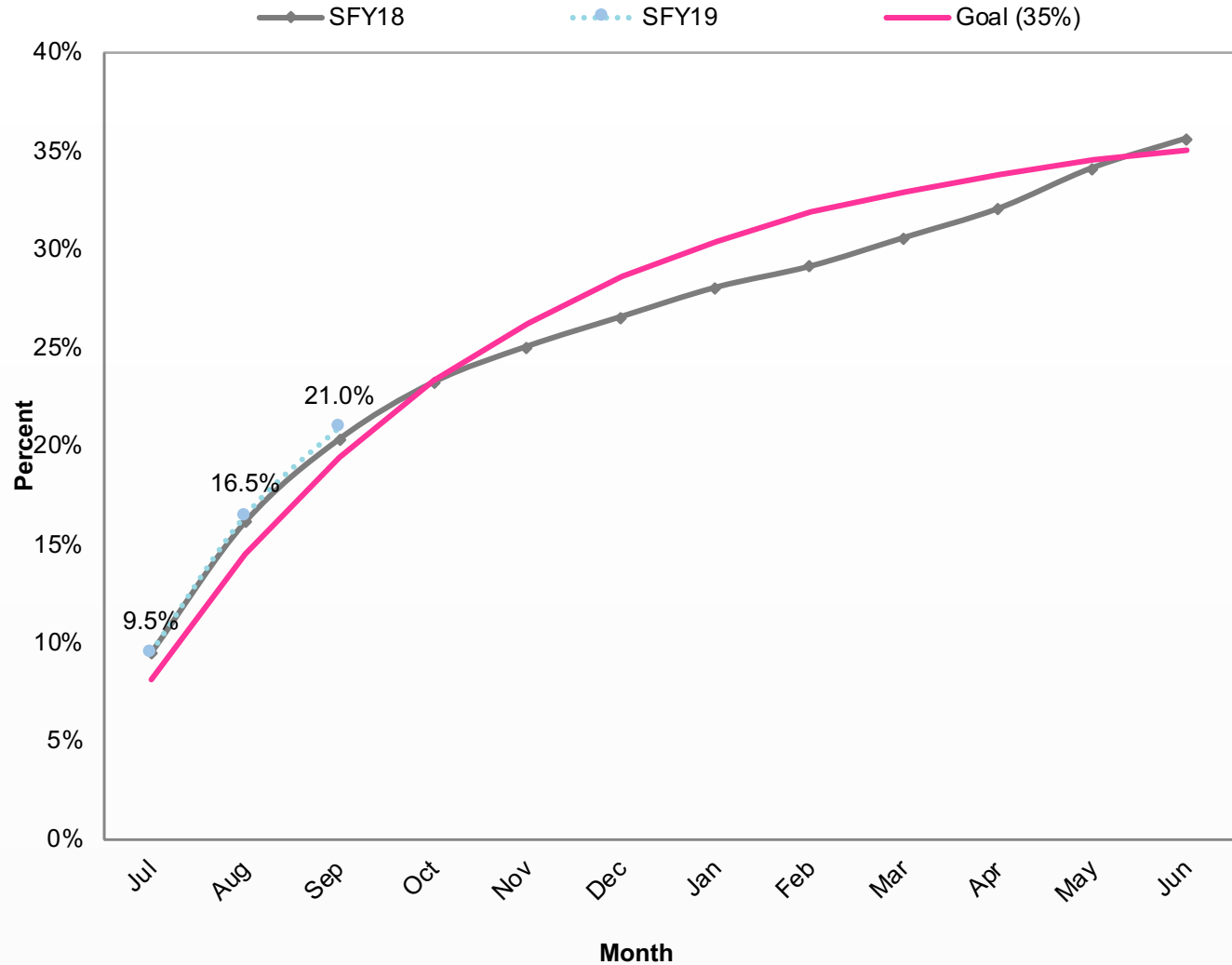
Performance in September was above the goal at 21.0%.

Numerator: Number of individuals who gained employment year to date

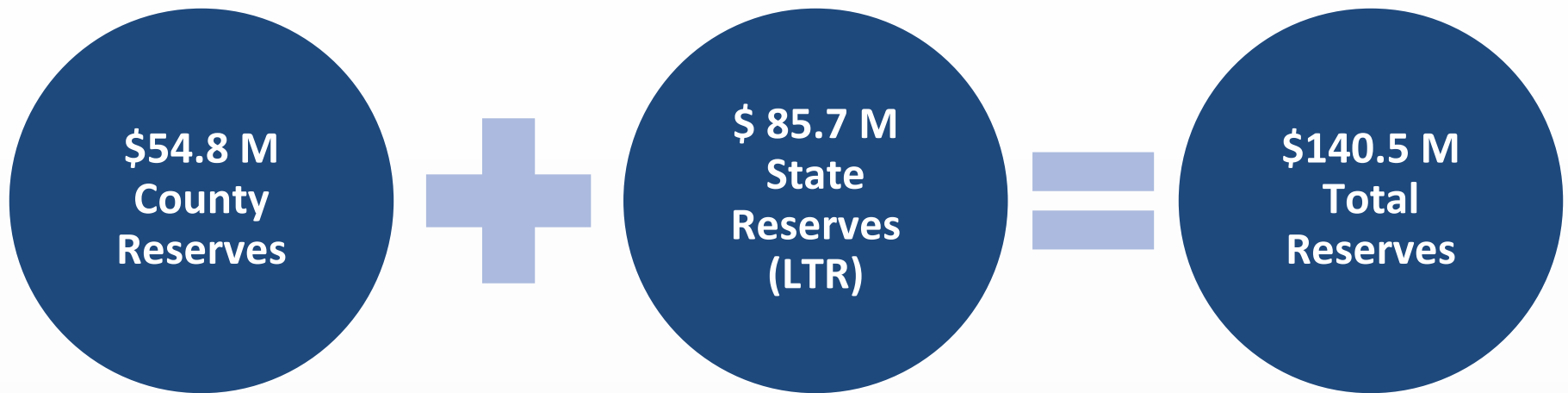
Current numerator: 3,118

Denominator: Number of individuals enrolled in Workforce Development year to date who are not in the same employment activity continuously year to date (i.e., not already employed)

Current denominator: 14,874



Temporary Assistance for Needy Families (TANF) Reserves



*SFY 2017-18, ending balance

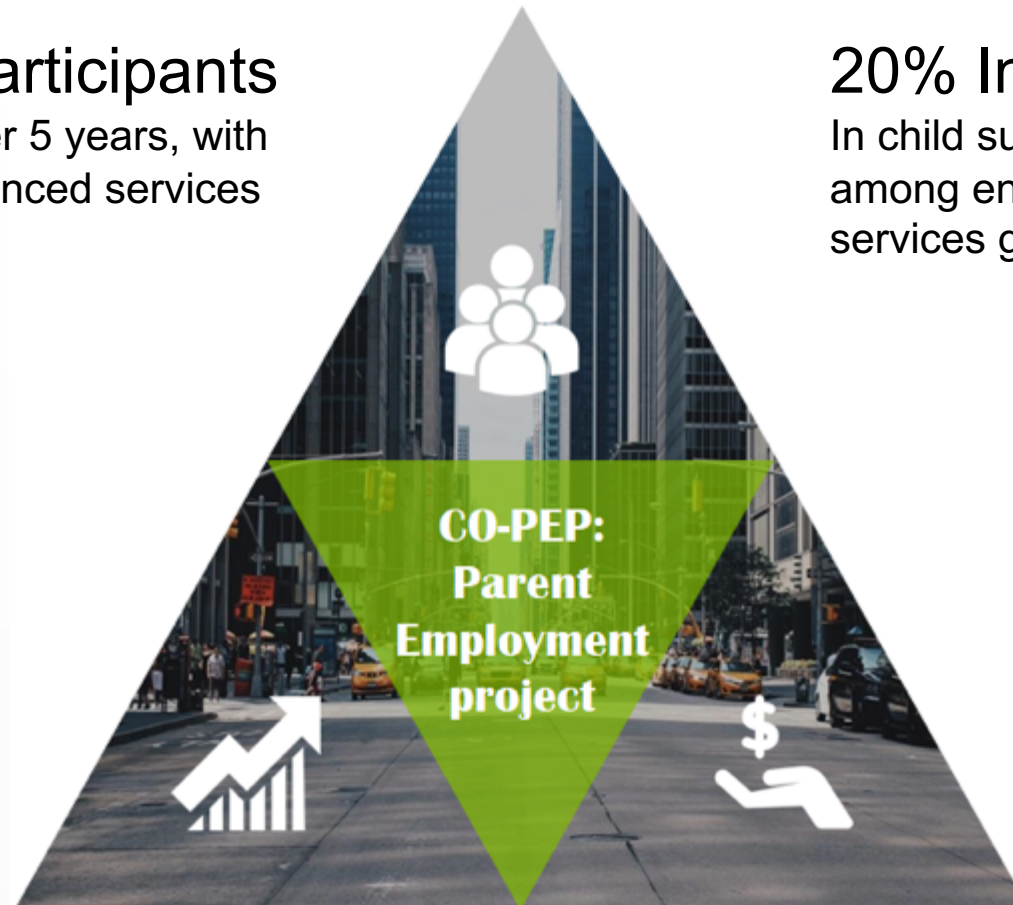
Colorado Parent Employment Program CO-PEP

1,500 Participants

Enrolled over 5 years, with
750 in enhanced services

20% Increase

In child support payments
among enhanced
services group



76%
Employment

Employed for 12 months after
exiting the program



Proposals for 2019

Improving Nutrition in Rural and Underserved Communities

- \$1.0 million is to improve Colorado's food security and access, specifically aimed at improving nutrition in rural and frontier communities.

Reducing Child Neglect via Employment

- \$1.7 million and 2.0 FTE to provide targeted employment services to families who are involved in the child welfare system and eligible for the Temporary Assistance for Needy Families (TANF) program.

Child Support Employment

- \$967,000 and 1.0 FTE to provide employment services to low-income non-custodial parents struggling to make child support payments.

CO Works Basic Cash Assistance Cost of Living Adjustment

- \$1.2 million is requested to provide a cost of living adjustment to Temporary Assistance for Needy Families (TANF) eligible enrollees.



Basic Cash Assistance COLA

- On average, a single-parent family with two children receives a maximum Colorado Works Basic Cash Assistance (BCA) payment of \$508/month.
 - Inadequate for raising two children in Colorado today.
 - Families with this level of income live at about 29.3% of the Federal Poverty Guideline and struggle to meet their basic needs.
- The value of the cash assistance benefits has eroded over time, as it has not been adjusted for inflation or cost of living increases.
- Since the Colorado Works program was established in 1997, the value of the Colorado Works benefit has decreased by 14.9% in inflation-adjusted dollars, while costs have continued to rise.
- Establish annual COLA of 1.5% to BCA as long as state reserve funds allow



COLORADO
Office of Early Childhood
Department of Human Services

OEC Overview

Division of Early Care and Learning

- Child Care Licensing and Administration
- Colorado Child Care Assistance Program (CCCAP)
- Child Care Quality Initiatives

Division of Community and Family Support

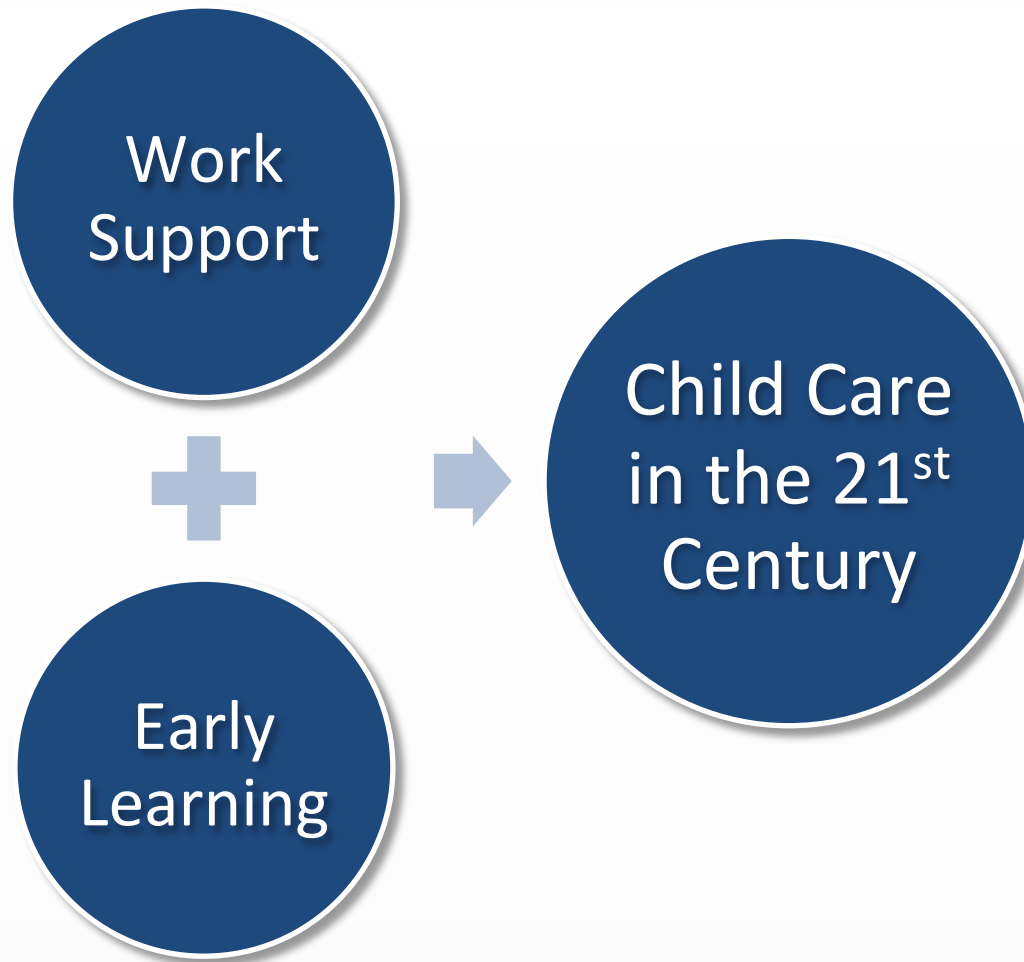
- Early Childhood Mental Health
- Early Intervention Colorado
- Child Maltreatment Prevention
- Home Visiting
- Head Start State Collaboration

Colorado Child Care Assistance Program (CCCAP)

- CCCAP provides child care assistance to low-income parents/caregivers who are working, searching for employment or are in training, and those enrolled in the Colorado Works Program who need child care services to support their efforts toward economic self-sufficiency.
- In 2016, there were almost 400,000 Colorado children 0-6 years old who were living under the federal poverty level
 - CCCAP served 28,662 families in FY 2017-18



Colorado's Child Care Approach



Colorado Shines

- Colorado Shines is the quality rating and improvement system for all of Colorado's licensed early care and learning programs serving children ages 0-5 years.
- All licensed programs are rated Level 1 - Level 5. As of November 27, 2018:
 - 54% programs are engaged at Level 2 or higher
 - 24% programs are rated high quality (Levels 3-5)



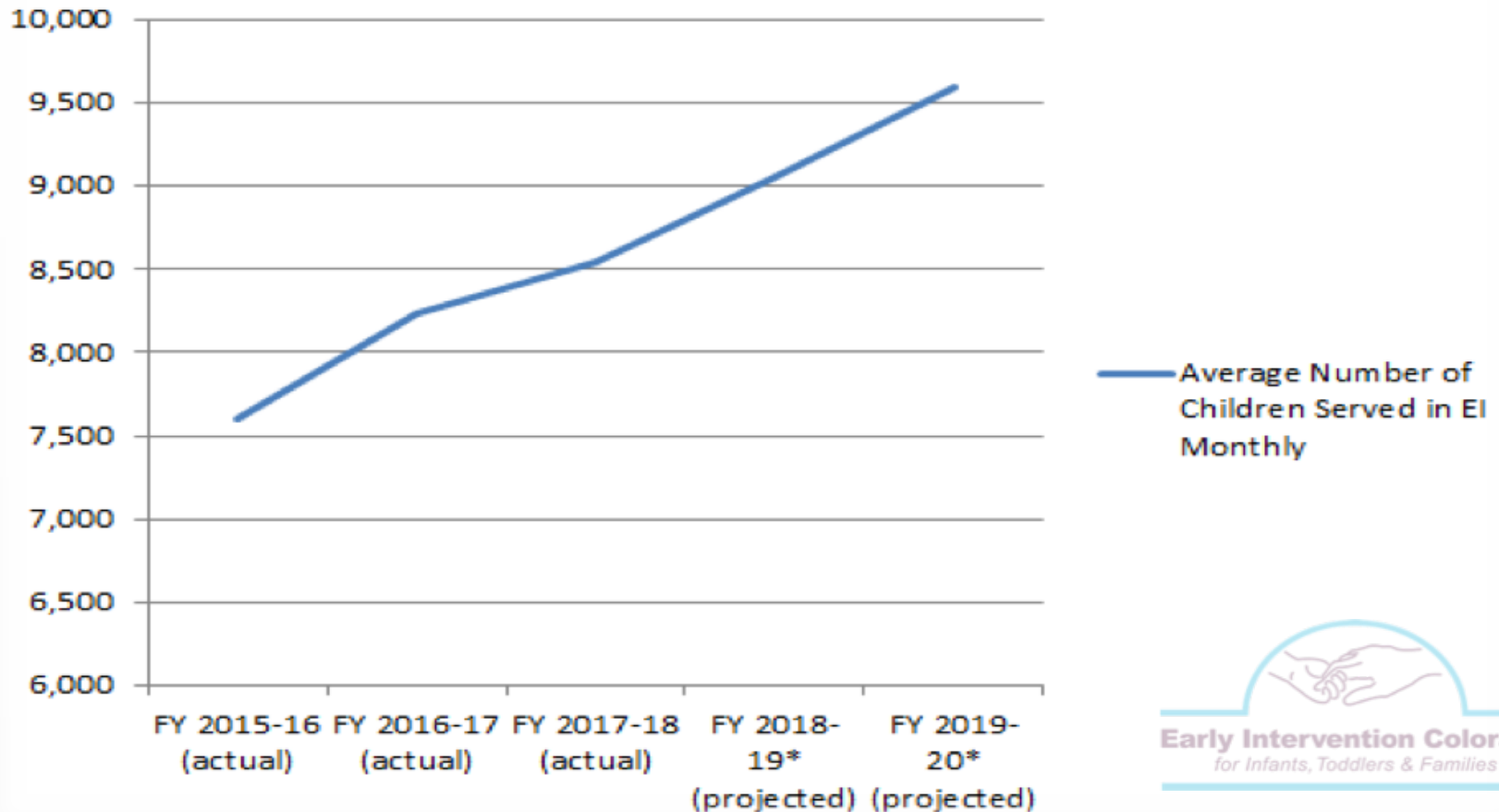
Early Intervention (EI)

- EI provides supports and services to families with children birth through age two who have developmental needs
- EI is administered through contract by Community Centered Boards (CCBs)
- In FY 2017-8, EI served an average of 8,542 children with developmental delays and disabilities every month



Early Intervention (EI)

Average Number of Children Served in EI Monthly



Preschool Development Grant B-5

- Federal grant opportunity for states
 - Applied December 2018, awaiting Federal approval
- Purpose: Analyze the current early childhood education system and implement changes to maximize availability of high-quality early childhood care and education options for low-income and disadvantaged families. Cannot use funds to create new programs and services (slots)
- Requested \$8.1 million to complete five grant-required activities:
 - Needs Assessment (January - June 2019)
 - Strategic Plan (January - June 2019)
 - Maximize Parental Choice & Knowledge (January - December 2019)
 - Share Best Practices (January - December 2019)
 - Quality Improvement (July - December 2019)





COLORADO

**Office of Community
Access & Independence**

Department of Human Services

OCAI Overview

Division of Disability Determination Services

- Makes disability determinations for Social Security Administration

Regional Center Operations

- Residential and vocational services for adults with developmental disabilities
- Support to adults with developmental disabilities living in the community who are in crisis

Veterans Community Living Centers

- Skilled nursing care and assisted living for veterans, spouses/surviving spouses, and Gold Star parents.

Aging & Adult Services

- Fund and administer Area Agencies on Aging (AAAs)
- Supervises counties and establishes policy for adult protective services (APS)

Grand Junction Regional Center (GJRC) Campus

SB16-178 requires CDHS to vacate the campus by July 1, 2018 or as soon as all current residents are transitioned to settings that support their well-being and respect their individual choices.

- The General Assembly appropriated \$3,511,411 during the 2018 session to build two new homes and renovate two existing homes to accommodate 24 residents in the GJRC ICF program.
- The Department is completing the Facilities Program Plan for the new homes in December 2018, which will allow the project to move into the design phase.
- Design approval for the renovated homes is expected to be completed by April 2019.
- Administrative, day program, and facilities staff moved off of the campus in July 2018.
- The GJRC campus garage, laundry, and warehouse closed in June 2018.
- There are 19 individuals currently living on the GJRC campus. They will remain on the campus until the new and renovated homes are ready for occupancy.



Evolution of Adult Protective Services

July 2014:

Implementation of SB13-111 (criminal mandatory reporting of mistreatment of at-risk elders).
Colorado Adult Protective Services data system (CAPS) went live.

July 2016:

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

July 2017:

HB 17-1284 passed and signed by Governor. Requires a background check of CAPS for direct care providers.

July 2018:

Due Process for Substantiated Perpetrators in APS implemented
January 2019:
CAPS Checks Begin

Next Steps for APS

- FY 2019-20 Budget Request:
 - Resources to monitor and provide training and technical assistance to counties to improve the quality of adult protective services casework.
 - An additional Colorado Adult Protective Services administrator to resolve help tickets, provide training and technical assistance and make system changes in a timely manner.
- Refining the practice model across the state
 - Assess current practice.
 - Provide ongoing technical assistance and program support to counties
 - ARD Quality Reviews
 - Guardianship program development (Judicial services)



Long-Term Care (LTC) Ombudsman

- Advocates for residents of nursing homes and assisted living homes
- Completed 12,942 consultations in federal FY 2016-17, a 46% increase over federal FY 2012-13
- Responded to 4,917 complaints, a 34% increase over federal FY 2012-13

PACE Ombudsman

- Advocates for people enrolled in PACE
- Caseload sizes have increased to 40 open cases at any given time

Respite Care Task Force Implementation Update

Accomplishments

- Initial Study of Economic Impact of Respite completed
- Redesigned and Launched Respite Resource Database
- Conducted outreach to address training gaps
- Training videos and webinars developed and posted publicly
- Policies and Recommendations report drafted
- Outreach and coordination with other State agencies for next steps (HCPF, CDPHE)
- Pilot marketing campaign and statewide marketing effort begun



Respite Care Task Force Implementation Update

Colorado Caregiver Marketing Campaign



Veteran Community Living Centers

Facility	Location
VCLC at Fitzsimons	Aurora
Bruce McCandless VCLC at Florence	Florence
VCLC at Homelake	Monte Vista
VCLC at Rifle	Rifle

Compensation for Direct Care Employees	
Turnover rate for FY 2017-18	26%
Vacancy Rate (As of August 2018)	22%
Budget Request for VCLCs	\$6,209,506 TF



Reggie Bicha
Executive Director
reggie.bicha@state.co.us
303-866-3475

Robert Werthwein
Director
Office of Behavioral Health

Minna Castillo
Cohen
Director
Office of Children Youth and
Families

Ki'i Powell
Director
Office of Economic Security

Mary Anne Snyder
Director
Office of Early Childhood

Mark Wester
Director
Office of Community Access
and Independence

