

**COLORADO GENERAL ASSEMBLY
JOINT BUDGET COMMITTEE**



**FY 2015-16
STAFF FIGURE SETTING RECOMMENDATIONS**

DEPARTMENT OF HUMAN SERVICES
County Administration, Division of Child Welfare, Office of Early Childhood

**JBC Working Document - Subject to Change
Staff Recommendation Does Not Represent Committee Decision**

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TABLE OF CONTENTS

| | |
|--|-----|
| Department of Human Services Overview | 1 |
| Department Request and Recommendation Summary | 2 |
| Executive Request | 2 |
| Staff Recommendation | 3 |
| General Remarks | 6 |
| Initiatives Affecting Multiple Line Items | 6 |
| ➔ R-20: Community Provider Rate Increase | 6 |
| Executive Director's Office | 11 |
| Line Item Detail | 11 |
| County Administration | 15 |
| Division Request and Recommendation Summary | 16 |
| Line Item Detail | 16 |
| Division of Child Welfare | 23 |
| Division Request and Recommendation Summary | 28 |
| ➔ R-5: Collaborative Management Program | 30 |
| ➔ BA-11: Collaborative Management Program | 30 |
| ➔ R-6: Modernizing the Child Welfare Case Management System | 43 |
| ➔ R-8: Child Welfare Workload Study | 44 |
| ➔ R-21: Prevention and Intervention Services for At-Risk Youth | 53 |
| ➔ BA-16: Leap Year Adjustments | 55 |
| Line Item Detail | 57 |
| Office of Early Childhood | 75 |
| Office Request and Recommendation Summary | 75 |
| Division of Early Care and Learning | 77 |
| Division Request and Recommendation Summary | 78 |
| ➔ R-9: Micro Loans to Increase Access to Child Care | 80 |
| ➔ R-10: Increase Access to Licensed Family, Friends, and Neighbors | 85 |
| ➔ R-17: Provider Rate Spending Authority | 88 |
| ➔ BA-13: Childcare Automated Tracking System Hybrid Enhancement | 89 |
| Line Item Detail | 91 |
| Division of Community and Family Supports | 99 |
| Division Request and Recommendation Summary | 99 |
| ➔ R-2: Early Intervention Caseload Growth | 101 |
| ➔ BA-1: Early Intervention Funding Adjustment | 101 |
| Line Item Detail | 109 |
| Department of Health Care Policy and Financing, Division 7 | 115 |
| Department of Human Services Medicaid Funded Programs | 115 |
| Division of Child Welfare – Medicaid Funding | 115 |
| Line Item Detail | 115 |
| Office of Early Childhood – Medicaid Funding | 117 |
| Line Item Detail | 117 |
| Long Bill Footnotes and Requests for Information | 118 |
| Numbers Pages – Department of Human Services | 122 |
| Executive Director's Office | 122 |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| | |
|--|-----|
| County Administration | 129 |
| Division of Child Welfare | 131 |
| Office of Early Childhood | 135 |
| Division of Child Care | 139 |
| Numbers Pages – Department of Health Care Policy and Financing | 141 |
| Division of Child Welfare – Medicaid Funding | 141 |
| Office of Early Childhood – Medicaid Funding | 142 |
| Hotline for Child Abuse and Neglect Quarterly Report | 143 |
| Tony Gramscas Youth Services Program Awards | 161 |

DEPARTMENT OF HUMAN SERVICES

(County Administration, Division of Child Welfare, Office of Early Childhood)

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 presentation focuses on the following sections of the Department.

- **Executive Director's Office – 3 Line Items:** This document includes three line items in the Executive Director's Office that are directly related to Child Welfare programs, including Administrative Review Unit, Records and Reports of Child Abuse or Neglect, and Child Protection Ombudsman.
- **County Administration:** County Administration provides the 64 county departments of human services with resources to administer the Supplemental Nutrition Assistance Program (SNAP; formerly known as food stamps); and provides funding through County Tax Base Relief to assist counties with the highest costs and lowest property tax values in meeting the obligation of the local match required by the state for certain public assistance programs. Much of this funding supports county staff who determine eligibility for programs using the Colorado Benefits Management System (CBMS). Additional funding for county administration is included in program area budgets in other divisions and in the Department of Health Care Policy and Financing.
- **Child Welfare:** The Division of Child Welfare provides funding for programs that protect children from harm and assist families in caring for and protecting their children. 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 best interests of the child. Nearly 90.0 percent of funding in this division is allocated to counties, which are responsible for administering child welfare services under the supervision of the Department. Counties that spend more than the capped allocation received through these block grants are responsible for covering any shortfall with other funds, including federal Temporary Assistance to Needy Families (TANF) block grant funds or county tax revenue. Appropriations for child welfare programs for FY 2014-15 total \$448.1 million and consist of 55.0 percent General Fund, 22.2 percent federal funds, 19.5 percent county funds and various cash fund sources, and 3.4 percent reappropriated funds
- **Office of Early Childhood:** This office includes the Division of Early Care and Learning and the Division of Community and Family Support. The Division of Early Care and Learning includes funding associated with the state supervision and the county administration of the Colorado Child Care Assistance Program (CCCAP). Through CCCAP,

counties provide child care subsidies to low income families and families transitioning from the Colorado Works Program. In addition, this division is responsible for licensing and monitoring child care facilities and for administering programs that are designed to improve the quality and availability of child care in the state. The Division of Community and Family Support includes funding for various early childhood family support programs such as Early Intervention Services and the Nurse Home Visitor Program.

There are several sources of funding for Office activities. General Fund comprises 31.0 percent of Office funding; cash funds from local funds and licensing fees from child care facilities comprise 21.4 percent of the budget; federal Child Care Development Funds (CCDF) block grant comprise 43.8 percent; and reappropriated funds account for the remaining 3.8 percent. Temporary Assistance to Needy Families (TANF) funds that are authorized by counties (but are not appropriated in this part of the budget) have been a funding source for child care subsidies in the past.

DEPARTMENT REQUEST AND RECOMMENDATION SUMMARY

Executive Request

Specific to the divisions covered in this briefing, the Department request reflects the following:

- **Executive Director's Office:** The line items in division that are included in this briefing include an increase of \$84,893 total funds, including \$58,993 General Fund, associated with Department request R20 that is for a 1.0 percent common policy increase for programs that deliver services through community-based providers.
- **County Administration:** The division request includes a decrease of \$1,445,582 total funds, including \$406,619 General Fund. This reflects an increase of \$554,418 total funds, for a 1.0 percent common policy provider rate increase; and a decrease of \$2,000,000 total funds, including \$600,000 General Fund, to annualize a one-time food assistance appropriation.
- **Division of Child Welfare:** The division request includes an increase of \$15,523,991 total funds, including \$12,151,720 General Fund, primarily driven by a 1.0 percent common policy provider rate increase; increased funding for the Collaborative Management Program; and an increase in the Child Welfare Block Grant for counties to hire additional child welfare staff in response to the recently released Child Welfare Audit.
- **Office of Early Childhood:** The request includes an increase of \$2,822,031 total funds, including \$155,776 General Fund, primarily driven by a 1.0 percent common policy provider rate increase.

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Staff Working Document – Does Not Represent Committee Decision

Staff Recommendation

The staff recommendation is summarized in the table below. A brief description of each item listed follows the table. (Incremental changes addressed in this document are identified in the table by shading.)

| Department of Human Services | | | | | | |
|--|------------------------|-------------------------|-----------------------|---------------------------------|--------------------------|----------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$1,879,020,661 | \$773,025,447 | \$336,536,384 | \$143,098,145 | \$626,360,685 | 4,903.0 |
| Supplemental package bill changes | (452,787) | 0 | (452,787) | 0 | 0 | 0.0 |
| Other legislation | 22,252,986 | 8,976,252 | 10,700,208 | 1,275,257 | 1,301,269 | 3.1 |
| Supplemental bill (S.B. 15-149) | (16,957,851) | 7,317,952 | (403,820) | (16,034,316) | (7,837,667) | 31.3 |
| S4 DYC staffing enhancement | <u>729,233</u> | <u>729,233</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>23.8</u> |
| TOTAL | \$1,884,592,242 | \$790,048,884 | \$346,379,985 | \$128,339,086 | \$619,824,287 | 4,961.2 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$1,884,592,242 | \$790,048,884 | \$346,379,985 | \$128,339,086 | \$619,824,287 | 4,961.2 |
| R20 Community provider rate | 19,648,917 | 11,538,767 | 2,604,325 | 620,627 | 4,885,198 | 0.0 |
| R3 OAP COLA | 1,268,896 | 0 | 1,268,896 | 0 | 0 | 0.0 |
| R2 Early intervention caseload | 537,035 | (77,267) | 601,980 | 12,322 | 0 | 0.0 |
| R7 Medical oversight | 512,848 | 305,609 | 0 | 207,239 | 0 | 3.2 |
| R17 Provider rate spending authority | 228,794 | 0 | 0 | 0 | 228,794 | 0.0 |
| R6 Child welfare case management | 156,857 | 130,191 | 0 | 0 | 26,666 | 2.7 |
| R10 Child care micro grants | 125,000 | 125,000 | 0 | 0 | 0 | 0.0 |
| R15 Food inflation | 91,723 | 71,268 | 0 | 20,455 | 0 | 0.0 |
| BA17 IT systems interoperability | 1,323,360 | 132,336 | 0 | 0 | 1,191,024 | 0.0 |
| BA13 Childcare Automated Tracking System hybrid enhancement | 900,000 | 0 | 0 | 0 | 900,000 | 0.0 |
| BA18 Enterprise content management | 231,000 | 231,000 | 0 | 0 | 0 | 0.0 |
| BA10 DYC electronic health record | 204,000 | 204,000 | 0 | 0 | 0 | 0.0 |
| BA4 APS State Administration | 27,129 | 27,129 | 0 | 0 | 0 | 0.0 |
| BA NP6 COGMS | 6,050 | 6,050 | 0 | 0 | 0 | 0.0 |
| Centrally appropriated line items | 8,408,849 | 8,061,484 | (79,822) | (669,913) | 1,097,100 | 0.0 |
| Annualize staff recommended Long Bill add-on | 2,281,492 | 2,281,492 | 0 | 0 | 0 | 29.2 |
| Tobacco Master Settlement revenue adjustment | 1,414,786 | 0 | 1,414,786 | 0 | 0 | 0.0 |
| Leap year adjustment | 365,272 | 272,294 | 68,074 | 24,904 | 0 | 0.0 |
| BA6 HCFP / DHS BA NP1 CBMS Funding Simplification | 16,526 | (833,297) | 3,623 | (479) | 846,679 | 0.0 |
| FMAP adjustment | 45 | 0 | 0 | 45 | 0 | 0.0 |
| BA3 DVP spending authority | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R5 Collaborative management | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R8 Child welfare workload study | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R9 Child care micro loans | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R11 Gerontology program | 0 | 0 | 0 | 0 | 0 | 0.0 |

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| Department of Human Services | | | | | | |
|---------------------------------------|------------------------|----------------------|----------------------|-----------------------------|----------------------|----------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| BA11 Collaborative Management Program | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R18 Senior services | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R19 Title IV-E Correction | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R21 Youth prevention services | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Annualize prior year budget actions | (18,501,381) | (14,316,335) | (1,034,588) | (60,897) | (3,089,561) | 3.6 |
| Annualize prior year legislation | (7,147,380) | (675,443) | (5,152,302) | (18,870) | (1,300,765) | (0.5) |
| Reverse supplemental | (1,928,149) | (1,825,909) | 812,872 | (915,112) | 0 | (30.6) |
| BA NP5 Cloud Migration | (532,397) | (240,633) | 0 | 0 | (291,764) | 0.0 |
| BA NP4 CORE Common Policy True-up | (522,533) | (434,668) | (123,369) | 0 | 35,504 | 0.0 |
| R4 DYC Staffing | (289,712) | (151,898) | 0 | (97,146) | (40,668) | 22.0 |
| Vehicle lease payments adjustment | (177,086) | (89,853) | (12,432) | (46,884) | (27,917) | 0.0 |
| Technical correction | (4) | 0 | 0 | (4) | 0 | 0.0 |
| TOTAL | \$1,893,242,179 | \$794,790,201 | \$346,752,028 | \$127,415,373 | \$624,284,577 | 4,990.8 |
| Increase/(Decrease) | \$8,649,937 | \$4,741,317 | \$372,043 | (\$923,713) | \$4,460,290 | 29.6 |
| Percentage Change | 0.5% | 0.6% | 0.1% | (0.7%) | 0.7% | 0.6% |
| FY 2015-16 Executive Request | \$1,905,795,693 | \$811,064,666 | \$344,602,335 | \$129,145,658 | \$620,983,034 | 5,044.9 |
| Request Above/(Below) Recommendation | \$12,553,514 | \$16,274,465 | (\$2,149,693) | \$1,730,285 | (\$3,301,543) | 54.1 |

Issue Descriptions (for items covered in this document only)

R20 Community provider rate: For the line items addressed in this document, the recommendation includes a net increase of \$15,325,402 total funds, including \$7,357,890 General Fund, for a 2.7 percent common policy increase for programs that deliver services through community-based providers in accordance with the Committee’s decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

R2 Early intervention caseload growth: The recommendation includes a net increase of \$537,035 total funds, including a net decrease of \$77,267 General Fund, to cover costs associated with early intervention services and early intervention services case management caseload growth. This incremental change includes the annualization of the Department’s FY 2014-15 supplemental request (S.B. 15-149), R2 FY 2015-16 budget request, and BA1 FY 2015-16 budget amendment.

R17 Provider rate spending authority: The recommendation includes an increase of \$228,794 spending authority from the federal Child Care Development Fund Block Grant to cover actual costs of contracted child care licensing inspectors.

R6 Child welfare case management: Staff’s recommendation is pending Committee decision on the Department’s Modernizing the Child Welfare Case Management System Capital Construction request. The table above reflects the Department’s request.

R10 Child care micro grants: The recommendation includes an increase of \$125,000 General Fund for the micro grant program to increase child care capacity in communities around the state.

BA13 Childcare Automated Tracking System hybrid enhancement: Staff's recommendation is pending Committee decision on the Department's Capital Construction BA1 CHATS Hybrid Enhancement request. The table above reflects the Department's request.

Tobacco Master Settlement revenue adjustment: For the line items addressed in this document, the recommendation includes a net increase of \$1,414,786 cash funds based on the Legislative Council FY 2015-16 Tobacco Master Settlement revenue projection. Staff requests permission to adjust this value, if necessary, based on the updated revenue projection.

Leap year adjustment: The recommendation includes an increase of \$365,272 total funds, including \$272,294 General Fund, to cover costs associated with services charged at a daily rate.

FMAP adjustment: The recommendation includes an increase of \$45 federal funds to true up the FMAP rate for child welfare services.

R5 and BA11 Collaborative management: Staff recommends denial of the Department's request. Staff recommends that the Committee sponsor legislation to appropriate a portion of the requested funding (\$1,126,500 General Fund) in a separate line item, the allocation of which will be determined through a formula developed by the Collaborative Management Program State Steering Committee and approved by the State Board of Human Services, specifically for the hiring of collaborative coordinators.

R8 Child welfare workload study: Staff recommends denial of the Department's request. Staff recommends the Committee sponsor legislation to appropriate the funding in a separate line item, the allocation of which will be determined through a formula developed by the Child Welfare Allocations Committee specifically for use in increasing county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

R9 Child care micro loans: The recommendation includes an increase of \$0 for the micro loan program to increase child care capacity in communities around the state. Staff recommends denial of this request due to concerns over sustainability of the program.

R21 Youth prevention services: Staff recommends denial of this request.

Annualize prior year budget actions: The recommendation includes the annualization of prior year budget actions.

Annualize prior year legislation: The recommendation includes the annualization of prior year legislation.

GENERAL REMARKS

Net General Fund

Some of the line items covered in this figure-setting packet include substantial amounts of Medicaid funding transferred from the Department of Health Care Policy and Financing (HCPF). These amounts are shown as reappropriated funds in the Department of Human Services, but there is a substantial General Fund component included in the original appropriations made in HCPF. The related line items in HCPF are not addressed in figure setting for that Department. In order to allow the Committee to understand the full General Fund impact of decisions, many of lines covered in this packet include a "Net General Fund" appropriation. This reflects the total General Fund impact when the HCPF appropriations are included.

Executive Director's Office line items

This packet includes recommendations for selected line items in the Executive Director's Office that are directly related to Child Welfare programs. Other Executive Director's Office line items are set as part of other Department of Human Services figure setting presentations.

Department of Health Care Policy and Financing Division 7 Figure Setting

Certain programs within the Department of Human Services (DHS) receive funding through the Medicaid program. The federal Medicaid funds that support DHS programs and any state matching funds are first appropriated to the Department of Health Care Policy and Financing, then reappropriated to DHS for various programs. Within the Department of Health Care Policy and Financing's budget, these funds are reflected in the section entitled: "Department of Human Services Medicaid-Funded Programs" (section 7). The final section of this narrative includes staff recommendations for the line items in the Department of Health Care Policy and Financing, Department of Human Services Medicaid-Funded Programs division that relate to the programs outlined in this document. The following programs/divisions in this document receive Medicaid Funds:

- Child Welfare administration and services
- Early intervention services

INITIATIVES AFFECTING MULTIPLE LINE ITEMS

➔ Request R-20: Community Provider Rate Increase

- The Committee has approved a 2.7 percent increase for programs that deliver services through community-based providers.
- The increase will impact line items in the following divisions addressed in this briefing, including the Executive Director's Office, County Administration, the Division of Child Welfare, and the Office of Early Childhood. It also impacts line items in the Department of Human Services Medicaid-Funded Programs in the Department of Health Care Policy and Financing.

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- Pursuant to common policy, staff is recommending approval of the 2.7 percent provider rate increase at a cost of \$15.3 million total funds, including \$7.4 million General Fund.

Request

For the line items addressed in this document, the Department requests an increase of \$5,676,073 total funds, including \$2,725,144 General Fund, for a 1.0 percent increase for programs that deliver services through community-based providers. The line items discussed in this document that are impacted by this request are listed below.

Background

The JBC has historically made a determination on a common figure setting policy to be applied for community provider rate increases. The "community provider" common policy applies to selected line items in the Department of Human Services that are used to fund services that might otherwise be delivered by state FTE, including line items in the Executive Director's Office, County Administration, the Division of Child Welfare, and the Office of Early Childhood.

For FY 2015-16, the Committee has approved a 2.7 percent community provider rate increase. The table below provides a breakdown of this increase by fund source and line item.

| Office of the Ombudsman, County Administration, Division of Child Welfare, Office of Early Childhood Joint Budget Committee Common Policy Decision Impact of 2.7 percent Community Provider Rate Increase | | | | | | |
|--|---------------------|-------------------|---|-------------------------------|----------------------|------------------------------|
| Line Item | General Fund | Cash Funds | Reappropriated Funds Medicaid General Fund | Medicaid Federal Funds | Federal Funds | Line Item Total Funds |
| Child Protection Ombudsman Program | 13,615 | 0 | 0 | 0 | 0 | 13,615 |
| County Administration | 522,129 | 277,088 | 0 | 0 | 697,712 | 1,496,929 |
| Child Welfare Services | 4,788,749 | 1,805,329 | 198,551 | 204,927 | 2,394,700 | 9,392,256 |
| Family and Children's Programs | 1,200,902 | 149,892 | 0 | 0 | 82,914 | 1,433,708 |
| Child Care Licensing and Administration | 0 | 0 | 0 | 0 | 56,935 | 56,935 |
| Child Care Assistance Program | 376,634 | 259,181 | 0 | 0 | 1,452,183 | 2,087,998 |
| Early Childhood Mental Health Services | 32,306 | 0 | 0 | 0 | 0 | 32,306 |
| Early Intervention Services | 354,046 | 94,622 | 0 | 0 | 160,780 | 609,448 |
| Early Intervention Services Case Management | 69,509 | 0 | 65,300 | 67,397 | 0 | 202,206 |
| Fund Totals | 7,357,890 | 2,586,112 | 263,851 | 272,324 | 4,845,224 | 15,325,401 |

Though provider rate increases are approved by the General Assembly, additional funds may or may not result in rate increases for providers. The Department has provided the following information about the application of provider rate increases:

- County Administration

- Funds are provided to the counties and counties are requested, but cannot be required, to pass the funds to the providers.
- Division of Child Welfare
 - Provider rate increases are distributed to the counties through the allocation of the Child Welfare Services and the Family and Children's Programs line item appropriations.
 - Passing increases on to providers cannot be mandated by the Department, as Section 26-5-104 (6) (a), C.R.S. requires that a county shall be authorized to negotiate rates, services and outcomes with providers if the county has a request for proposal process in effect for soliciting bids from providers..... that is acceptable to the state department.
 - The counties have budgetary flexibility within their capped allocations; therefore the state cannot place category restriction on provider rates.
- Office of Early Childhood
 - Division of Early Care and Learning
 - Child Care Assistance Program
 - These funds may or may not result in rate increases for providers.
 - Funds are distributed to counties in an annual allocation process, and counties are permitted to set the provider reimbursement rate for the program.
 - Division of Community and Family Support
 - Early Intervention Services and Early Intervention Services Case Management
 - These funds may or may not result in rate increases for providers.
 - Funds are distributed to Community Centered Boards and each board is permitted to set the payment rates within contracts for Early Intervention.

Information provided at Briefing

The Department has requested \$5.7 million total funds, including \$2.7 million General Fund in FY 2015-16 and beyond for a 1.0 percent increase for contracted providers. Provider rate increases apply to community programs and services delivered by contracted providers or county staff. The following has been provided as an informational brief to the Committee.

Background Information

The Joint Budget Committee has historically made a determination on a common figure setting policy to be applied for community provider rate increases. In some divisions of the Department of Human Services, however, increases are applied to line items that are distributed through county block grants, and provider rates are negotiated independently by each county. Statute varies with regard to how provider rates are handled in these divisions:

- Child Protection Ombudsman: No specific statute addresses provider rate increases in this office.
- County Administration: No specific statute addresses provider rate increases in this division.
- Division of Child Welfare:
 - Section 26-5-104 (6) (a), C.R.S.: “a county shall be authorized to negotiate rates, services, and outcomes with providers if the county has a request for proposal process in effect for soliciting bids from providers or another mechanism for evaluating the rates, services, and outcomes that it is negotiating with such providers that is acceptable to the state department.”

- Section 26-5-104 (6) (c), C.R.S.: “a county that negotiates or renegotiates rates, services, and outcomes pursuant to paragraph (a) of this subsection (6) shall include as part of such negotiations or renegotiations cost of living adjustments and provider rate increases approved by the general assembly.”
- Office of Early Childhood
 - Colorado Child Care Assistance Program
 - Section 26-2-803 (4), C.R.S.: “after notice to the state department, a county may opt out of adhering to the state department provider rates and negotiate its own rates with such providers.”
 - Section 26-2-804 (1) (d), C.R.S: In determining the county’s block grant, the department shall consider factors that include “provider rates in the county.”
 - Early Intervention
 - No specific statute addresses provider rate increases in this program.

Counties may consider the following factors in negotiation and renegotiation of rates:

- Caps on allocations for services,
- Rising caseloads,
- Market rates for each provider-type in the county,
- Supply/demand,
- Policies that respond to market conditions,
- Policies that govern the allocation process,
- Outcome measures that vary in complexity, breadth, and substance between provider types,
- The performance of each provider,
- Relative ease or difficulty in accessing services in a local community, and
- Term of contract and contract renewal date.

The following table provides a brief summary of Department and county practice for each division.

| Department of Human Services Provider Rate Determination | | |
|---|---|--|
| Division/Office | Department Practice (provided by Department) | County Practice (provided by County representatives) |
| Child Protection Ombudsman | The Department contracts the ombudsman directly and therefor has the authority to pass the increase on to the provider. The increase can occur upon the negotiation of each new contract. | NA |
| County Administration | The county provider rate increase was applied directly to the County Administration line item. Data pertaining to the amount that each county passes onto local providers is not readily available. Funds are provided to the counties through this allocation, and counties are requested and anticipated to pass the funds to providers. In order to identify the impact and direct service results of this rate increase, a comprehensive information request would need to be submitted to every county across the state. | The appropriation recognizes county eligibility staff as providers of services to the counties and the staff. Increases in this line are intended to deliver funding increases reflective of increasing costs to counties for these staff. County staff compensation is controlled each county’s personnel system, and therefore no automatic pay increases are triggered by new funding for this appropriation. |
| Division of Child Welfare | All counties that have a rate negotiation methodology approved by the Department are authorized to | Child Welfare Services: Provider rate increase funding is calculated on the portion of the Child |

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| Department of Human Services Provider Rate Determination | | |
|--|---|---|
| Division/Office | Department Practice (provided by Department) | County Practice (provided by County representatives) |
| | negotiate rates with providers based on the needs of the child. All other counties will use the State Base Anchor Rate in Trails, which includes the provider rate increase. Forty-seven counties currently have approved rate negotiation methodologies. They are Adams, Alamosa, Arapahoe, Archuleta, Bent, Boulder, Broomfield, Cheyenne, Clear Creek, Conejos, Costilla, Crowley, Delta, Denver, Douglas, Eagle, Elbert, El Paso, Fremont, Garfield, Gilpin, Gunnison, Hinsdale, Huerfano, Jefferson, Kit Carson, Lake, La Plata, Larimer, Las Animas, Lincoln, Logan, Mesa, Mineral, Moffat, Montrose, Morgan, Otero, Park, Prowers, Pueblo, Rio Blanco, Rio Grande, San Juan, Teller, Weld, and Yuma counties. Twenty-three counties with an approved rate negotiation methodology indicated they would pass along a legislated provider rate increase. The remaining twenty-four counties have documented a legislative provider rate increase will be included in the negotiation process. Counties are authorized to spend their capped allocation without categorical restriction on the provision of Child Welfare Services. Child Welfare Services funds, such as provider rate increases, are distributed to counties via their Child Welfare Services Allocation. The number of children served in Child Welfare is not dependent on the budget; it is dependent on the number of children in need of Child Welfare Services. | Welfare Services appropriation that has been used to pay for out-of-home services (residential facilities, child placement agencies, family foster homes, etc.), to pay for some other services to families involved in child welfare and to provide increases to funding for county casework staff. County departments negotiate rates with providers of placement services and the rate negotiation methodology is reviewed and approved by the state department. When rate negotiations occur, provider rate increases are not automatic, but are considered in rate negotiations or renegotiations between the county and the provider. Placement provider rates are automatically increased for rates set by the state department. Counties negotiate rates for other service providers, and in this case, rate increases are considered upon renewal of any agreement. Core Services: Provider rate increase funding is calculated on the portion of funding that is associated with purchase of services from community providers, as well as county staff delivering or managing services to families. Generally, counties pay the prevailing rates for services on behalf of clients, although it is also a practice in the counties to negotiate service configurations and the associated rates. Because this is an ongoing marketplace, counties absorb rate increases over time, which are later funded through a provider rate increase from the legislature. |
| Office of Early Childhood, CCCAP | Rates are negotiated independently by each county. Counties may or may not elect to increase the rate in response to an increase in the allocation. The Department cannot specifically identify if a provider rate was increased in response to budgetary action or some other factor. | Provider rates are set by counties according to statutory provisions and in accordance with other regulatory guidance. This allows counties to address local market conditions, as well as assist in managing the program within available resources. Provider rate increase funding allows counties to align their rates with the local market over time, but the event of new funding for provider rates does not increase county-set rates. If the state department sets child care rates, those are automatically increased when funding for provider rate increases are appropriated. |
| Office of Early Childhood, Early Intervention Services and Early Intervention Services Case Management | Early Intervention (EI) passed the rate increase in total through an increase in the allocation to Community Centered Boards (CCBs) and advised the EI programs to pass the rate increase on to their providers. The Department does not have a report on whether those increases occurred or the extent thereof. | NA |

Recommendation

Staff recommends approval of the 2.7 percent provider rate increase in each of the above lines at a cost of \$15,325,401 total funds, including \$7,357,890 General Fund, according to the Committee's provider rate common policy decision. Reappropriated funds reflect the state's updated federal medical assistance percentage (FMAP) rate for FFY 2015-16. Staff requests

permission to adjust the provider rate increase in each of the above line items at such time as the Committee may decide to apply an alternate percentage increase.

(1) Executive Director's Office

This figure setting document contains staff recommendations for three line items within Executive Director's Office, including Administrative Review Unit, Records and Reports of Child Abuse and Neglect, and Child Protection Ombudsman. The other line items in this division are addressed in separate staff figure setting presentations.

LINE ITEM DETAIL – (1) EXECUTIVE DIRECTOR'S OFFICE

(B) SPECIAL PURPOSE

Administrative Review Unit

This line item provides funding for the Department's "Administrative Review Unit" (ARU), which is responsible for implementing a wide variety of federal requirements related to quality assurance for the child welfare system and some youth corrections placements. The line item supports 26.2 FTE, and is responsible for ensuring that the state has a child welfare quality assurance system that operates throughout the state and is able to: identify service adequacy, quality, strengths, and needs; report on areas needing improvement; and evaluate the effectiveness of system improvement efforts.

The majority of ARU staff time is devoted to providing federally-mandated on-site case reviews of children and youth who are placed in out-of-home residential care. These reviews take place every six months for as long as a child remains in out-of-home placement and are intended to ensure that: the child or youth is safe and receiving services identified in the case plan; the placement of the child or youth is necessary, the setting is appropriate, and progress is being made to either return the child or youth home safely or achieve permanency through another means; and the county has appropriately determined the child or youth's eligibility for federal Title IV-E funds. These reviews by ARU staff are open to participation by all involved parties, including the child's birth parents, foster parents, guardian ad litem, probation officer, caseworker, etc. Federal law requires that these face-to-face case reviews be conducted by an independent entity, separate from a state's child welfare division.

ARU staff also conducts periodic desk-audit reviews of a random sample of individual cases (in a single county or a group of smaller counties) to examine initial assessments and in-home and out-of-home placement decisions and activities. Finally, the ARU evaluates various systemic data indicators that are used for quality-review purposes by counties, the state and federal authorities. It publishes quarterly data reports by county on various Child and Family Services Review of safety, permanency, and well-being outcome measures and prepares topical reports on

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

key system-wide issues such as Colorado child fatalities, appropriateness of county decisions to "screen out" (not assess) certain cases, and the implementation of Colorado's child welfare risk assessment tool.

In mid-FY 2008-09, 3.0 FTE were added to address problems with timeliness in completing federally-required reviews of out-of-home placements. In FY 2011-12, 1.0 FTE was removed due to declines in the out-of-home placement caseload, while the Department internally reassigned 2.0 FTE to be in-home review coordinators.

Request: The Department requests an appropriation of \$2,399,953 total funds, including \$1,635,462 General Fund, and 26.2 FTE. This includes an increase of \$63,471 total funds, including \$53,950 General Fund, for the annualization of merit pay and salary survey.

Recommendation: Staff recommends an appropriation of \$2,399,953 total funds, including \$1,635,462 General Fund, and 26.2 FTE.

| Executive Director's Office, Special Purpose, Administrative Review Unit | | | | |
|---|--------------------|---------------------|----------------------|-------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$2,336,482</u> | <u>\$1,581,512</u> | <u>\$754,970</u> | <u>26.2</u> |
| TOTAL | \$2,336,482 | \$1,581,512 | \$754,970 | 26.2 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$2,336,482 | \$1,581,512 | \$754,970 | 26.2 |
| Annualize merit pay and salary survey | <u>63,471</u> | <u>53,950</u> | <u>9,521</u> | <u>0.0</u> |
| TOTAL | \$2,399,953 | \$1,635,462 | \$764,491 | 26.2 |
| Increase/(Decrease) | \$63,471 | \$53,950 | \$9,521 | 0.0 |
| Percentage Change | 2.7% | 3.4% | 1.3% | 0.0% |
| FY 2015-16 Executive Request: | \$2,399,953 | \$1,635,462 | \$764,491 | 26.2 |
| Request Above/(Below) Recommendation | \$0 | \$0 | \$0 | 0.0 |

Records and Reports of Child Abuse or Neglect

This line item provides funding for the Department to maintain records of abuse and neglect and to perform related functions. The Department of Human Services uses records and reports of child abuse or neglect for the purpose of conducting background screening checks (generally requested by employers and agencies to screen potential child care employees, child care facility license applicants, and prospective adoptive parents). Fees paid for screening checks are used to cover the direct and indirect costs of performing background checks and administering provisions related to the appeals process and the release of information contained in records and reports. Functions related to records and reports of abuse and neglect are currently performed as follows:

- County departments of social services enter confirmed reports of child abuse or neglect in the Department's automated system (Colorado Trails) within 60 days of receiving the complaint.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

- County departments of social services provide notice to a person responsible in a confirmed report of child abuse or neglect of the person's right to appeal the county department's finding to the state Department within 90 days.
- Such a person may request: 1) a paper review of the county's confirmed report and record by the Department of Personnel and Administration, Division of Administrative Hearings; or 2) a fair hearing (either by telephone or in person) by the Division of Administrative Hearings before an administrative law judge, at which the state Department would bear the burden of proof. The notice includes information as to how the individual can access the county department's dispute resolution process.
- The state Department's Office of Appeals issues final agency decisions upon review of an administrative law judge's final decision. The final agency decision continues to advise the individual who filed the appeal of his/her right to seek judicial review in the state district court.

In FY 2007-08, 1.3 FTE was added to this line item to help address the backlog in child abuse dispute reviews and to avoid a backlog for background checks. Though there has been an increase in requests for background checks in the previous year, this increase has been managed using existing resources. The process improvements and subsequent increased processing of requests has resulted in an accumulated fund balance. As a result, the fee for a background check was reduced from \$33 to \$25 as of November 1, 2013.

Request: The Department requests funding of \$611,534 cash funds and 7.5 FTE, including an increase of \$16,379 cash funds for the annualization of merit pay and salary survey.

Recommendation: Staff recommends continuation funding in the amount of \$611,534 cash funds from the Records and Reports Fund and 7.5 FTE, including an increase of \$16,379 cash funds for the annualization of merit pay and salary survey.

| Executive Director's Office, Special Purpose, Records and Reports of Child Abuse or Neglect | | | | |
|--|------------------------|-------------------------|-----------------------|------------|
| | Total Funds | General Fund | Cash Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$595,155</u> | <u>\$0</u> | <u>\$595,155</u> | <u>7.5</u> |
| TOTAL | \$595,155 | \$0 | \$595,155 | 7.5 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$595,155 | \$0 | \$595,155 | 7.5 |
| Annualize prior year budget actions | <u>16,379</u> | <u>0</u> | <u>16,379</u> | <u>0.0</u> |
| TOTAL | \$611,534 | | \$611,534 | 7.5 |
| Increase/(Decrease) | \$16,379 | \$0 | \$16,379 | 0.0 |
| Percentage Change | 2.8% | n/a | 2.8% | 0.0% |
| FY 2015-16 Executive Request: | \$611,534 | \$0 | \$611,534 | 7.5 |
| Request Above/(Below) Recommendation | \$0 | \$0 | \$0 | 0.0 |

Child Protection Ombudsman

This program was created through S.B. 10-171 (Newell/Gagliardi). The bill required the Department of Human Services to establish and administer a Child Protection Ombudsman Program by contract with a public agency or private nonprofit organization. The program is required to receive and review complaints, investigate and resolve cases when appropriate, evaluate and make recommendations for the creation of a statewide grievance policy, make recommendations to improve the child welfare system, promote best practices, and report to the Governor and the General Assembly. (Complaints relating to the Judicial Branch and judicial proceedings are to be referred to the Judicial Branch).

Subject to available appropriations, the Department is required to make legal counsel available to the program in the performance of its duties, and may provide legal representation to the ombudsman in any action brought against the ombudsman in connection with his or her duties. The Child Protection Ombudsman Office opened in May 2011. At the beginning of the third year after program implementation, the State Auditor's Office was required to conduct a performance and fiscal audit of the program. This audit was finalized and presented in July 2014. Primary findings in the audit centered around the development of rules, policies, and procedures in the areas of intake and case review processes and review and investigation reporting and recommendation tracking; and in the implementation of controls over the vendor selection process, and measurable contract deliverables and monitoring to ensure that the program meets statutory obligations. The Department agreed with each of the audit findings and will address them during the 2015 calendar year.

Senate Bill 14-201 created an advisory work group tasked with assisting the General Assembly and the Governor with reviewing the current structure of the program and developing a plan for its autonomy and accountability. The work group's responsibilities include identifying actions and making new recommendations for the program's autonomy; and making recommendations concerning the most effective utilization of the program to further child protection efforts in Colorado.

The program's original appropriation was \$175,000 in FY 2010-11. This was increased to \$370,000 in FY 2011-12; and to \$504,250 in FY 2014-15. This line item is subject to provider rate increases per Joint Budget Committee action.

Request: The Department requests an appropriation of \$509,293 General Fund, including a 1.0 percent provider rate increase of \$5,043 General Fund.

Recommendation: Staff recommends approval of \$517,865 General Fund, including a 2.7 percent provider rate increase per Committee decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

| Executive Director's Office, Special Purpose, Child Protection Ombudsman Program | | | |
|---|------------------------|-------------------------|------------|
| | Total Funds | General Fund | FTE |
| FY 2014-15 Appropriation | | | |
| HB 14-1336 (Long Bill) | <u>\$504,250</u> | <u>\$504,250</u> | <u>0.0</u> |
| TOTAL | \$504,250 | \$504,250 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | |
| FY 2014-15 Appropriation | \$504,250 | \$504,250 | 0.0 |
| R20 Community provider rate | <u>13,615</u> | <u>13,615</u> | <u>0.0</u> |
| TOTAL | \$517,865 | \$517,865 | 0.0 |
| Increase/(Decrease) | \$13,615 | \$13,615 | 0.0 |
| Percentage Change | 2.7% | 2.7% | n/a |
| FY 2015-16 Executive Request: | \$509,293 | \$509,293 | 0.0 |
| Request Above/(Below) Recommendation | (\$8,572) | (\$8,572) | 0.0 |

(4) County Administration

Colorado has a state-supervised and county-administered social services program, and as a result Colorado counties have a large degree of autonomy, even when compared to other states that have decentralized systems. As a result of this high degree of decentralization, most of the County Administration budget lines provide block transfers to the counties. If counties over-expend their allocations, they are responsible for covering the shortfall, although they are often able to access federal matching funds for county-only expenditures, depending upon the program.

Over time, the responsibility for some programs has been moved out of County Administration section. Administration for child care services, child welfare services, Temporary Assistance to Needy Families, Adult Protection, and the Old Age Pension are incorporated into line items in other sections of the Human Services budget. County administration of medical assistance programs was moved to the Department of Health Care Policy and Financing (HCPF) in FY 2006-07. However, county activities to determine medical assistance eligibility are essentially the same as the activities to determine eligibility for Supplemental Nutrition Assistance Program and other social assistance programs. Eligibility is determined through the Colorado Benefits Management System, and costs are allocated between programs in the Department and HCPF.

DIVISION REQUEST AND RECOMMENDATION SUMMARY

| County Administration | | | | | | |
|---|---------------------|---------------------|---------------------|----------------------|---------------------|------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$68,420,549 | \$23,817,877 | \$17,761,504 | \$0 | \$26,841,168 | 0.0 |
| TOTAL | \$68,420,549 | \$23,817,877 | \$17,761,504 | \$0 | \$26,841,168 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$68,420,549 | \$23,817,877 | \$17,761,504 | \$0 | \$26,841,168 | 0.0 |
| R20 Community provider rate | 1,496,929 | 522,129 | 277,088 | 0 | 697,712 | 0.0 |
| Annualize prior year budget actions | (2,000,000) | (600,000) | (400,000) | 0 | (1,000,000) | 0.0 |
| TOTAL | \$67,917,478 | \$23,740,006 | \$17,638,592 | \$0 | \$26,538,880 | 0.0 |
| Increase/(Decrease) | (\$503,071) | (\$77,871) | (\$122,912) | \$0 | (\$302,288) | 0.0 |
| Percentage Change | (0.7%) | (0.3%) | (0.7%) | n/a | (1.1%) | n/a |
| FY 2015-16 Executive Request: | \$66,974,967 | \$23,411,258 | \$17,464,129 | \$0 | \$26,099,580 | 0.0 |
| Request Above/(Below) Recommendation | (\$942,511) | (\$328,748) | (\$174,463) | \$0 | (\$439,300) | 0.0 |

Issue Descriptions

R20 Community provider rate: The recommendation includes an increase of \$1,496,929 total funds, including \$522,129 General Fund, for 2.7 percent common policy increase for programs that deliver services through community-based providers in accordance with the Committee's decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

Annualize prior year budget actions: The recommendation includes a decrease of \$2.0 million, including \$600,000 General Fund, for the annualization of prior year budget actions, including one-time funding to address the county backlog in redetermination cases for the Supplemental Nutrition Assistance Program.

LINE ITEM DETAIL – (4) COUNTY ADMINISTRATION

County Administration

This line item provides funding for 64 county departments of human services to administer the Supplemental Nutrition Assistance Program (food assistance). During FY 2014-15, the Department received an increase in the base appropriation for this line item of \$2.9 million total funds, including \$0.9 million General Fund. An additional one-time appropriation of \$2.0 million was made to this line item to address the backlog in redetermination cases in FY 2014-15.

The Department defines backlog as each piece of work that is not processed on the same day that it is received, and therefore becomes a part of the next day's workload. According to the

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Department, backlog cannot be quantified until an application, change, or verification has been initially entered into CBMS. As of January 2015, the Department reports a decrease in the backlog of food assistance eligibility determination in some counties. However, timeliness in processing in the state overall indicates a slight negative shift in a point in time comparison of January 2015 and July 2014.

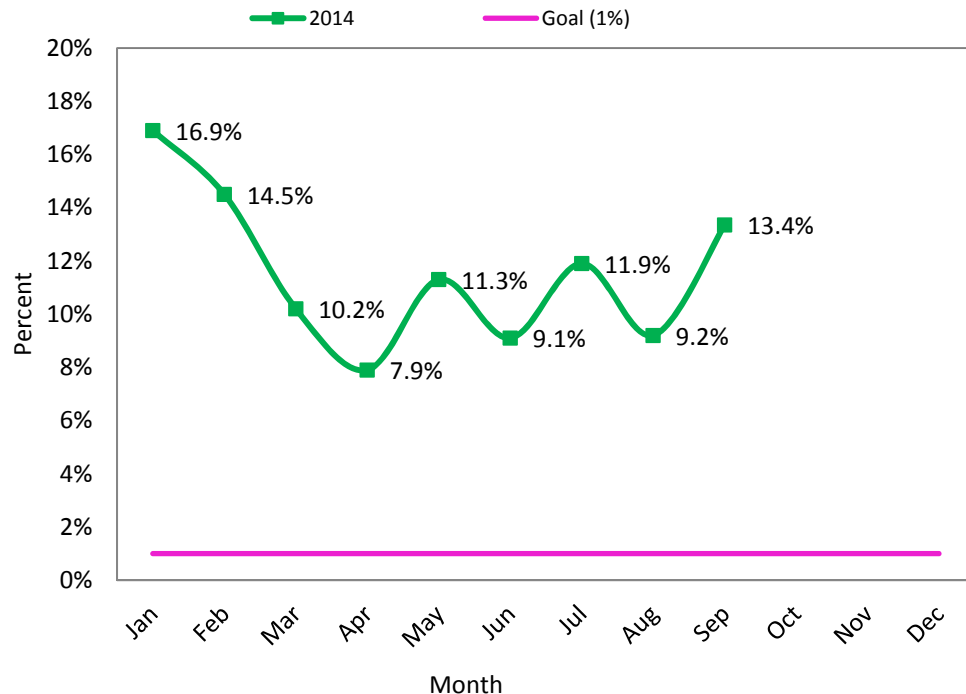
| Statewide Total Food Assistance Applications – New/Regular, Expedited & Redeterminations July 2014 and January 2015 | | | | | | | | | | |
|---|-----------|------------|--------|----------|-------|--------------|------------|--------|----------|-------|
| County | July 2014 | | | | | January 2015 | | | | |
| | Untimely | Untimely % | Timely | Timely % | Total | Untimely | Untimely % | Timely | Timely % | Total |
| ADAMS | 1,579 | 36.1% | 2,789 | 63.9% | 4,368 | 1,636 | 38.6% | 2,600 | 61.4% | 4,236 |
| ALAMOSA | 25 | 6.2% | 381 | 93.8% | 406 | 15 | 3.9% | 374 | 96.1% | 389 |
| ARAPAHOE | 337 | 7.0% | 4,451 | 93.0% | 4,788 | 382 | 8.3% | 4,231 | 91.7% | 4,613 |
| ARCHULETA | 12 | 14.8% | 69 | 85.2% | 81 | 4 | 5.1% | 75 | 94.9% | 79 |
| BACA | 2 | 6.5% | 29 | 93.5% | 31 | 8 | 22.9% | 27 | 77.1% | 35 |
| BENT | 7 | 8.3% | 77 | 91.7% | 84 | 0 | 0.0% | 80 | 100.0% | 80 |
| BOULDER | 133 | 8.8% | 1,372 | 91.2% | 1,505 | 450 | 23.9% | 1,431 | 76.1% | 1,881 |
| BROOMFIELD | 10 | 5.3% | 178 | 94.7% | 188 | 15 | 6.8% | 207 | 93.2% | 222 |
| CHAFFEE | 17 | 13.4% | 110 | 86.6% | 127 | 18 | 15.7% | 97 | 84.3% | 115 |
| CHEYENNE | 3 | 21.4% | 11 | 78.6% | 14 | 0 | 0.0% | 17 | 100.0% | 17 |
| CLEAR CREEK | 6 | 8.5% | 65 | 91.5% | 71 | 3 | 4.3% | 67 | 95.7% | 70 |
| CONEJOS | 6 | 4.6% | 125 | 95.4% | 131 | 2 | 1.3% | 157 | 98.7% | 159 |
| COSTILLA | 11 | 11.1% | 88 | 88.9% | 99 | 8 | 7.1% | 105 | 92.9% | 113 |
| CROWLEY | 2 | 3.3% | 58 | 96.7% | 60 | 2 | 3.1% | 63 | 96.9% | 65 |
| CUSTER | 3 | 15.0% | 17 | 85.0% | 20 | 2 | 6.5% | 29 | 93.5% | 31 |
| DELTA | 21 | 6.1% | 325 | 93.9% | 346 | 47 | 14.2% | 285 | 85.8% | 332 |
| DENVER | 569 | 6.7% | 7,933 | 93.3% | 8,502 | 784 | 10.3% | 6,803 | 89.7% | 7,587 |
| DOLORES | 1 | 8.3% | 11 | 91.7% | 12 | 0 | 0.0% | 9 | 100.0% | 9 |
| DOUGLAS | 28 | 5.0% | 529 | 95.0% | 557 | 30 | 5.5% | 519 | 94.5% | 549 |
| EAGLE | 14 | 10.0% | 126 | 90.0% | 140 | 18 | 12.3% | 128 | 87.7% | 146 |
| EL PASO | 254 | 3.7% | 6,601 | 96.3% | 6,855 | 285 | 4.1% | 6,657 | 95.9% | 6,942 |
| ELBERT | 2 | 2.8% | 70 | 97.2% | 72 | 10 | 14.3% | 60 | 85.7% | 70 |
| FREMONT | 20 | 3.9% | 498 | 96.1% | 518 | 12 | 2.2% | 537 | 97.8% | 549 |
| GARFIELD | 23 | 5.8% | 375 | 94.2% | 398 | 10 | 2.2% | 454 | 97.8% | 464 |
| GILPIN | 3 | 6.5% | 43 | 93.5% | 46 | 2 | 5.0% | 38 | 95.0% | 40 |
| GRAND | 20 | 37.7% | 33 | 62.3% | 53 | 22 | 40.0% | 33 | 60.0% | 55 |
| GUNNISON | 3 | 3.2% | 91 | 96.8% | 94 | 6 | 5.3% | 107 | 94.7% | 113 |
| HINSDALE | 0 | 0.0% | 0 | 0.0% | 0 | 0 | 0.0% | 3 | 100.0% | 3 |
| HUERFANO | 6 | 4.1% | 141 | 95.9% | 147 | 3 | 2.2% | 134 | 97.8% | 137 |
| JACKSON | 0 | 0.0% | 8 | 100.0% | 8 | 1 | 20.0% | 4 | 80.0% | 5 |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Statewide Total Food Assistance Applications – New/Regular, Expedited & Redeterminations July 2014 and January 2015 | | | | | | | | | | | |
|---|-----------|------------|--------|----------|--------|--|--------------|------------|--------|----------|--------|
| County | July 2014 | | | | | | January 2015 | | | | |
| | Untimely | Untimely % | Timely | Timely % | Total | | Untimely | Untimely % | Timely | Timely % | Total |
| JEFFERSON | 465 | 14.5% | 2,734 | 85.5% | 3,199 | | 419 | 13.4% | 2,704 | 86.6% | 3,123 |
| KIOWA | 1 | 7.7% | 12 | 92.3% | 13 | | 0 | 0.0% | 12 | 100.0% | 12 |
| KIT CARSON | 9 | 16.1% | 47 | 83.9% | 56 | | 8 | 12.5% | 56 | 87.5% | 64 |
| LA PLATA | 36 | 9.5% | 341 | 90.5% | 377 | | 28 | 8.1% | 318 | 91.9% | 346 |
| LAKE | 20 | 26.0% | 57 | 74.0% | 77 | | 13 | 21.0% | 49 | 79.0% | 62 |
| LARIMER | 78 | 3.6% | 2,084 | 96.4% | 2,162 | | 184 | 8.3% | 2,035 | 91.7% | 2,219 |
| LAS ANIMAS | 15 | 6.1% | 230 | 93.9% | 245 | | 31 | 13.1% | 206 | 86.9% | 237 |
| LINCOLN | 4 | 11.8% | 30 | 88.2% | 34 | | 4 | 10.3% | 35 | 89.7% | 39 |
| LOGAN | 6 | 3.2% | 183 | 96.8% | 189 | | 3 | 2.0% | 146 | 98.0% | 149 |
| MESA | 104 | 7.0% | 1,388 | 93.0% | 1,492 | | 239 | 14.3% | 1,432 | 85.7% | 1,671 |
| MINERAL | 1 | 100.0% | 0 | 0.0% | 1 | | 0 | 0.0% | 0 | 0.0% | 0 |
| MOFFAT | 16 | 12.7% | 110 | 87.3% | 126 | | 37 | 23.4% | 121 | 76.6% | 158 |
| MONTEZUMA | 24 | 8.5% | 257 | 91.5% | 281 | | 31 | 8.8% | 320 | 91.2% | 351 |
| MONTROSE | 5 | 1.1% | 448 | 98.9% | 453 | | 5 | 1.1% | 466 | 98.9% | 471 |
| MORGAN | 8 | 3.2% | 239 | 96.8% | 247 | | 8 | 3.6% | 212 | 96.4% | 220 |
| OTERO | 32 | 9.6% | 300 | 90.4% | 332 | | 20 | 6.7% | 278 | 93.3% | 298 |
| OURAY | 2 | 10.5% | 17 | 89.5% | 19 | | 3 | 8.1% | 34 | 91.9% | 37 |
| PARK | 20 | 21.1% | 75 | 78.9% | 95 | | 15 | 15.0% | 85 | 85.0% | 100 |
| PHILLIPS | 0 | 0.0% | 42 | 100.0% | 42 | | 2 | 7.1% | 26 | 92.9% | 28 |
| PITKIN | 0 | 0.0% | 26 | 100.0% | 26 | | 5 | 21.7% | 18 | 78.3% | 23 |
| PROWERS | 33 | 18.2% | 148 | 81.8% | 181 | | 26 | 12.7% | 178 | 87.3% | 204 |
| PUEBLO | 395 | 15.9% | 2,094 | 84.1% | 2,489 | | 477 | 17.9% | 2,181 | 82.1% | 2,658 |
| RIO BLANCO | 1 | 2.0% | 49 | 98.0% | 50 | | 5 | 9.3% | 49 | 90.7% | 54 |
| RIO GRANDE | 16 | 7.7% | 193 | 92.3% | 209 | | 12 | 6.6% | 171 | 93.4% | 183 |
| ROUTT | 3 | 4.7% | 61 | 95.3% | 64 | | 5 | 4.7% | 101 | 95.3% | 106 |
| SAGUACHE | 41 | 34.7% | 77 | 65.3% | 118 | | 22 | 21.6% | 80 | 78.4% | 102 |
| SAN JUAN | 0 | 0.0% | 2 | 100.0% | 2 | | 1 | 25.0% | 3 | 75.0% | 4 |
| SAN MIGUEL | 2 | 6.7% | 28 | 93.3% | 30 | | 5 | 14.7% | 29 | 85.3% | 34 |
| SEDGWICK | 0 | 0.0% | 28 | 100.0% | 28 | | 0 | 0.0% | 23 | 100.0% | 23 |
| SUMMIT | 21 | 19.6% | 86 | 80.4% | 107 | | 3 | 2.3% | 128 | 97.7% | 131 |
| TELLER | 11 | 5.0% | 211 | 95.0% | 222 | | 15 | 6.8% | 204 | 93.2% | 219 |
| WASHINGTON | 0 | 0.0% | 25 | 100.0% | 25 | | 1 | 2.7% | 36 | 97.3% | 37 |
| WELD | 307 | 15.9% | 1,628 | 84.1% | 1,935 | | 141 | 7.6% | 1,707 | 92.4% | 1,848 |
| YUMA | 1 | 1.2% | 81 | 98.8% | 82 | | 5 | 5.7% | 83 | 94.3% | 88 |
| STATE TOTAL | 4,794 | 10.7% | 39,935 | 89.3% | 44,729 | | 5,548 | 12.5% | 38,857 | 87.5% | 44,405 |

The Department reports an overall improvement in timeliness and a reduction in backlog in the processing of **all** public assistance programs in the counties participating in business process reengineering (BPR). This reduction in backlog includes improvement as low as a 6.0 percent reduction one month after implementation began and as high as 88.0 percent a year after implementation. This reengineering process was funded for the 10 large counties through a supplemental request of \$1.65 million General Fund in FY 2012-13, with a roll-forward to extend the funding through FY 2013-14. Funds were appropriated and available in April 2013 and spent by June 30, 2014. An additional \$250,000 from the Work Support Strategies grant from the Ford Foundation is earmarked for BPR. These funds are available until September 2015.

Specific to the backlog in redetermination cases, the Department reports an overall reduction in the backlog from 16.9 percent in January 2014 to 13.4 percent in September 2014. Staged rollout of business process reengineering occurred between May and September.



Request: The Department requests an appropriation of \$55,996,211 total funds, including \$19,531,502 General Fund. This includes an increase of \$554,418 total funds, including \$193,381 General Fund, for a 1.0 percent provider rate increase; and a decrease of \$2.0 million total funds, including \$600,000 General Fund, for the annualization of one-time funding to address the county backlog of redetermination cases in the Supplemental Nutrition Assistance Program.

Recommendation: Staff recommends an appropriation of \$56,938,722 total funds, including \$19,860,250 General Fund, \$10,539,592 cash funds from local funds, and \$26,538,880 federal

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

funds from various sources. This recommendation reflects an increase of \$1,496,929 total funds, including \$522,129 General Fund, for a 2.7 percent provider rate increase per Committee decision; and a decrease of \$2.0 million total funds, including \$600,000 General Fund, for the annualization of prior year budget actions. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

| County Administration, County Administration | | | | | | |
|---|---------------------|---------------------|---------------------|-----------------------------|----------------------|------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$57,441,793 | \$19,938,121 | \$10,662,504 | \$0 | \$26,841,168 | 0.0 |
| TOTAL | \$57,441,793 | \$19,938,121 | \$10,662,504 | \$0 | \$26,841,168 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$57,441,793 | \$19,938,121 | \$10,662,504 | \$0 | \$26,841,168 | 0.0 |
| R20 Community provider rate | 1,496,929 | 522,129 | 277,088 | 0 | 697,712 | 0.0 |
| Annualize prior year budget actions | (2,000,000) | (600,000) | (400,000) | 0 | (1,000,000) | 0.0 |
| TOTAL | \$56,938,722 | \$19,860,250 | \$10,539,592 | \$0 | \$26,538,880 | 0.0 |
| Increase/(Decrease) | (\$503,071) | (\$77,871) | (\$122,912) | \$0 | (\$302,288) | 0.0 |
| Percentage Change | (0.9%) | (0.4%) | (1.2%) | n/a | (1.1%) | n/a |
| FY 2015-16 Executive Request: | \$55,996,211 | \$19,531,502 | \$10,365,129 | \$0 | \$26,099,580 | 0.0 |
| Request Above/(Below) Recommendation | (\$942,511) | (\$328,748) | (\$174,463) | \$0 | (\$439,300) | 0.0 |

Food Assistance Administration

This line item was added in FY 2011-12 through the Department's Decision Item #2. Funding was appropriated in a separate line item from the main County Administration line item so funds could be allocated specifically to counties with the greatest increase in food assistance caseload. The request indicated that the funding was requested for two years only: FY 2011-12 and FY 2012-13, after which the additional funding would be discontinued.

Request: The Department requests no appropriation for this line item in FY 2015-16.

Recommendation: Staff recommends approval of the Department request.

County Tax Base Relief

This line item assists counties with the highest costs and lowest property tax values in meeting their obligations for local match required by the state for certain public assistance programs. These obligations include: county responsibility for maintenance of effort expenditures for the Temporary Assistance to Needy Families (TANF) Block Grant, the county 20 percent share for food assistance and Medicaid reimbursements, the county share for child welfare services expenditures (20 percent for most services), and the county share for adult assistance programs (20 percent).

The current county tax base relief formula was established through H.B. 08-1250, modifying the existing County Contingency Fund program established in 1973, and ensuring that the program targeted the neediest counties. Funding was halved in FY 2009-10 in response to an Executive

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Request and the JBC sponsored a bill to clarify that, through FY 2011-12, funding would be limited to "Tier 1" counties—those most in need. In FY 2011-12, the Executive Request proposed to eliminate this line item entirely. The General Assembly approved retaining \$1.0 million in the line item and adopting S.B. 11-228 which changed how funds for county tax base relief are distributed to qualified counties when appropriations are insufficient to fully fund a county tax base relief funding tier. In FY 12-13, the appropriation was increased to \$1.8 million to fully fund the estimated need for Tier I; and in FY 2013-14, the appropriation was increased to \$2.7 million to fund the estimated needs for Tiers I and II. In FY 2014-15, the Joint Budget Committee approved an increase of \$1.2 million total funds for this line item to fully fund County Tax Base Relief through Tier III. The following table provides a breakdown of to-date county CTBR allocations for FY 2014-15.

| FIPS-County | YTD COUNTY SHARE SFY-15 | 7/12 ASSESSED VALUATION CALENDAR YEAR 2013 | COUNTY TAX BASE RELIEF PER FORMULA - TIER I | COUNTY TAX BASE RELIEF PER FORMULA - TIER II | COUNTY TAX BASE RELIEF PER FORMULA - TIER III | TOTAL DISTRIBUTION |
|----------------|----------------------------------|---|---|--|---|-----------------------|
| 001 Adams | 6,638,606.71 | 2,795,246,761 | | | 262,028.30 | 262,028.30 |
| 003 Alamosa | 547,840.59 | 92,406,158 | 202,966.59 | 23,101.54 | 11,550.77 | 237,618.90 |
| 011 Bent | 122,495.84 | 45,287,453 | | 4,638.61 | 5,660.93 | 10,299.54 |
| 021 Conejos | 161,471.91 | 36,940,828 | 37,987.07 | 9,235.20 | 4,617.60 | 51,839.87 |
| 023 Costilla | 142,295.36 | 71,108,102 | | | 19.79 | 19.79 |
| 025 Crowley | 128,611.18 | 23,511,574 | 43,557.35 | 5,877.89 | 2,938.95 | 52,374.19 |
| 029 Delta | 502,295.19 | 176,758,173 | | 30,199.88 | 22,094.77 | 52,294.65 |
| 031 Denver | 13,302,423.58 | 6,578,523,846 | | | 36,343.97 | 36,343.97 |
| 041 El Paso | 7,889,178.49 | 3,705,598,703 | | | 119,495.27 | 119,495.27 |
| 043 Fremont | 783,380.24 | 252,750,843 | 18,845.78 | 63,187.71 | 31,593.86 | 113,627.35 |
| 055 Huerfano | 186,786.83 | 70,651,947 | | 5,078.48 | 8,831.50 | 13,909.98 |
| 073 Lincoln | 146,250.51 | 72,211,935 | | | 456.66 | 456.66 |
| 075 Logan | 480,819.36 | 159,806,827 | 1,049.16 | 39,951.71 | 19,975.86 | 60,976.73 |
| 077 Mesa | 2,512,226.92 | 1,065,768,118 | | | 95,172.67 | 95,172.67 |
| 085 Montrose | 688,631.68 | 287,016,007 | | | 28,649.92 | 28,649.92 |
| 087 Morgan | 618,116.76 | 260,566,017 | | | 24,246.18 | 24,246.18 |
| 089 Otero | 415,794.41 | 77,056,012 | 138,469.78 | 19,264.01 | 9,632.00 | 167,365.79 |
| 099 Prowers | 301,336.45 | 72,139,694 | 63,688.03 | 18,034.92 | 9,017.46 | 90,740.41 |
| 101 Pueblo | 3,258,427.71 | 972,765,623 | 255,098.13 | 243,191.41 | 121,595.70 | 619,885.24 |
| 105 Rio Grande | 307,990.74 | 101,316,651 | 3,030.59 | 25,329.16 | 12,664.58 | 41,024.33 |
| 109 Saguache | 111,160.94 | 40,252,210 | | 5,265.21 | 5,031.53 | 10,296.74 |

Request: The Department requests a continuation level appropriation of \$3,879,756 General Fund.

Recommendation: Staff recommends a continuation level appropriation of \$3,879,756 General Fund.

County Share of Offsetting Revenues

Section 26-13-108, C.R.S., provides that when government authorities recover any amounts of support for public assistant recipients, such amounts may be used to reimburse public assistance paid in accordance with federal law. Funding in this line item reflects the county share of revenues earned through child support collections, fraud refunds, state revenue intercepts, and other refunds. The largest component is related to child support enforcement.

Approximately five percent of annual child support collections and fraud refunds are used to reimburse the state, counties, and the federal government for benefits provided to families from the Temporary Assistance for Needy Families Colorado Works program. Of total recoveries, the federal government receives 50 percent, the state receives 30 percent (some of which has historically been redirected to counties as county incentives), and counties receive 20 percent.

Request: The Department requests a continuation level appropriation of \$2,986,000 cash funds.

Recommendation: Staff recommends approval of \$2,986,000 cash funds from the counties' share of offsetting cash funds revenues. This is based on a 20 percent share of the Department's projection of retained collections to be received in FY 2015-16. Staff also recommends continuing the footnote pertaining to this line item, which clarifies that the amount shown is an estimate. The Department is authorized to disburse an amount in excess of this appropriation (or lower than it) to reflect the actual county share.

County Incentive Payments

This line item represents the portion of the state's share of child support collections and other refunds recoveries that are redirected to counties as incentives for their performance on child support enforcement activities. Section 26-13-108, C.R.S., provides that when government authorities recover any amounts of support for public assistant recipients, such amounts may be used to reimburse public assistance paid in accordance with federal law. The federal government receives 50 percent of recoveries, the state 30 percent, and the counties 20 percent. Statute further provides that the state may redirect an unspecified portion of its share of such recoveries to counties as an additional child support enforcement incentive. In recent years, the General Assembly has indicated via a footnote on this line item what portion of the state's share is to be provided to counties. Senate Bill 12-113 requires the General Assembly to set the state's share of public assistance recoveries for child support and maintenance that is redirected to counties in a footnote.

County incentive payments are distributed to counties on a quarterly basis using the same formula that is applied for federal child support enforcement incentives. The formula takes into account the "collections base" for the county (an adjustment for county size) and each county's performance on four child support enforcement measures: the paternity establishment percentage, the percentage of caseload with child support enforcement orders, the percent of current support paid, and the percent of arrears cases with a payment made. Counties are required to spend county incentive payments on social services, but are otherwise unrestricted in how the funds are used.

Prior to FY 2008-09, statute redirected 50 percent of the state-share of recoveries for county incentives, so that counties received 35 percent of total recoveries. House Bill 08-1342 modified statute to enable the state to redirect a larger share to counties for county incentives. It also transferred recoveries previously appropriated in the Colorado Works line item (\$2.5 million) into the County Incentives line item. This was in response to changes at the federal level that effectively reduced county funding for Child Support Enforcement by about \$3.3 million.

Funding for County Incentives for FY 2008-09 and FY 2009-10 was based on an estimated 100 percent of the state share of retained collections for Child Support Enforcement. Starting in FY 2010-11, funding and the footnote associated with this line item was again modified to specify that counties would receive 50 percent of the state-share of recoveries. The remaining 50 percent state share of recoveries was redirected to a capital construction project (rebuilding an information technology system, requiring \$2,677,500 of the state's share of recoveries) and to increase funding for state administration of child support enforcement for various time-limited special projects. This redirection of funds was eliminated in FY 2012-13, leading to a total appropriation of \$4,113,000 for this line item.

Request: The Department requests continuation level appropriation of \$4,113,000 cash funds.

Recommendation: Staff recommends approving the appropriation of \$4,113,000 cash funds from the state's share of retained child support collections and fraud refunds.

(5) Division of Child Welfare

The Division of Child Welfare supervises the child welfare programs that are administered by Colorado's 64 counties. The Department of Human Services also conducts periodic on-site reviews of children who are in residential care. County responsibilities include: 1) receiving and responding to reports of potential child abuse or neglect; and 2) providing necessary and appropriate child welfare services to the child and the family, including providing for the residential care of a child when a court determines that it is necessary and in the best interests of the child and community to remove the child from the home.

Child Welfare Systems Change. Over the last several years, child abuse fatalities and a number of reports have highlighted weaknesses in Colorado's child welfare system and recommended changes. Studies have pointed to: the challenges of a county-administered system; inadequate state oversight of the system; the need for additional training throughout the system; resource issues (e.g., county staffing levels, provider supports); cross-system/co-occurring issues such as domestic violence and mental health; and problems with data and the state's case management system for child welfare (Colorado Trails).

In response to these studies, the Governor and the General Assembly have taken a variety of steps, ranging from providing funding for additional studies and research (e.g., creation of the Child Welfare Action Committee) to adding new Division of Child Welfare staff and expanded

funding for caseworker training. The Child Welfare Action Committee, which issued three reports between its creation in 2008 and completion in 2010, served a central role in shaping a number of system reform efforts.

Some of the changes include:

Child Welfare Staff and State Organizational Restructuring. Between FY 2008-09 and FY 2009-10, the General Assembly approved the addition of 21.0 new FTE in the Division of Child Welfare and 3.0 FTE (later reduced to 2.0 FTE) in the Administrative Review Unit: an increase of nearly 60 percent to Division staffing at a cost of \$1.5 million (\$1.0 million General Fund). This expansion in state staffing was largely untouched by the recession.

Colorado Practice Initiative. Colorado was designated as a U.S. Department of Health and Human Services Mountains and Plains Child Welfare Implementation Center project site in November 2009. The five-year award provided Colorado with sustained technical assistance resources to develop and implement systems reform. The Initiative was "an effort to develop a clear, consistent, and cohesive approach to practice and service delivery" throughout the state. A state based practice model reflecting state standards of care was completed in October 2010, and the model was rolled out to the first cohort of counties in FY 2010-11. It was expected to be rolled out to all counties by September 2014. The model incorporates a system by which counties engage in continuous, data-based review of their performance and continuous quality improvement. The practice model is also central to Colorado's Performance Improvement Plan for responding to its 2009 federal Child and Family Services Review.

Child Welfare Training Academy. S.B. 09-164 authorized the Department to require child welfare workers to complete state-provided training before taking on a caseload. A FY 2009-10 budget decision item authorized the related funding of \$1.6 million (subsequently reduced to \$1.2 million) and 6.0 of the FTE described above. The request built on an existing system of state training for caseworkers. The new administration has indicated it would like to update the curriculum and expand the Academy to provide ongoing training for senior work staff, supervisors, leaders, first responders, and foster parents.

Child Welfare Ombudsman. S.B. 10-171 created a new Child Protection Ombudsman Program, contracted through the Department of Human Services. The program is required to receive and review complaints and make recommendations to the Governor and the General Assembly on improvements to the Child Welfare System.

Colorado Consortium on Differential Response. H.B. 10-1226 authorized a differential response child welfare pilot program to allow counties to offer voluntary services to families who are deemed to be a low- to moderate-safety risk to a child, rather than referring these cases to dependency and neglect hearings in court. A \$1.8 million federal research and development award from the National Quality Improvement Center on Differential Response in Child Protective Services will examine the effects of a differential response practice model on outcomes for children and families.

The pilot project evaluated the model from February 1, 2010 to June 30, 2013 in five counties: Arapahoe, Fremont, Garfield, Jefferson, and Larimer. Senate Bill 12-011 (Spence/Summers) removed the five-county limit on the differential response pilot. Counties that chose to be added to the pilot were expected to have increased workload and costs at the front-end but may realize future cost savings to the extent families are diverted from more expensive placements and deeper system involvement. However, the bill assumed that CDHS would only approve new pilot sites if it is able to do so within existing resources. The project is intended to sunset June 30, 2015 unless further legislation extends it beyond that date. The Department has indicated that it will not be seeking legislation to extend the project, however it is anticipated that an outside organization will be seeking legislation for the initiative's extension.

Title IV-E Waiver. Title IV-E of the Social Security Act is an open-ended federal entitlement through which states are partially reimbursed for the room-and-board and administrative costs associated with foster care and adoption services. In Colorado, the reimbursement rate is 50 percent for most qualified expenditures, and the state receives about 80 million per year in federal Title IV-E revenue.

Title IV-E Revenue Decline. As in many other states, Colorado's Title IV-E revenue has been on an overall downward trend for a number of years due to the decline in out-of-home placement, as well as to an income standard that has not changed since 1996. County and state administrative issues have also had an impact. Title IV-E does not provide reimbursement for services provided to keep a child in the family home, even though the federal legal and regulatory environment places increasing emphasis on avoiding out of home placements, serving children and families in the family home, and reunifying families if this can be done safely. Prior to the award of the IV-E waiver, the Department projected that Title IV-E revenue would continue to fall at the rate of 5 to 10 percent per year due to anticipated ongoing reductions in the use of congregate care placements.

Waivers under the 2011 Child and Family Services Improvement and Innovation Act. The Child and Family Services Improvement and Innovation Act of 2011 was signed into law on September 30, 2011. The bill authorized 10 new Title IV-E demonstration waivers per year between 2012 and FFY 2014. Title IV-E waivers were first authorized in 1994, and 23 states (including Colorado) have had waivers to test various innovations in the past. This Act represents the first time new waivers have been authorized since 2006.

Pursuant to the legislation, a state shall be authorized to conduct a demonstration if the project is designed to accomplish at least one of three goals:

- Increasing permanency by reducing the time in foster placement;
- Increasing positive outcomes for youth in their homes and communities and improving safety and well-being; and/or
- Preventing child abuse and neglect and re-entry into foster care.

The state must identify changes it has made or plans to make in policies, procedures, or other elements of the state's child welfare program that will enable the state to successfully achieve the goal or goals of the project. The state must also demonstrate implemented or planned child

welfare improvement policies within three years of the date of application (or 2 years after approval, whichever is later), including at least one policy that was not implemented prior to the application for a waiver. Finally, each program must be evaluated by an independent contractor using an approved evaluation design which provides for, among other items: comparison of methods of service delivery under the project versus under the State IV-E plan or plans with respect to efficiency, economy and other program management measures; and comparison of outcomes for children and families under the project.

Colorado's Title IV-E Waiver. During the summer of 2012, Colorado submitted its waiver application to federal authorities. It negotiated and reached an agreement with federal authorities in September and October of the same year. As described in the waiver application, Colorado faces particular difficulties in a number of areas, including the large number of older children and adolescents in extended out-of-home care (a substantially larger share than in other states), the number of these youth in congregate care (institutional) settings, and the number of families that are screened out without receiving services. The Department attributes this situation in large part to lack of attention to behavioral health needs. It also highlights problems with excessive short-term placements that could be prevented with front-end services, frequent moves while in out-of-home care, and too many re-entries to out-of-home care after reunification.

The required Program Improvement Policies incorporated in Colorado's model are: 1) addressing the health and mental health needs of children in foster care; and 2) limiting use of congregate care. Colorado proposes to address these challenges along with the other issues raised in the waiver through three primary interventions, which will be implemented in all counties at some point during the waiver, and three additional interventions, which may be selected for implementation by a subset of counties. The three core practices to be adopted by all counties include the following:

- Family engagement: The state will introduce precepts and processes targeted at engaging families in case planning and accessing services, through a combination of training, coaching, and peer mentoring. It will also modify non-safety certification for relative foster family homes to facilitate placement of children with relatives when out-of-home placement is necessary.
- Trauma-informed child assessments: The state will supplement existing child assessment processes and instruments with standardized tools that are geared toward children who have experienced trauma.
- Trauma-focused behavioral health treatment: Counties and behavioral health organizations (the state's Medicaid behavioral health managed care entities) will increase the use of behavioral health treatments that have been shown to be effective with children who have experienced trauma. This will be accomplished through contracts with local human service providers and/or through their expanded utilization by the behavioral health organizations.

The three additional practices which may be adopted by some counties include the following.

- Permanency roundtables: A program for engaging staff, the target youth, and others in creating and implementing a plan for a permanent family home setting for the youth and preparation for adulthood.

- Kinship supports: Programs for supporting kinship caregivers who are not certified as foster care providers, including support groups, referral networks, and additional financial assistance.
- Market segmentation: A tool for targeting recruitment of foster parents and adoptive parents.

Evaluation will include a process, outcome, and cost study. An outside vendor will develop evaluation design options to evaluate the outcomes and a cost comparison of waiver and non-waiver child welfare activities. The design will include both quantitative and qualitative research and data collection methods, including both a matched case comparison and time-series analysis of key measures of child safety, permanency, and well-being.

The waiver will provide Colorado with a guaranteed stream of capped federal Title IV-E funds for five years for major portions of its Title IV-E revenue stream: foster care maintenance (room and board) and administrative costs for case planning, management, and eligibility-determination. A portion of the revenue stream, related to adoption assistance, training, some other administration costs, and computer-systems is excluded and will continue to be reimbursed based on expenditures and federal reimbursement formulas. Over the last four actual years, revenue for the categories to be included in the cap has represented 51 to 56 percent of Colorado's total IV-E revenue.

The total amount of the award is \$489,140,110 and will be distributed through scheduled quarterly draws beginning July 1, 2013 and continuing through April 1, 2018 for both foster care demonstration maintenance and demonstration administration. The contracted amount the Department is expected to receive through January 1, 2015 totals \$176.6 million.

Hotline for Child Abuse and Neglect. As part of the Governor's *Keeping Kids Safe and Families Healthy 2.0* plan, the Department began its work to ensure consistent decision making in the area of child protection. A portion of this initiative includes the development of a statewide child abuse reporting hotline and an associated public awareness campaign. Pursuant to H.B. 13-1271, the hotline system will be available 24 hours a day, 7 days a week and serve as a direct, immediate, and efficient route of notification to the entity responsible for accepting a report of abuse and neglect and responding to an inquiry about services. The hotline is intended to enhance the current child welfare system and to provide an additional option for the public to make an initial report of suspected or known child abuse or neglect or to make an inquiry. The bill requires the Department to establish a steering committee that includes state, local, and stakeholder representatives who will develop an implementation plan for the hotline. Specific elements of the bill include the following measurables:

- The hotline is developed based on the recommendations of the steering committee.
- Rule-making is the responsibility of the state board to ensure consistent screening, assessment, and decision-making in response to reports of known or suspected child abuse and neglect and inquiries made to a county department or the hotline system.
- Screening of referred cases will remain the responsibility of the county.
- The steering committee is expected to develop an implementation plan which will include:
 - Advertising to the public and to mandatory reporters;

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

- Recommendations for rules relating to the operation of the hotline system and relating to consistent practices for responding to reports and inquiries.
- The steering committee submitted a report to the executive director of the Department and the State Board of Human Services by July 1, 2014.
- The hotline became operational and was publicized statewide by January 1, 2015.

DIVISION REQUEST AND RECOMMENDATION SUMMARY

| Division of Child Welfare | | | | | | |
|--|----------------------|----------------------|---------------------|----------------------|----------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$445,963,418 | \$249,066,370 | \$82,229,896 | \$15,080,921 | \$99,586,231 | 89.4 |
| Supplemental bill (S.B. 15-149) | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Other legislation | <u>2,100,000</u> | <u>(2,829,586)</u> | <u>4,929,586</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$448,063,418 | \$246,236,784 | \$87,159,482 | \$15,080,921 | \$99,586,231 | 89.4 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$448,063,418 | \$246,236,784 | \$87,159,482 | \$15,080,921 | \$99,586,231 | 89.4 |
| R20 Community provider rate | 10,825,965 | 5,989,651 | 1,955,221 | 403,478 | 2,477,615 | 0.0 |
| R6 Child welfare case management | 156,857 | 130,191 | 0 | 0 | 26,666 | 2.7 |
| Leap year adjustment | 365,272 | 272,294 | 68,074 | 24,904 | 0 | 0.0 |
| FMAP adjustment | 45 | 0 | 0 | 45 | 0 | 0.0 |
| R5 Collaborative management | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R8 Child welfare workload study | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R21 Youth prevention services | 0 | 0 | 0 | 0 | 0 | 0.0 |
| BA11 Collaborative management | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Annualize prior year budget actions | (774,400) | (688,668) | 0 | 3,500 | (89,232) | 0.4 |
| Annualize prior year legislation | (100,000) | 0 | (100,000) | 0 | 0 | 0.0 |
| Tobacco Master Settlement revenue adjustment | <u>(64,147)</u> | <u>0</u> | <u>(64,147)</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$458,473,010 | \$251,940,252 | \$89,018,630 | \$15,512,848 | \$102,001,280 | 92.5 |
| Recommended Legislation | | | | | | |
| Child welfare workload study | \$8,215,538 | \$6,568,406 | \$1,551,685 | \$0 | \$95,447 | 0.9 |
| Collaborative management program | 1,233,135 | 1,233,135 | 0 | 0 | 0 | 1.5 |
| TOTAL LEGISLATION | 9,448,673 | 7,801,541 | 1,551,685 | 0 | 95,447 | 2.4 |
| Increase/(Decrease) | \$19,858,265 | \$13,505,009 | \$3,410,833 | \$431,927 | \$2,510,496 | 5.5 |
| Percentage Change | 4.4% | 5.5% | 3.9% | 2.9% | 2.5% | 6.2% |
| FY 2015-16 Executive Request: | \$463,587,409 | \$258,388,504 | \$89,403,397 | \$15,258,761 | \$100,536,747 | 95.2 |
| Request Above/(Below) Recommendation | (\$4,334,274) | (\$1,353,289) | (\$1,166,918) | (\$254,087) | (\$1,559,980) | 0.3 |

Issue Descriptions

R20 Community provider rate: The recommendation includes an increase of \$10,825,965 total funds, including \$5,989,651 General Fund, for 2.7 percent common policy increase for

programs that deliver services through community-based providers in accordance with the Committee's decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

R6 Child welfare case management: Staff's recommendation is pending Committee decision on the Department's Modernizing the Child Welfare Case Management System Capital Construction request. The table above reflects the Department's request.

Leap year adjustment: The recommendation includes an increase of \$365,272 total funds, including \$272,294 General Fund, to cover costs associated with services charged at a daily rate.

FMAP adjustment: The recommendation includes an increase of \$45 federal funds to true up the FMAP rate for child welfare services.

R5 and BA11 Collaborative management: Staff recommends denial of the Department's request. Staff recommends that the Committee sponsor legislation to appropriate a portion of the requested funding (\$1,126,500 General Fund) in a separate line item, the allocation of which will be determined through a formula developed by the Collaborative Management Program State Steering Committee and approved by the State Board of Human Services, specifically for the hiring of collaborative coordinators.

R8 Child welfare workload study: Staff recommends denial of the Department's request. Staff recommends the Committee sponsor legislation to appropriate the funding in a separate line item, the allocation of which will be determined through a formula developed by the Child Welfare Allocations Committee specifically for use in increasing county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

R21 Youth prevention services: Staff recommends denial of this request.

Annualize prior year budget actions: The recommendation includes a decrease of \$774,400 total funds, including \$688,668 General Fund, for the annualization of prior year budget actions.

Annualize prior year legislation: The recommendation includes a decrease of \$100,000 cash funds to annualize S.B. 14-215.

Tobacco Master Settlement revenue adjustment: The recommendation includes a decrease of \$64,147 cash funds based on the Legislative Council FY 2015-16 Tobacco Master Settlement revenue projection. Staff requests permission to adjust this value, if necessary, based on the updated revenue projection.

→ R-5: Collaborative Management Program
→ BA-11: Collaborative Management Program

- The Department's R-5 request and BA-11 budget amendment combine to total \$2,000,000 General Fund for FY 2015-16 and ongoing.
- The funds are intended to augment the existing Performance Based Collaborative Management Incentive Cash Fund to provide services to children, youth and families with multi-system needs.
- Currently, 40 counties participate in the program.
- In November 2014, the Office of the State Auditor released the Child Welfare Audit and issued multiple findings against the program.
- Collaborative coordinators have been working with the Department to address the audit findings; primarily committing local resources to do so.
- Research indicates that the most successful collaborative initiatives are those that have designated staff responsible for administration and coordination of the program.
- Over 20,000 children are provided wrap around services through individualized plans each year.
- Staff recommends denial of the Department's request.
- Staff recommends that the Committee sponsor legislation to appropriate a portion of the requested funding (\$1,126,500 General Fund) in a separate line item, the allocation of which will be determined through a formula developed by the Collaborative Management Program State Steering Committee and approved by the State Board of Human Services, specifically for the hiring of collaborative coordinators.

Request

The Department requests \$2,000,000 General Fund for FY 2015-16 and ongoing to augment the existing Performance Based Collaborative Management Incentive Cash Fund to provide services to children, youth and families with multi-system needs.

Updated Information – Figure Setting

Background

Pursuant to H.B. 04-1451, the Collaborative Management Program (CMP) was developed with the understanding that:

- Children and families who receive child welfare services often benefit from treatment and services that involve multiple agencies, division, units, and sections of departments at the state and county level;
- The development of a uniform system of collaborative management is necessary for agencies at the state and county levels to effectively and efficiently collaborate to share resources or to manage and integrate the treatment and services provided to children and families who benefit from multi-agency services; and
- The development of a more uniform system of collaborative management that includes the input, expertise, and active participation of parent advocacy or family advocacy

organizations may reduce duplication and eliminate fragmentation of services, increase the quality, appropriateness, and effectiveness of services provided; encourage cost-sharing among service providers and ultimately lead to better outcomes and cost-reduction for the services provided to children and families in the child welfare system, including the foster care system

On November 12, 2014, the Office of the State Auditor released the performance audit report on child welfare programs in the Department of Human Services. One component of this report covered the Collaborative Management Program (CMP). Audit recommendations specifically addressed: Department oversight of the program, management of general fund savings from the program, data management and accountability, and evaluation of the program to determine its effectiveness. The report also states that the contracted evaluator recommended that the Department consider standardizing several key areas of the CMP, including: Department-specified performance and standardized outcome measures to establish what the uniform CMP should achieve and allow outcomes to be compared with outcomes for non-CMP counties; a defined target population that would benefit from collaborative management efforts and achieve the outcomes intended by legislation; and core data elements and clear data collection expectations.

Funding

The CMP is funded from the Performance-based Collaborative Management Incentive Cash Fund. The fund consists of moneys received from docket fees in civil actions transferred pursuant to Section 13-32-101 (5) (a), C.R.S. Allocations to counties are determined through a formula made up of variables including: the meaningful minimum; the number of performance measures the collaborative reported meeting; the proportion of child welfare population served by the program; and the size of the county. The meaningful minimum is a set amount depending on the size of the county (\$33,500 for the ten large counties, and \$25,500 for the remaining counties). Counties earn the meaningful minimum by meeting at least one performance measure. The remaining variables are weighted on a per-share basis: counties receive one share for each of the three remaining performance measures they meet; and one share for each 33.3 percent of their child welfare population they estimate will be served. Finally, large counties receive three additional shares and the balance-of-state counties receive one additional share. After accounting for the overall cost of the meaningful minimum portion of the allocation, the remaining balance in available incentive funds is divided by the total number of county shares earned. The share portion of the allocation to each county is determined by multiplying the individual share value by the number of shares each county has earned. For example, the allocation for a large county serving between 33.4 and 66.6 percent of its child welfare through its CMP and meeting three of the four performance measures would be based on the following equation:

Allocation = \$33,500 + X(2+2+3) and $X=Y/n$, where

Where X=the individual share value

Y=the remaining balance of available incentive funds after the total meaningful minimum reduction, and

n=the total number of earned shares for all counties

Collaborative Activities

Participating counties use incentive fund dollars in different ways, however spending tends to fall within four categories, including: coordinator compensation, operating costs, capacity building, or direct service expenses for services that cannot be paid for by other restricted funding streams. Regardless of how the funds are used, other sources of funding make up the difference between the earned incentive funds and the cost of serving children and families. Currently 40 counties participate in the Collaborative Management Program, however not all counties have a designated coordinator who is responsible for administering the initiative and maintaining strong communication and partnerships with stakeholders. Evaluation of the statewide program indicates that collaboratives that have a designated coordinator are more successful. Because this program is funded through moneys and in-kind support from multiple partnering agencies, each collaborative is primarily locally funded. Collaboratives that do have a designated staff member are currently working to rectify audit findings that some local partners view as the state's responsibility.

Sub-Committee Work to Address Audit Findings

According to facts sheets provided by county coordinators, in response to the audit, coordinators began working on a plan to strengthen the programs across the state. Four sub-groups were formed to address the key audit findings in the categories of: Memorandum of Understanding, incentive fund allocation, performance measures, and potential legislation.

Analysis

The staff analysis is based on input from county coordinators, members of partnering organizations in the Collaborative Management Program, and the Department, as well as a review of the Child Welfare Audit Report released in November of 2014. Strengths of this initiative include: a paradigm shift in how organizations work together to serve children and families involved in multiple systems; a commitment by partners to early-identify children and families who will benefit from coordinated wrap around services; a flexible source of funding that can pay for services other funding cannot, and that can roll forward if not used in the current fiscal year. The primary challenges impacting this program include, but may not be limited to: a fund source and allocation model that results in a consistent decrease in available funding to each collaborative; internal competition for resources leading to a lower priority placed on the initiative at the state and local level; lack of quantitative data to communicate program successes; inconsistent program messaging; and the need to address audit findings without adequate state and local resources.

Staff considered the following as options to address the above challenges:

| Options | Staff Conclusion |
|--|---|
| Deny the Department's request for additional funding until the issues have been addressed. | Staff concluded it unlikely that collaboratives and the Department would have the resources to address the audit findings without additional funding. |

| Options | Staff Conclusion |
|--|--|
| Approve the Department's request but restrict the release of the funds until such time as the Department has provided information indicating that the issues have been addressed; and allocate funds through the incentive fund formula. | Staff is skeptical that sufficient improvements can be made and an evaluation completed to show those improvements within one fiscal year. The end result is essentially the same as the first option. |
| Approve the Department's request without stipulation of improvement; and allocate funds through the incentive fund formula. | The Department provided no calculations as a basis for the request. Given the audit findings and lack of performance data at this time, Staff cannot defend a recommendation for a General Fund amount that has no mathematical basis. |
| Determine a mechanism to calculate an appropriate level of (General Fund) funding for a defined purpose. | Staff believes that this mechanism will provide resources to address the challenges and audit findings, and still allow for the allocation of earned incentive funds from the cash fund. |

Staff's recommendation is based on the fourth option in the chart above. Staff concluded that providing resources to local collaboratives that can be used to fund a coordinator will: increase local commitment to the statewide initiative, provide staffing resources that can assist the Department in addressing the audit findings and other challenges impacting the program's success; and allow resources that are currently used to fund the coordinator positions to be used in direct service and capacity building of local collaborative programs.

Staff Calculations

Staff's calculation for the recommended appropriation is provided as a possible mechanism to determine county allocations, and is not intended to be construed as the formula that must be used to allocate said funds. Staff determined the General Fund appropriation value for the hiring of coordinators based on the following assumptions:

- There is a potential for every county to participate in the program; therefore every county is factored into the formula to ensure that allocations to participating counties are not decreased as a result of increased county participation.
- All children in a county are potential clients of the program – the target population is assumed to be between the ages of 0 and 18.
- There are fixed costs associated with the coordination of the program in each collaborative regardless of the child population; fixed costs are determined to be approximately 25.0 percent of each coordinator's responsibilities.
- Variable costs in each collaborative are assumed to be discretionary and dependent upon the percent of the total state population served; calculation of variable costs are raised by a factor of 10 for each county.
- An average total compensation for 1.0 FTE coordinator is assumed at \$60,000 per year.
- Regional collaboratives will benefit from leveraging resources and no reduction in a county calculation will occur as a result of inter-county collaboration.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Cost estimates for each county are provided in the table below. Counties currently participating in the Collaborative Management Program are indicated by shading. Staff's recommendation includes a provision that funding calculated for counties not yet participating in the Collaborative Management Program, and funding for those counties that are participating, but that choose not to hire a coordinator, will transfer to the Performance Based Collaborative Management Incentive Cash Fund and become part of the earned incentive total.

| Calculation for General Fund Appropriation Collaborative Management Program Coordinator FTE | | | | | | |
|--|----------------------------|--|--|---|---|---|
| Location | 2013 population | percent of total state population | Fixed costs 25% of \$60,000 | remaining cost of position | distribution based on population | Total disbursement to county |
| Adams | 131,778 | 10.5% | 9,750 | 50,250 | 53,006 | 62,756 |
| Alamosa | 3,930 | 0.3% | 9,750 | 50,250 | 1,581 | 11,331 |
| Arapahoe | 149,418 | 12.0% | 9,750 | 50,250 | 60,102 | 69,852 |
| Archuleta | 2,295 | 0.2% | 9,750 | 50,250 | 923 | 10,673 |
| Baca | 776 | 0.1% | 9,750 | 50,250 | 312 | 10,062 |
| Bent | 829 | 0.1% | 9,750 | 50,250 | 333 | 10,083 |
| Boulder | 64,542 | 5.2% | 9,750 | 50,250 | 25,961 | 35,711 |
| Broomfield | 14,912 | 1.2% | 9,750 | 50,250 | 5,998 | 15,748 |
| Chaffee | 2,966 | 0.2% | 9,750 | 50,250 | 1,193 | 10,943 |
| Cheyenne | 457 | 0.0% | 9,750 | 50,250 | 184 | 9,934 |
| Clear Creek | 1,494 | 0.1% | 9,750 | 50,250 | 601 | 10,351 |
| Conejos | 2,248 | 0.2% | 9,750 | 50,250 | 904 | 10,654 |
| Costilla | 670 | 0.1% | 9,750 | 50,250 | 270 | 10,020 |
| Crowley | 599 | 0.0% | 9,750 | 50,250 | 241 | 9,991 |
| Custer | 653 | 0.1% | 9,750 | 50,250 | 263 | 10,013 |
| Delta | 6,415 | 0.5% | 9,750 | 50,250 | 2,580 | 12,330 |
| Denver | 142,562 | 11.4% | 9,750 | 50,250 | 57,344 | 67,094 |
| Dolores | 440 | 0.0% | 9,750 | 50,250 | 177 | 9,927 |
| Douglas | 86,916 | 7.0% | 9,750 | 50,250 | 34,961 | 44,711 |
| Eagle | 12,701 | 1.0% | 9,750 | 50,250 | 5,109 | 14,859 |
| El Paso | 168,039 | 13.5% | 9,750 | 50,250 | 67,592 | 77,342 |
| Elbert | 5,208 | 0.4% | 9,750 | 50,250 | 2,095 | 11,845 |
| Fremont | 7,686 | 0.6% | 9,750 | 50,250 | 3,092 | 12,842 |
| Garfield | 15,335 | 1.2% | 9,750 | 50,250 | 6,168 | 15,918 |
| Gilpin | 994 | 0.1% | 9,750 | 50,250 | 400 | 10,150 |
| Grand | 2,707 | 0.2% | 9,750 | 50,250 | 1,089 | 10,839 |
| Gunnison | 2,906 | 0.2% | 9,750 | 50,250 | 1,169 | 10,919 |
| Hinsdale | 174 | 0.0% | 9,750 | 50,250 | 70 | 9,820 |
| Huerfano | 1,051 | 0.1% | 9,750 | 50,250 | 423 | 10,173 |
| Jackson | 247 | 0.0% | 9,750 | 50,250 | 99 | 9,849 |
| Jefferson | 116,356 | 9.3% | 9,750 | 50,250 | 46,803 | 56,553 |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Calculation for General Fund Appropriation Collaborative Management Program Coordinator FTE | | | | | | |
|--|----------------------------|--|--|---|---|---|
| Location | 2013 population | percent of total state population | Fixed costs 25% of \$60,000 | remaining cost of position | distribution based on population | Total disbursement to county |
| Kiowa | 292 | 0.0% | 9,750 | 50,250 | 117 | 9,867 |
| Kit Carson | 1,727 | 0.1% | 9,750 | 50,250 | 695 | 10,445 |
| La Plata | 10,599 | 0.8% | 9,750 | 50,250 | 4,263 | 14,013 |
| Lake | 1,788 | 0.1% | 9,750 | 50,250 | 719 | 10,469 |
| Larimer | 66,416 | 5.3% | 9,750 | 50,250 | 26,715 | 36,465 |
| Las Animas | 2,789 | 0.2% | 9,750 | 50,250 | 1,122 | 10,872 |
| Lincoln | 1,044 | 0.1% | 9,750 | 50,250 | 420 | 10,170 |
| Logan | 4,207 | 0.3% | 9,750 | 50,250 | 1,692 | 11,442 |
| Mesa | 34,050 | 2.7% | 9,750 | 50,250 | 13,696 | 23,446 |
| Mineral | 101 | 0.0% | 9,750 | 50,250 | 41 | 9,791 |
| Moffat | 3,528 | 0.3% | 9,750 | 50,250 | 1,419 | 11,169 |
| Montezuma | 5,847 | 0.5% | 9,750 | 50,250 | 2,352 | 12,102 |
| Montrose | 9,640 | 0.8% | 9,750 | 50,250 | 3,878 | 13,628 |
| Morgan | 7,753 | 0.6% | 9,750 | 50,250 | 3,119 | 12,869 |
| Otero | 4,421 | 0.4% | 9,750 | 50,250 | 1,778 | 11,528 |
| Ouray | 782 | 0.1% | 9,750 | 50,250 | 315 | 10,065 |
| Park | 2,895 | 0.2% | 9,750 | 50,250 | 1,164 | 10,914 |
| Phillips | 1,049 | 0.1% | 9,750 | 50,250 | 422 | 10,172 |
| Pitkin | 2,969 | 0.2% | 9,750 | 50,250 | 1,194 | 10,944 |
| Prowers | 3,251 | 0.3% | 9,750 | 50,250 | 1,308 | 11,058 |
| Pueblo | 37,983 | 3.0% | 9,750 | 50,250 | 15,278 | 25,028 |
| Rio Blanco | 1,662 | 0.1% | 9,750 | 50,250 | 669 | 10,419 |
| Rio Grande | 2,847 | 0.2% | 9,750 | 50,250 | 1,145 | 10,895 |
| Routt | 4,747 | 0.4% | 9,750 | 50,250 | 1,909 | 11,659 |
| Saguache | 1,419 | 0.1% | 9,750 | 50,250 | 571 | 10,321 |
| San Juan | 124 | 0.0% | 9,750 | 50,250 | 50 | 9,800 |
| San Miguel | 1,535 | 0.1% | 9,750 | 50,250 | 617 | 10,367 |
| Sedgwick | 452 | 0.0% | 9,750 | 50,250 | 182 | 9,932 |
| Summit | 5,000 | 0.4% | 9,750 | 50,250 | 2,011 | 11,761 |
| Teller | 4,353 | 0.3% | 9,750 | 50,250 | 1,751 | 11,501 |
| Washington | 1,007 | 0.1% | 9,750 | 50,250 | 405 | 10,155 |
| Weld | 73,039 | 5.8% | 9,750 | 50,250 | 29,379 | 39,129 |
| Yuma | 2,635 | 0.2% | 9,750 | 50,250 | 1,060 | 10,810 |
| TOTAL | 1,249,255 | 100.0% | \$624,000 | | \$502,500 | \$1,126,500 |

Salary calculations for the staff recommended Department FTE are provided in the table below.

| Collaborative Management Program FTE Calculations | |
|--|------------------|
| Program Administrator (1.0 FTE) | \$64,368 |
| PERA | 6,533 |
| AED | 2,832 |
| SAED | 2,736 |
| Medicare | 933 |
| STD | 142 |
| HLD | 7,927 |
| Sub-total – Program Administrator | \$85,471 |
| | |
| Administrative Assistant (0.5 FTE) | \$14,278 |
| PERA | 1,449 |
| AED | 628 |
| SAED | 607 |
| Medicare | 207 |
| STD | 32 |
| HLD | 3,964 |
| Sub-total – Administrative Assistant | \$21,164 |
| Total Recommendation (1.5 FTE) | \$106,635 |

Recommendation – Figure Setting

Staff recommends denial of the Department's request.

In order to ensure resources to appropriately address the child welfare audit findings, improve the statewide evaluation of the program, and strengthen the effectiveness of the program in serving children and families with multi-system needs, staff recommends the Committee sponsor legislation to:

- Appropriate a portion of the requested funding (\$1,126,500 General Fund) in a separate line item, the allocation of which will be determined through a formula developed by the Collaborative Management Program State Steering Committee and approved by the State Board of Human Services, specifically for the hiring of collaborative coordinators.
- Upon allocation of funds to the county, require the county to transfer the total amount of the allocation to the organization with whom the coordinator is employed or contracted.
- Transfer the difference between the amount appropriated in the line item and the amount allocated to counties for the hiring of coordinators to the Performance-based Collaborative Management Incentive Cash Fund.
- Provide funding for 1.5 FTE (\$106,635) to the Department to administer the program and provide technical assistance and training to participating counties.
- Require ongoing external evaluation of the program to ensure that it achieves outcomes as defined in statute.

If the Committee elects to sponsor this legislation, staff recommends that it include language to clarify the issue identified in the audit report pertaining to the fiscal savings for the program (ref. Sections 24-1.9-102 and 26-5-104, C.R.S.)

Information provided at Briefing

Background

Pursuant to H.B. 04-1451, the Collaborative Management Program (CMP) was developed with the understanding that:

- Children and families who receive child welfare services often benefit from treatment and services that involve multiple agencies, division, units, and sections of departments at the state and county level;
- The development of a uniform system of collaborative management is necessary for agencies at the state and county levels to effectively and efficiently collaborate to share resources or to manage and integrate the treatment and services provided to children and families who benefit from multi-agency services; and
- The development of a more uniform system of collaborative management that includes the input, expertise, and active participation of parent advocacy or family advocacy organizations may reduce duplication and eliminate fragmentation of services, increase the quality, appropriateness, and effectiveness of services provided; encourage cost-sharing among service providers and ultimately lead to better outcomes and cost-reduction for the services provided to children and families in the child welfare system, including the foster care system

Section 24-1.0-102 (1) (a) grants county departments of social services the authority to enter into memorandums of understanding (MOU) that are designed to promote a collaborative system of local-level interagency oversight groups and individualized service and support teams to coordinate and manage the provision of services to children and families who would benefit from integrated multi-agency services. The MOUs must be between the following agencies:

- The local judicial districts, including probation services;
- The health department;
- The local school district(s);
- Each community mental health center;
- Each behavioral health organization;
- The Division of Youth Corrections;
- A designated managed service organization for the provision of treatment services for alcohol and drug abuse; and
- A domestic abuse program, if representation is available.

The MOU may also include family resource centers. The parties of the MOU are encouraged to seek input, support, and collaboration from key stakeholders in the private and nonprofit sectors, as well as parent advocacy or family advocacy organizations that represent family members or caregivers of children who would benefit from multi-agency services. MOUs must specify the legal responsibilities, funding sources, and services that may be provided. Services may include, but are not limited to: prevention, intervention, and treatment services, family preservation

services; family stabilization services; out-of-home placement services; service for children at imminent risk of out-of-home placement; probation services; services for children with mental illness; public assistance services; medical assistance services; and child welfare services.

The local CMP is governed by an interagency oversight group (IOG) that includes a representative of each party of the MOU, each of whom is a voting member. The following nonvoting members may also be a part of the oversight group:

- Representatives of interested local private sector entities;
- Family members or caregivers of children who would benefit from or have received integrated multi-agency services.

The IOG is required to develop collaborative management processes to be utilized by individualized service and support teams when providing services to children and families. Section 24-1.9-102, C.R.S. states that these processes shall address risk-sharing, resource-pooling, performance expectations, outcome-monitoring, and staff-training and shall be designed to:

- Reduce duplication and eliminate fragmentation of services provided to children or families;
- Increase the quality, appropriateness, and effectiveness of services delivered to children and families who would benefit from integrated multi-agency services to achieve better outcomes;
- Encourage cost-sharing among service providers.

The Department is responsible for specifying performance measures, determining methodology for the allocation of incentive funds, providing training, and overseeing an external evaluation. County programs are required to establish a collaborative management process that addresses: risk-sharing, resource-pooling, performance expectations, outcome-monitoring, and staff training.

Performance Measures

As mentioned previously, the Department is responsible for specifying performance measures, however the November 2014 performance audit performed by the Office of the State Auditor, indicates that county-level programs selected 128 different performance measures for FY 2013. For the purposes of state-wide evaluation and cross county comparisons, the counties are asked to select one of four specifically identified measures in each of the four primary service domains of child welfare, juvenile justice, education, and health/mental health; however a county does not need to select the same measure every year. Due to the flexibility in local program development, depending upon the needs of the community the CMP serves, the degree to which a given measure reflects the impact of the CMP services may vary. Counties may also select additional incentivized measures.

Funding

The number of collaborative management programs has grown significantly in the last several years. As of FY 2014-15, 38 counties are participating in collaboratives, including all ten of the largest counties. Participating entities may agree to attempt to meet certain performance measures, specified by the Department and the Board of Human Services. Local interagency

groups that choose this option are eligible to receive incentive moneys. Incentive moneys, which are allocated by the Department to those interagency groups that meet or exceed the specified performance measures, are to be reinvested in services for children and families.

In addition, parties to an MOU are to create a procedure to allow General Fund savings, realized as a result of the MOU, to be reinvested in services for children and families. General Fund savings associated with the program that will be retained by participating counties are to be determined based on rules established by the State Board of Human Services. This mechanism, as implemented in the Child Welfare Services line item, often has a substantial fiscal impact on participating counties, as it enables them to keep unspent portions of their child welfare services funding allocations. In FY 2013-14, seven counties elected to retain General Fund savings.

The CMP is funded from the Performance-based Collaborative Management Incentive Cash Fund. The fund consists of moneys received from docket fees in civil actions transferred pursuant to Section 13-32-101 (5) (a), C.R.S. For FY 2007-08, the Performance Incentive Cash Fund was repealed and all moneys in the fund were transferred into the Performance-based Collaborative Management Incentive Cash Fund. In addition, the fund received transfers from the family stabilization services fund. Current program appropriation levels exceed the annual fund revenue of approximately \$200,000 per year.

Allocations to counties are determined through a formula made up of variables including: the meaningful minimum; the number of performance measures the county-level reported meeting; the proportion of child welfare population served the program; and the size of the county. The meaningful minimum is a set amount depending on the size of the county (\$33,500 for the ten large counties, and \$25,500 for the remaining counties). Counties earn the meaningful minimum by meeting at least one performance measure. The remaining variables are weighted on a per-share basis: counties receive one share for each of the three remaining performance measures they meet; and one share for each 33.3 percent of their child welfare population they estimate will be served. Finally, large counties receive three additional shares and the balance-of-state counties receive one additional share. After accounting for the overall cost of the meaningful minimum portion of the allocation, the remaining balance in available incentive funds is divided by the total number of county shares earned. The share portion of the allocation to each county is determined by multiplying the individual share value by the number of shares each county has earned. For example, the allocation for a large county serving between 33.4 and 66.6 percent of its child welfare through its CMP and meeting three of the four performance measures would be based on the following equation:

Allocation = \$33,500 + X(2+2+3) and $X=Y/n$, where

Where X=the individual share value

Y=the remaining balance of available incentive funds after the total meaningful minimum reduction, and

n=the total number of earned shares for all counties

In FY 2013-14, the program appropriation was reduced from \$3.2 million to \$3.1 million cash funds; and FY 2014-15, the spending authority was reduced again to \$3.0 million cash funds to avoid over-spending available revenue. Allocations to counties have historically exceeded the

available balance of the Collaborative Management Incentive Cash Fund resulting in a projected depletion of the fund. Instead of reducing the total amount allocated to counties to align with available funding, each year the distribution was delayed until such time as the revenue in the cash fund was enough to cover the counties earned incentive funds. According to the Department, an internal review of the payout process and a subsequent Attorney General ruling in FY 2013-14 indicated that the method used to pay counties was unconstitutional, as it is illegal for entities of the state to accrue debt in one fiscal year that must be paid in the next. As a result, in February 2014, the Department informed participating counties that incentive fund payments must be made to each county by September 30th of the fiscal year following the close of the year in which the incentive funds are earned. This advance in the payment date for FY 2013-14 earned incentives left an anticipated revenue shortfall in the cash fund of approximately 50.0 percent. The final result of shifting the county allocation to align with the State Constitution means that incentive funds for FYs 2012-13 and 2013-14 were distributed to counties with cash funds from one year of revenues, effectively reducing the annual allocation by half over the course of two years.

The current projection for the cash fund, reflected below, indicates that while reserves can continue to support the program at the current level through FY 2015-16, additional reductions or the identification of a new revenue source is necessary to avoid depleting the fund entirely. The Department has indicated that the revenue in the Collaborative Management Incentive Cash Fund has not kept pace with program growth due to the increase in the number of participating counties. The Department is requesting \$2.1 million General Fund and 1.8 FTE in addition to the cash fund spending authority in FY 2015-16 to provide oversight and technical assistance to the counties and ensure adequate funding levels for CMPs.

| Performance-based Collaborative Management Incentive Cash Fund* | | | | | | | |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|-----------------------------|
| | Actual FY 09-10 | Actual FY 10-11 | Actual FY 11-12 | Actual FY 12-13 | Actual FY 13-14 | Approp. FY 14-15 | Request FY 15-16 |
| Cash balance beginning of year | \$2,171,861 | \$1,604,839 | \$1,077,947 | \$684,611 | \$449,556 | \$190,456 | \$280,349 |
| Actual/anticipated cash inflow | 2,832,202 | 2,883,760 | 2,823,245 | 2,803,731 | 2,784,190 | 2,793,961 | 2,793,961 |
| Actual/appropriated cash outflow | 3,399,224 | 3,410,652 | 3,216,580 | 3,038,786 | 3,043,291 | 3,000,000 | 3,000,000 |
| Changes from prior year fund balance | (567,022) | (526,892) | (393,335) | (235,055) | (259,101) | (89,894) | (206,039) |
| Actual/anticipated liquid fund balance | \$1,604,839 | \$1,077,947 | \$684,612 | \$449,556 | \$190,456 | \$280,349 | \$74,310 |

*The above figures are from the Schedule 9: Cash Funds Reports provided by the Department of Human Services.

Evaluation

According to the Department, statewide evaluation of the overall CMP has proven difficult as the services that are provided through multiple agencies are reported at the local level and on local software programs. The Department reports that for confidentiality reasons, local providers do not have access to the Colorado Trails system making it difficult for the Department and the contracted evaluator to monitor outcomes and savings generated from reduced costs. Through the increase in FTE, the Department intends to increase oversight of the program to ensure that it operates according to statutory requirements and regulations by assessing if the program:

- Serves children/youth involved with multiple agencies;

- Reinvests cost savings in local CMPs;
- Reduces duplication and fragmentation of services provided;
- Increases quality, effectiveness, and appropriateness of services delivered to children, youth, and families;
- Maximizes cost savings that may have occurred by collaboratively managing the multi-agency services provided through the individualized service and support teams; and
- Creates consistency in data collection.

Pursuant to Section 24-1.9-102 (2) (i) the MOU must include a provision stating whether the parties to the memorandum of understanding will attempt to meet performance measures specified by the DHS and elements of collaborative management, as defined by rule of the state board of human services. If the parties agree to attempt to meet the performance measures and elements of collaborative management, the MOU must require the IOG to create a procedure, subject to the approval of the head or director of each agency represented in the MOU to allow any incentive moneys allocated to the collaborative to be reinvested by the parties to the MOU to provide appropriate services to children and families who would benefit from integrated multi-agency services. Allocation of incentive funds shall be to counties that have successfully implemented the elements of collaborative management specified by rule of the state board and also meet or exceeded the **performance measures specified by the Department**. The departments and agencies that provide oversight to the parties to the MOU are authorized to issue waivers of any rules to which the departments and agencies are subject and that would prevent the departments from effective implementation of the MOU; however, the departments and agencies are prohibited from waiving a rule in violation of federal law or that would compromise the safety of a child.

Statute authorizes the Department to utilize moneys in the Performance-based Collaborative Management Incentive Cash Fund for ongoing external evaluations of the counties participating in the program, and of counties that choose not to participate. Each county that chooses to participate in the CMP must participate in the annual external evaluation. Development of the evaluation criteria must be based on input from the counties, agencies represented in the MOU, participating stakeholders in the private and nonprofit sector, and participating parent or family advocacy organizations that represent family members or caregivers of children who would benefit from multi-agency services participating in the CMP (Section 24-1.9-102.5, C.R.S.). The Department is authorized to perform an evaluation pursuant to this section on an ongoing basis as needed and as determined by the Department and subject to available appropriations. Technical assistance is provided to counties by the Department and Section 24-1.9-102.7 requires that training identify management strategies to collaborate effectively and efficiently to share resources or to manage and integrate the treatment and service provided to children and families receiving collaborative management services.

| Summary of Collaborative Management Program Participation | | | |
|---|----------------------------|--------------------------------|------------------------------------|
| Fiscal Year | Large County participation | Remaining County participation | Number of Youth or Families Served |
| FY 2005-06 | 0 | 0 | Unavailable |
| FY 2006-07 | 6 | 0 | Unavailable |
| FY 2007-08 | 7 | 3 | Unavailable |
| FY 2008-09 | 7 | 10 | 10,290 |
| FY 2009-10 | 8 | 16 | Unavailable |
| FY 2010-11 | 10 | 17 | 19,600 |
| FY 2011-12 | 10 | 20 | 20,800 |
| FY 2012-13 | 10 | 22 | 20,500 |

Staff Concerns

On November 12, 2014, the Office of the State Auditor released the performance audit report on child welfare programs in the Department of Human Services. One component of this report covered the Collaborative Management Program (CMP). The audit contained the following recommendations pertaining to the CMP:

- **Collaborative Management Program (CMP)** – The Department should improve its oversight of the program.
- **General Fund Savings** – The Department should improve its management of general fund savings from the CMP by
 - Working with the State Board of Human Services to promulgate a rule to determine general fund saving resulting from the CMP;
 - Discontinuing the practice of requiring county-level programs to elect either a savings or surplus distribution in their memoranda of understanding; and
 - Seeking further legal guidance on the use of surplus funds for distributing general fund savings, and proposing legislative change to establish a mechanism for distributing general fund savings.
- **Data management and program accountability** – The Department should improve accountability for the CMP by:
 - Requesting an opinion from the Office of the Attorney General on whether the Department is exercising its full authority as permitted in current statute and ensure that practice is consistent with the opinion;
 - Developing improved data collection and reporting protocols for programmatic and expenditure data and requiring all county departments that participate in county-level programs to comply with them; and
 - Assessing options for implementing a single data system to maintain CMP data.
- **Ensuring program outcomes** – Given the shortcomings of the CMP, the auditors were unable to draw any conclusions as to whether the CMP is effective in accomplishing its statutory purpose.

The report also states that the contracted evaluator recommended that the Department consider standardizing several key areas of the CMP, including: Department-specified performance and standardized outcome measures to establish what the uniform CMP should achieve and allow outcomes to be compared with outcomes for non-CMP counties; a defined target population that

would benefit from collaborative management efforts and achieve the outcomes intended by legislation; and core data elements and clear data collection expectations.

STAFF RECOMMENDATION - BRIEFING

If the Committee would like to continue funding this program, staff recommends that the Committee consider sponsoring legislation that:

- Defines the infrastructure and specifies components of the **uniform system of collaborative management** to ensure statewide program consistency;
- Clearly defines the target population of the program;
- Requires the Department to specify the performance measures that are evaluated and incentivized and remove all local performance measures from the state-wide reporting process; and include language that states that this expectation will not preclude local collaboratives from monitoring additional local measures;
- Strengthens the language in statute concerning the evaluation of the program to include guidance on what should be considered when allocating incentive funds;
- Establishes an interagency team that reviews and approves each county's annual MOU;
- Requires the Department to substantially modify the incentive fund formula to eliminate the weighted distribution of incentive funds related to county size and ensure that it is based on actual number of children served rather than estimates; and
- Provides an option for interagency oversight groups to designate one of the following as the fiscal agent for the receipt of incentive fund allocations: county department of human/social services, a local school district, or a designated mental health organization.

→ R-6: Modernizing the Child Welfare Case Management System

- The Department's R-6 request is for \$191,758 total funds, including \$159,159 General Fund, and 2.7 FTE for FY 2015-16, annualizing to \$195,682 total funds, including \$162,416 General Fund, and 3.0 FTE in FY 2016-17 and FY 2017-18.
- These funds will be used to cover the costs associated with the hire of a budget analyst, a data analyst, and an administrative assistant to ensure that changes to the Child Welfare Case Management System meet the requirements of a changing child welfare practice.
- Staff's recommendation is pending Committee decision on the Department's Modernizing the Child Welfare Case Management System Capital Construction request.

Request

The Department is requesting \$191,758 total funds, including \$159,159 General Fund, and 2.7 FTE for FY 2015-16, annualizing to \$195,682 total funds, including \$162,416 General Fund, and 3.0 FTE in FY 2016-17 and FY 2017-18, to cover the costs associated with the hire of a budget analyst, a data analyst, and an administrative assistant to ensure that changes to the Child Welfare Case Management system meet the requirements of a changing child welfare practice.

Background

Trails is Colorado's child welfare automated case management system and is used by the Division of Child Welfare, the Division of Youth Corrections, the Office of Early Childhood, the Administrative Review Unit, the Office of Child Protection Ombudsman, some contract providers, and 64 county Departments of Human and Social Services. It is the reporting system for several sets of federal requirements and has been Statewide Automated Child Welfare Information System complaint since 2011.

An independent analysis of Trails in FY 2013-14 resulted in a recommendation to modernize the Trails system through technology upgrades and enhanced data interfaces. The Department is requesting funding for additional FTE "to ensure the changes made to the system meet the requirements of a changing child welfare practice." The Department reports that the technologies of Trails are past their end-life and are no longer supported by the manufacturers; Trails is not able to deliver information timely and efficiently; user interfaces are inadequate and archaic causing a cumbersome and inefficient system; and there are inadequate resources to monitor the technical and budgetary changes to Trails.

Proposed Solution

The proposed modernization of Trails will result in an easy to use, adapt, and maintain system that will allow users a more comprehensive view of children across programs, enabling caseworkers to be more effective and responsive. The newly hired FTE funded through this request will be involved in the project through the first three years, and will continue to work with ongoing changes to Trails.

Recommendation

Staff's recommendation is pending Committee decision on the Department's Modernizing the Child Welfare Case Management System Capital Construction request.

→ R-8: Child Welfare Workload Study

- The Department's R-8 request is for \$8,227,138 total funds, including \$6,578,035 General Fund, and 0.9 FTE in FY 2015-16, annualizing to \$7,941,391, including \$6,340,864 General Fund, and 1.0 FTE in FY 2016-17.
- This request funds an increase in the Child Welfare Block Grant (Child Welfare Services line item) to increase county staffing in response to a workload study performed by the Office of the State Auditor.
- The line item appropriation provides funding for: county administration of child welfare related activities; out-of-home care; subsidized adoption and relative guardianship agreements; and other necessary and appropriate services for children and families.
- Staff recommends denial of this request.
- Staff recommends the Committee sponsor legislation to appropriate the funding in a separate line item, the allocation of which will be determined through a formula developed by the Child Welfare Allocations Committee

specifically for use in increasing county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

Request

The Department requests \$8,227,138 total funds, including \$6,578,035 General Fund, and 0.9 FTE in FY 2015-16, annualizing to \$7,941,391, including \$6,340,864 General Fund, and 1.0 FTE in FY 2016-17 and ongoing to increase county staffing in response to a workload study performed by the Office of the State Auditor.

Updated Information for Figure Setting

Background

Funds in the Child Welfare Services line item are allocated to counties as the Child Welfare Block established by S.B. 97-218. These funds provide the primary source of funding for counties to administer child welfare programs and deliver associated services to children and families. This line item appropriation provides funding for the following: county administration for child welfare related activities; out-of-home care; subsidized adoption and relative guardianship agreements; and other necessary and appropriate services for children and families. Pursuant to Section 26-5-104 (4) (a), C.R.S., county departments are authorized to use this allocation to provide child welfare services without categorical restriction. These funds are allocated to counties pursuant to a formula approved by the statutorily mandated Child Welfare Allocations Committee.

The Child Welfare Block reimburses counties for up to 80.0 percent of child welfare expenditures, leaving the remaining 20.0 percent (or more if expenditures exceed the allocation) as the counties' responsibility. The Department notified staff that on Friday November 21, 2014, the Child Welfare Allocation Committee (CWAC), made up of county commissioners and state Division of Child Welfare staff, asked that counties be surveyed to determine which counties will, and which will not, be able to meet the increased match in local funds required by this request. Counties were also be asked to identify barriers that may prevent them from coming up with the increase in local funds. Eleven counties indicated they would not be able to meet the match requirements, including: Alamosa, Costilla, Crowley, Eagle, Kiowa, Kit Carson, Lake, Mesa, Mineral, Moffat, and Sedgwick. Only two counties provided detailed reasons why the match requirement would prove difficult, including: too small of a caseload to warrant hiring additional full- time staff; and a lagging economy with insufficient revenues to cover increasing demands for county services at all levels of county government. Of the 11 counties that indicated inability to meet the match requirement, only Alamosa, Costilla, Crowley, and Mesa Counties qualify for County Tax Base Relief funding. Colorado Counties, Inc. has submitted a letter on behalf of the counties requesting that the Committee consider funding this request at 100.0 percent, eliminating the 20.0 percent county match requirement for all counties.

Analysis

Colorado has a state supervised county administered child welfare system. The system is funded through federal, state, and local monies. Counties that have difficulty in meeting match requirements for social service programs as a result of low property tax revenues, including child welfare services, receive funding from the state through County Tax Base Relief (CTBR) line

item disbursements. Less than 50.0 percent of the counties that indicated they would have difficulty meeting the match requirement for the increased funding in the Child Welfare Block Grant are eligible for CTBR funding; however those four counties comprise 6.3 percent of the state's counties. It is important to note that the Department did not indicate the response rate to the survey; however staff's analysis assumes that a lack of response from a county can be interpreted as an indication that the county will not face challenges in meeting the match requirement. The Department has stated that counties will not be required to participate in the distribution of any funds that may be allocated for additional casework or supervisory staff.

The workload study performed by the Office of the State Auditor evaluated county workload needs, but did not evaluate service delivery or gaps in that delivery as a result of funding needs. The study and the Department's request are specifically intended to close the existing gap in county staffing as compared with the level determined to be the necessary in the study. Funds allocated to counties through the Child Welfare Block Grant are not guaranteed to be used to increase county staffing for two reasons: 1) statute allows for the use of those funds for things other than staffing; and the State of Colorado has no authority over the hiring practices in county child welfare departments.

Recommendation

Staff recommends denial of the Department's request.

In order to ensure funding to increase county staffing, staff recommends the Committee sponsor legislation to appropriate the funding in a separate line item, the allocation of which will be determined through a formula developed by the Child Welfare Allocations Committee specifically for use in increasing county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

Information provided at Briefing

Background

In August 2014, the Office of the State Auditor released the Colorado Child Welfare County Workload Study. The study was conducted pursuant to Section 2-3-103, C.R.S. which authorized the State Auditor to conduct audits of all departments, institutions, and agencies of state government. The study was performed by ICF International Incorporated, L.L.C. in collaboration with Walter R. McDonald & Associates, Inc. According to the workload study report, the purpose of study was to "establish a comprehensive picture of the state's county child welfare workload, case management, and staffing levels and identify estimated workload and staffing levels to accomplish child welfare goals." It focused on actual time spent on tasks in order to evaluate efficiencies, develop workload standards, and determine the need for additional resources.

Summary of Workload Study

The study evaluated the workload and case management of county caseworkers, supervisors, and other frontline staff statewide, and included a time study to determine the amount of time county caseworkers, supervisors and other staff spend on job duties, including child welfare and non-child welfare tasks. The time study spanned 4 weeks and included the participation of 54

counties and approximately 1,300 child welfare workers. The amount of time spent on 11 major services, 15 task categories within each service, and 69 sub-tasks within each task category during the month of February 2014 was recorded. An analysis of the time study data and input from over 60 county child welfare staff was performed resulting in the estimated amount of time necessary to perform a service for a case if all requirements are met. An additional data request was sent to each county, requesting information about staffing and human resources practices. Of Colorado's 64 counties, 49 provided information. The table below provides an overview of the job positions included in the time study.¹ Of those who participated in the study, 61.0 percent were child welfare caseworkers; 17.0 percent were supervisors, managers and executives; 15.0 percent were child welfare support staff; and 7.0 percent were other staff. Beginning on February 1st, participants recorded their time by service, task category within each service, and key tasks within each task category.

| County Child Welfare Time Study Examples of Job Positions | | | |
|--|--|--|---|
| Caseworker | Supervisor/Manager | Support | Other (e.g. Specialized) |
| <ul style="list-style-type: none"> • Caseworker • Social caseworker • Senior social caseworker • Lead caseworker | <ul style="list-style-type: none"> • Casework supervisor • Unit supervisor • Program manager • Child and family supervisor • Director • Deputy director administrator, child welfare • Social services supervisor | <ul style="list-style-type: none"> • Case aide • Case services aide • Administrative assistant • Secretary • Business associate • Screener • Hotline operator | <ul style="list-style-type: none"> • Adoption assistance specialist • Child protection community liaison • Facilitator/mediator • Family advocate • Family engagement specialist/facilitator • Foster care specialist • Kinship navigator • Visitation facilitator • Volunteer coordinator |

Source: ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.

Because child welfare programs are client-focused, ICF used the client-oriented workload perspective. It accounts for differences in cases and services, including case complexities and the length of time needed to provide those services. The time study indicated that participants spend an average of 43.3 hours per week on child welfare programs. Data in the table below is from the workload study report and provides a breakdown of the average hours per week worked by job group, including leave time. A breakdown of hours spent per worker per week by job group can be found in the workload study report. The report is posted on the website of the Office of the State Auditor and can be accessed at the following link:

[http://www.leg.state.co.us/OSA/coauditor1.nsf/All/E5214710B77C878487257D320050F29A/\\$FILE/1354S%20-%20Colorado%20Childrens%20Welfare%20Workload%20Study%20Report%20August%202014.pdf](http://www.leg.state.co.us/OSA/coauditor1.nsf/All/E5214710B77C878487257D320050F29A/$FILE/1354S%20-%20Colorado%20Childrens%20Welfare%20Workload%20Study%20Report%20August%202014.pdf)

¹ ICF International Incorporated, L. (2014). *Colorado Department of Human Services: Colorado Child Welfare County Workload Study*. Denver: State of Colorado Office of the State Auditor.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Child Welfare Time Study Results Average Weekly Hours Dedicated to the Child Welfare Program | |
|---|---|
| Job grouping | Average hours dedicated to child welfare per Week per worker |
| Child welfare caseworkers | 44.6 |
| Child welfare supervisors, managers, & executives | 48.0 |
| Child welfare support staff | 36.7 |
| Other staff | 35.5 |
| All participants | 43.3 |

Source: ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.

It is important to consider the amount of time child welfare workers spend on cases in each service and task area. This information was used to develop a workload model and determine the optimal caseload and hours per case for each worker to fulfil mandates and achieve program goals. The following table from the report summarizes the average number of hours per recipient spent in each case-related service area for all time study participants.

| Child Welfare Time Study Results Average Hours Spent per Recipient by Service | | | |
|--|-----------------------------|--------------------------------|--|
| Service | Total hours recorded | Total recipients served | Average hours per recipient for all time study participants |
| Screening/intake/hotline | 18,713 | 6,791 | 2.8 |
| Family meetings | 6,036 | 1,457 | 4.1 |
| Assessments | 15,490 | 2,929 | 5.3 |
| Ongoing in-home | 11,344 | 2,053 | 5.5 |
| Ongoing out-of-home | 19,811 | 2,753 | 7.2 |
| Visitation | 4,478 | 737 | 6.1 |
| Adoption | 4,655 | 951 | 4.9 |
| Licensing | 3,282 | 639 | 5.1 |

Source: ICF International's analysis of data collected during the February 2014 time study of county child welfare workers.

In addition to analyzing statewide data for job group, services, tasks, and sub-tasks, the study also compared data between urban and rural counties. Based on guidance from the Department, 15 counties were classified as urban, while the remaining 49 counties were classified as rural. According to the report, the 15 urban counties account for 82.0 percent of the total time recorded during the study – consistent with the fact that these counties:

- Comprise 82.0 percent of the state's population,
- Account for 84.0 percent of the total state child welfare budget, and
- Represent 83.0 percent of the child welfare staff in participating counties.

The report provides the following key summary findings in the context of services and task performance:

- Caseworkers participating in the time study spent about 68.0 percent of their time on case-related activities, including screening, family meetings, assessments, ongoing in-home and out-of-home services, and visitation.
- Of the 11 major services studied, time study participants spent the highest percentage of time (36.0 percent) on case support, which includes any work activities that are not related to a specific case, including staff meetings and training.

- Of the 15 task categories studied, time study participants spent the highest percentage of time (38.0 percent) on documentation and administration, including Trails documentation, human resource tasks, and other general office tasks.
- Improving operational efficiencies in the child welfare process could help provide more staff time and resources to counties, reducing the amount of additional resources needed to meet requirements and achieve desired outcomes.

ICF developed a workload model by establishing workload standards – the estimated amount of time necessary to perform a service for a case in a month if all federal and state law, policy, and good practices are met. These workload standards are summarized in the following table.

| Actual Measured and Estimated Hours per Case by Service for Colorado Child Welfare Caseworkers | | | |
|--|--|---|-----------------------|
| Service | Actual measured hours per case per time study results | Estimated hours per case to achieve objectives and meet requirements¹ | Percent change |
| Screening/intake/hotline | 2.8 | 3.3 | 18% |
| Family meetings | 4.1 | 9.5 | 132% |
| Assessments | 5.3 | 8.3 | 57% |
| Ongoing in-home | 5.5 | 8.1 | 47% |
| Ongoing out-of-home | 7.2 | 14.3 | 99% |
| Visitation | 6.1 | 13.9 | 128% |
| Adoption | 4.9 | 12.6 | 157% |
| Licensing | 5.1 | 11.6 | 127% |
| <i>Source: ICF International's analysis of February 2014 Colorado county child welfare workers' time study results, information obtained from focus groups, and workload results from other states.</i> ¹ <i>The estimated hours per case were established from qualitative analysis of the information provided by experienced caseworkers during focus group meetings, workload results from other states, and review by subject matter experts.</i> | | | |

By utilizing the workload data above and combining it with information on the number of actual cases to be served, ICF developed a workload model. According to the report, the primary reasons *estimated service time* amounts are higher than the *actual measured* number of hours spent per case, include:

- Additional time is necessary to meet all mandated service requirements, on average, across cases. The actual time is lower than the estimated needed time because child welfare workers are not able to dedicate as much time to the services as required.
- More cases should receive the service each month; however due to a variety of factors (large caseloads, weather, scheduling, travel time), the proper amount of cases did not receive the service.
- The actual measured time did not accurately reflect the actual amount of time it takes to complete the task.
- More time should be dedicated to some task categories to fully meet the needs of the client.
- Time study averages may not be accurate for every month of the year.

The staffing model was used to calculate the number of additional FTE needed to cover the difference between the estimated hours per case per service at the level of the workload standard and the actual number of hours per case per service at the current staffing level. The following table provides a breakdown of these calculations.

| Caseworker Staffing Model and FTE Projections for the Time Study Participants | | | | | | |
|--|-------------------------|--------------------------------------|--------------------------------|---|-----------------------------------|------------------------------|
| Service | Monthly caseload | Actual monthly hours per case | Actual case-related FTE | Estimated monthly hours per case | Estimated case-related FTE | Additional FTE needed |
| Screening/intake/hotline | 6851 | 2.8 | 177 | 3.3 | 209 | 32 |
| Family meetings | 1464 | 4.1 | 55 | 9.5 | 128 | 73 |
| Assessments | 2929 | 5.3 | 143 | 8.3 | 224 | 81 |
| Ongoing in-home | 2077 | 5.5 | 105 | 8.1 | 155 | 50 |
| Ongoing out-of-home | 2768 | 7.2 | 184 | 14.3 | 365 | 181 |
| Visitation | 740 | 6.1 | 42 | 13.9 | 95 | 53 |
| Adoption | 951 | 4.9 | 43 | 12.6 | 111 | 68 |
| Licensing | 639 | 5.1 | 30 | 11.6 | 68 | 38 |
| Total | | | 780 | | 1357 | 576 |
| <i>Source: ICF International's analysis of time study case data, time study measured actual monthly hours per case data, and subject matter expert review to determine recommended hours data.</i> | | | | | | |

Staff has recreated the table found on page 60 of the workload study report. Staff's table does not include FTE associated with prevention or case-related support time not captured in services, as neither of those categories experienced a change in FTE. In addition, staff's calculation for estimated monthly FTE in the assessment category resulted in an estimate of 224.0 FTE, whereas the report only indicated an estimate of 222.0 FTE. Staff's calculation for additional FTE is 576.0 FTE as compared with 574.0 FTE in the report. The report estimates that an increase of 122 supervisor FTE may also be warranted.

The workload study concludes by providing possible inefficiencies that may contribute to the need for additional FTE. The report states that "the data from the time study and focus group discussions with county child welfare staff provided indicators that there may be opportunities for the Department and counties to address inefficiencies in the current child welfare processes and thereby reduce the amount of additional resources needed to meet child welfare requirements and achieve program objectives." These include:

- Trails modernization;
- Documentation standardization and the use of templates; and
- Improvement of county efficiencies.

Department Request

The Department is requesting an additional \$8.2 million total funds, including \$6.6 million General Fund, and 0.9 FTE for FY 2015-16 with an annualization of \$7.9 million total funds, including \$6.3 million General Fund, and 1.0 FTE for FY 2016-17. This request is based on the workload study's findings that county caseworkers are working an average of 44.6 hours per week and supervisors, managers, and executives work an average of 48.0 hours per week. In addition, while time spent working on case related services are consistent with other state child welfare studies, Colorado caseworkers and supervisors manage more cases than compared with the national average. Finally, heavy caseloads and workloads have been cited repeatedly as key

reasons workers leave child welfare. These funds are requested to allow counties to hire additional child welfare staff and thereby ensure that staff is allowed to manage a more appropriate number of cases; however the workload study did not provide guidance as to the appropriate caseload per case worker; nor did the study identify specific county staffing needs. A Workload Study Workgroup, consisting of both county and state Division of Child Welfare staff, has been reviewing the study to develop formal recommendations for an appropriate case worker to assessment/case ratio of 1:10; and a supervisor to case worker ratio of 1:5. Counties will be surveyed to determine the estimated number of case workers and supervisory staff needs.

Though the workload study estimates that counties need an additional 696.0 staff members, the Department estimates that it will take five years for counties to increase capacity to this level. The Department reports that conversations have been initiated with its county partners and is considering the recommendations of the Workload Study Workgroup for improvements required within the state and local systems, including recruitment and retention efforts within counties; expansion of programs to attract new students and talent to the child welfare system; increased availability of mandatory training for new workers and supervisors; and, expanded overhead including workspace, computers, and phone lines.

In addition to the increase in the Child Welfare Services line item, the Department is requesting funds to further analyze caseload ratios and monitor the impact of the additional child welfare staff on the overall system. The request includes 1.0 FTE for a training certification specialist (GP III) to handle the increase in training demands.

Child Welfare Block

Funds in the Child Welfare Services line item are allocated to counties as the Child Welfare Block established by S.B. 97-218. These funds provide the primary source of funding for counties to administer child welfare programs and deliver associated services to children and families. This line item appropriation provides funding for the following: county administration for child welfare related activities; out-of-home care; subsidized adoption and relative guardianship agreements; and other necessary and appropriate services for children and families. Pursuant to Section 26-5-104 (4) (a), C.R.S., county departments are authorized to use this allocation to provide child welfare services without categorical restriction. These funds are allocated to counties pursuant to a formula approved by the statutorily mandated Child Welfare Allocations Committee.

Through the Child Welfare Services line item, county departments of human and social services are reimbursed for 80.0 percent of related expenses, up to the amount available for each county's allocation. During FY 2012-13, the Child Welfare Allocation Committee (CWAC), county representatives, and the Department worked with a consultant to create a new allocation model that uses concrete, measurable cost drivers, demographic data, and outcome-based performance measures to allocate resources. The CWAC unanimously approved the model for implementation in FY 2013-14. The allocations for FY 2013-14 distributed 98.0 percent of the available funds using two methods. Allocations for July through December 2013 were based on the previously used Optimization Model. Funding for January through June 2014 was distributed using the new Outcomes Allocation Model. The Outcomes Model uses data from the most recent fiscal year for calculating the allocation, using a three-year average for non-

demographic data elements. It includes the following drivers: child population; children in poverty; program services costs; days paid in foster care; days paid in congregate care; days paid in subsidized adoption; and new adoptions. The remaining two percent of available funds was reserved for incentives based on each county's performance in each of three outcome-based performance measures: absence of recurrence of child maltreatment; permanency for children in out-of-home care; and timeliness of child abuse assessments closure. The Outcomes Model was used for distributing funding in FY 2014-15 and will be used in ensuing fiscal years.

Analysis

The Child Welfare Block reimburses counties for up to 80.0 percent of child welfare expenditures, leaving the remaining 20.0 percent (or more if expenditures exceed the allocation) as the counties' responsibility. Staff requested information from the Department about the impact of the staffing increase on county funds. The Department notified staff that on Friday November 21, 2014, the Child Welfare Allocation Committee (CWAC), made up of county commissioners and state Division of Child Welfare staff, asked that counties be surveyed to determine which counties will, and which will not, be able to come up with the increase in local funds required by this request. Counties will also be asked to identify barriers that may prevent them from coming up with the increase in local funds. Counties will not be required to participate in the distribution of any funds that may be allocated for additional casework or supervisory staff.

If increased funding is approved, these funds will be appropriated in the Child Welfare Services line item and allocated to counties as part of the block. As stated above, pursuant to Section 26-5-104 (4) (a), C.R.S., county departments are authorized to use these funds to provide child welfare services without categorical restriction. Staff is concerned that an appropriation within this line item may not be used by counties to increase child welfare staff as intended. Staff has identified the following options to address concerns:

- Sponsor legislation that requires county departments to utilize funding solely for the purpose hiring child welfare staff;
- Appropriate the funding in a new line item specifically designated for staffing;
- Include a footnote in the Long Bill on the Child Welfare Services line item that defines that the intent of the General Assembly is that funds associated with this request to be used for the hiring of additional county child welfare staff.
- Include a Request for Information in the 2015 letter to the Governor requesting that the Department monitor and provide corresponding data to the Committee on county hiring practices and staffing levels.

STAFF RECOMMENDATION - BRIEFING

Staff recommends that the Committee consider:

- Including a footnote in the Long Bill on the Child Welfare Services line item that defines that the intent of the General Assembly is that funds associated with this request to be used for the hiring of additional county child welfare staff.
- Including a Request for Information in the 2015 letter to the Governor requesting that the Department monitor and provide corresponding data to the Committee on county hiring practices and staffing levels on an on-going basis.

→ R-21: Prevention and Intervention Services for At-Risk Youth

- The Department's R-21 request is for \$1,651,107 General Fund in FY 2015-16, annualizing to \$2,956,761 General Fund in FY 2016-17.
- These funds will be used for a pilot program to implement Functional Family Therapy and Multisystemic Therapy in select counties in an effort to target at-risk youth.; and for the evaluation of the pilot.
- The Department indicates in its request that these programs will ensure that youth avoid further involvement with child welfare and juvenile justice systems.
- These programs result in evidence-based outcomes when delivered to youth in the juvenile justice system; however are considered promising when delivered as intervention models.
- Staff recommends denial of this request.

Request

The Department is requesting \$1,651,107 General Fund in FY 2015-16, annualizing to \$2,956,761 General Fund in FY 2016-17 and FY 2017-18, for the implementation of a pilot to deliver Functional Family Therapy and Multisystemic Therapy to at-risk youth. This pilot is intended to be implemented in select counties. This request will also fund an evaluation of the pilot program and 2.0 temporary state FTE.

Background

According to the Department, youth placed in a congregate care setting in the child welfare or juvenile justice system may experience negative outcomes, such as delinquency, behavioral problems, decreased educational attainment, and substance abuse issues. In the past decade the state has committed to reducing the use of congregate care and to promoting family reunification in order to create improved long-term outcomes for youth and their families.

Proposed Solution

The Department intends to use the appropriation for this request to create a pool of funding for which counties can apply in order to implement two evidence-based programs – Multisystemic Therapy and Functional Family Therapy. This pilot program will require participating counties to target at-risk youth who have not yet had significant involvement with the juvenile justice system. Selected counties will have demonstrated multidisciplinary and community based approaches to providing services that ensure a coordinated, multi-agency plan for referral of eligible youth. Partnering agencies may include, but are not limited to, schools, behavioral health systems, child welfare systems, and the juvenile justice system. Eligible youth are identified as having: a behavioral health diagnosis, violent/acting out behaviors, anti-social behaviors, and/or delinquent behaviors. The Department also intends to utilize a portion of the funding for Colorado-specific research on the impact of these programs on the target population; and to hire two temporary FTE to oversee the pilot.

The cost for each Multisystemic Therapy site is \$396,000; and for each Functional Family Therapy site is \$480,000. Total cost of the pilot program is provided in the table below:

| Pilot Program Cost Summary | | | | |
|-----------------------------------|--------------------|--------------------|--------------------|-------------------|
| Program Costs | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 |
| Pooled funding for site costs | \$1,314,000 | \$2,628,000 | \$2,628,000 | \$0 |
| Temporary FTE | 172,107 | 163,761 | 163,761 | 0 |
| Research | 165,000 | 165,000 | 165,000 | 165,000 |
| Total | \$1,651,107 | \$2,956,761 | \$2,956,761 | \$165,000 |

The Department's request reports that intended outcomes include for youth include: reduced recidivism, increased family unification, and reduced behavioral problems.

Analysis

The General Assembly currently funds initiatives through which at-risk youth can receive services. In addition to collaborative initiatives that coordinate wrap around service, including the Collaborative Management Program, Senate Bill 94 Program, and the Trauma Informed System of Care, intervention programs targeting this population can be funded through moneys from the Family and Children's Programs line item. Pursuant to Long Bill footnote 34, \$4,006,949 of the funds appropriated for this line item is specifically set aside to assist county departments of social services in implementing and expanding family- and community-based services for adolescents. The footnote further reads that is the intent of the General Assembly that such services be based on a program or programs that have been demonstrated to be effective in reducing the need for higher cost residential services.

Multisystemic Therapy (MST) is an intensive family- and community-based treatment program that focuses on addressing all environmental systems that impact chronic and violent juvenile offenders, including home and families, schools and teachers, neighborhoods and friends. According to the MST website, it works with the toughest offenders ages 12-17 who have a very long history of arrests. The MST treatment model is based on the perspective that a child is embedded within multiple interconnected systems, all of which, according to research, contribute to serious anti-social activities. MST therapists meet the child in his or her own environment, and are on call 24 hours a day, resulting in a decreased treatment dropout rate. MST interventions are designed to: increase the caregivers' parenting skills, improve family relations, involve the youth with friends who do not participate in criminal behavior, help the youth get better grades or start to develop a vocation, help the adolescent participate in positive activities, such as sports or school clubs, create a support network of extended family, neighbors, and friends to help the caregivers maintain the changes.²

MST has received a "proven" rating and has been determined to be effective in reducing arrests and incarceration among serious juvenile offenders. Outcomes have been shown to persist two to four years after treatment began. Additional research examined how MST performs with other populations, such as substance-abusing juvenile offenders or youth in psychiatric crisis.

² *What is Multisystemic Therapy?* (2015). Retrieved February 25, 2015, from MST Services: <http://mstservices.com/>

There is evidence that a modified form of MST was more effective than hospitalization at reducing externalizing psychiatric symptoms and improving self-esteem. According to Promising Practices Network, “studies suggest that MST may need to be adapted if it is to serve populations with specific needs beyond those of typical juvenile offenders.”³ Studies also suggest that adherence to strict MST protocols (including regular, expert supervision) may be critical to success. Results were mixed in situations where there was not control over the program implementation that would ensure the integrity of treatment delivery.⁴

Functional Family Therapy (FFT) is a family-based prevention and intervention program that has been used to successfully treat high-risk youth and their families. According to a bulletin prepared for the Office of Juvenile Justice and Delinquency Prevention, “Whether implement as an intervention or a prevention program, FFT may include diversion, probation, alternatives to incarceration and/or reentry programs for youth returning to the community following release from a high-security, severely restrictive institutional setting.”⁵ Replicating FFT with fidelity has been achieved through a specific training model and a sophisticated client assessment, tracking, and monitoring system that provides for clinical assessment, outcome accountability, and supervision. Research indicates that FFT results in decreased recidivism rates over those for juvenile court programs and alternative treatment methods.⁶

Currently, ten Colorado counties use Multisystemic Therapy and eight counties use Functional Family Therapy. The Department reports that this pilot will differ from most current programs in the state and will be aimed specifically toward at-risk youth. The Department provided no data on the implementation of these programs, on target populations, or on outcomes in counties currently implementing them.

Recommendation

Staff is concerned that funding this request is duplicative and may be more prescriptive than a state supervised child welfare system might warrant. In addition, it is unclear how the participating counties will be selected; how the parameters of youth and family participation will be defined; how the program(s) will be modified consistently across participating counties to ensure effectiveness in the target population; or how integrity and fidelity of the (modified) program(s) will be ensured. Finally, it is unclear how the long-term effectiveness of this pilot will be evaluated. Staff recommends denial of this request.

→ BA-16: Leap Year Adjustment

- The Department’s BA-16 budget amendment is for a one-time increase of \$365,272 total funds, including \$272,294 General Fund, for a leap year

³ *Multisystemic Therapy*. (2015). Retrieved February 25, 2015, from Promising Practices Network: <http://www.promisingpractices.net/program.asp?programid=81>

⁴ Ibid.

⁵ Sexton, T. L., & Alexander, J. F. (2000, December). *Functional Family Therapy*. Retrieved February 25, 2015, from Office of Juvenile Justice and Delinquency Prevention: <https://www.ncjrs.gov/pdffiles1/ojjdp/184743.pdf>

⁶ Ibid.

adjustment to the Division of Child Welfare, Child Welfare Services appropriation

- These funds will be used to cover costs incurred by counties for out-of-home placements, subsidized adoptions and special circumstance child care.
- Staff recommends approval of this request.

Request

The Department is requesting a one-time increase of \$365,272 total funds, including \$272,294 General Fund, in FY 2015-16 for a leap year adjustment in the Child Welfare Services line item. These funds will be used to cover costs incurred by counties for out-of-home placements, subsidized adoptions and special circumstance child care.

Background

Leap year adjustments are provided for child welfare services, community services for people with developmental disabilities, and youth corrections for the purchase of community contract placements. The Department's calculation for the leap year adjustment is based on child welfare service costs incurred by counties for out-of home placements subsidized adoptions and special circumstance child care.

Out-of-home placement provides 24-hour temporary or long-term care for those children who must live outside their own homes, but in the least restrictive most appropriate setting that meets the child's needs. Subsidized adoption provides funding to families adopting children with special needs, including significant physical or mental disabilities, emotional disturbance or other considerations such as membership in a sibling group. Child welfare related child care provides less than 24-hour care to children at risk of out-of-home placement due to abuse, neglect, or exploitation.

Proposed Solution

Calculations for the requested amount are provided in the table below:

| Leap Year Adjustment Request | | |
|---------------------------------|----------------------------------|---|
| Service type | FY 2013-14 actual payments | Daily Rate (Leap year adjustment) |
| Out-of-home placements | \$86,239,958 | \$236,274 |
| Subsidized adoption | 42,619,655 | 116,766 |
| Special circumstance child care | 4,464,581 | 12,232 |
| Total daily cost | | \$365,272 |

Recommendation

Staff recommends approval of this request.

LINE ITEM DETAIL – (5) DIVISION OF CHILD WELFARE

Administration

This line item provides funding for those Department staff that supervise, manage, or provide administrative support for child welfare programs. The Division includes a child protection unit that oversees grants and policies related to child protection, a permanency unit, that oversees grants and state policies designed to support a child and family where there is an imminent risk of out-of-home placement, adoption programs, and programs for adolescents, a financial unit that oversees distribution of funds to counties, a research and data group that oversees Trails data and federal data reporting, a quality assurance unit that inspects county-run foster homes and responds to complaints, and a unit that oversees various special department initiatives.

Request: The Department requests an appropriation of \$6,239,923 total funds, including \$5,118,527 General Fund, and 64.5 FTE. The request reflects an increase of \$156,857 total funds, including \$130,191 General Fund, for the Department's R6 Modernizing Child Welfare Case Management System request; \$235,000 total funds, including \$195,050 General Fund, for the Department's R8 Child Welfare County Workload Study request; and \$120,936 total funds, including \$99,930 General Fund, the annualization of prior year budget actions.

Recommendation: Staff's recommendation is pending Committee decision on the Department's Modernizing the Child Welfare Case Management System Capital Construction request. Staff recommends an increase of \$120,936 total funds, including \$99,930 General Fund, for the annualization of prior year budget actions. Staff requests permission to adjust this line item based on the Committee's action on the Department's Capital Construction Request for the Child Welfare Case Management System.

Staff recommends denial of the Department's R8 request for the County Workload Study; and recommends the Committee sponsor legislation to appropriate the Department's request in a line item separate from the Child Welfare Block Grant and to specify that funds are only to be used to increase county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

The table below reflects staff's recommendation for R8 and the annualization of prior year budget actions; and the Department's request for R6.

| Division of Child Welfare, Administration | | | | | |
|---|--------------------|--------------------|-------------------------|------------------|-------------|
| | Total Funds | General Fund | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | \$5,727,130 | \$4,693,356 | \$137,306 | \$896,468 | 61.8 |
| Supplemental bill (S.B. 15-149) | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$5,727,130 | \$4,693,356 | \$137,306 | \$896,468 | 61.8 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$5,727,130 | \$4,693,356 | \$137,306 | \$896,468 | 61.8 |
| R6 Child welfare case management | 156,857 | 130,191 | 0 | 26,666 | 2.7 |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Division of Child Welfare, Administration | | | | | |
|--|--------------------|---------------------|-----------------------------|----------------------|-------------|
| | Total Funds | General Fund | Reappropriated Funds | Federal Funds | FTE |
| R8 Child welfare workload study | 0 | 0 | 0 | 0 | 0.0 |
| Annualize prior year budget actions | <u>120,936</u> | <u>99,930</u> | <u>3,500</u> | <u>17,506</u> | <u>0.0</u> |
| TOTAL | \$6,004,923 | \$4,923,477 | \$140,806 | \$940,640 | 64.5 |
| Increase/(Decrease) | \$277,793 | \$230,121 | \$3,500 | \$44,172 | 2.7 |
| Percentage Change | 4.9% | 4.9% | 2.5% | 4.9% | 4.4% |
| FY 2015-16 Executive Request: | \$6,239,923 | \$5,118,527 | \$140,806 | \$980,590 | 64.5 |
| Request Above/(Below) Recommendation | \$235,000 | \$195,050 | \$0 | \$39,950 | 0.0 |

Training

This line item has historically provided funding for the Department to provide necessary training for county and state staff, direct service providers (e.g., foster parents), county attorneys, guardians ad litem, court-appointed special advocates, and court personnel. Most curriculum development and training is provided by outside contractors, typically departments of social work at several colleges and universities. The appropriation for training was increased in FY 2005-06 due to a staff recommended transfer from the Family and Children's Programs line item. This action represented the consolidation of training funding into one line item.

Child Welfare Training Academy. For FY 2009-10, the General Assembly approved a large increase for this line item. Funding to increase available training was provided in FY 2009-10 while policy changes to create a child welfare training academy were included in S.B. 09-164. Pursuant to S.B. 09-164, the Department is responsible for identifying specific child welfare job titles that are required to obtain certification as a mandatory condition of employment and to promulgate related rules.

In the Long Bill, funding was provided to increase both the frequency and length of training for county child welfare caseworkers and supervisors and to add a state-supervised on-the-job component. This facilitated the state's ability to require that certain training be completed before a new child welfare worker takes cases. When annualized in FY 2010-11, the cost was \$1.6 million, including \$0.9 million General Fund and 6.0 FTE. For FY 2011-12, the appropriation for this line item was reduced by \$0.4 million, including \$0.2 million General Fund, reflecting the expectation that courses would be offered every 3 weeks, rather than every 2 weeks.

Request: The Department requests an appropriation of \$6,565,978 total funds, including \$3,345,854 General Fund, and 6.9 FTE. This reflects an increase of \$103,863 total funds, including \$86,206 General Fund, and 0.9 FTE for the Department's R8 Child Welfare County Workload Study request; and \$10,152 total funds, including \$6,599 for the annualization of prior year budget actions. It also reflects a decrease of \$100,000 cash funds for the annualization of S.B. 14-215.

Recommendation: Staff recommends an appropriation of \$6,462,115 total funds, including \$3,259,648 General Fund, \$37,230 cash funds from local funds, \$3,165,237 federal funds from Title IV-E of the Social Security Act, and 6.0 FTE. Staff recommends denial of the

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Department's R8 request for the County Workload Study; and recommends the Committee sponsor legislation to appropriate the Department's request in a line item other than the Child Welfare Block Grant and specifying that funds are only to be used to increase county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

| Division of Child Welfare, Training | | | | | |
|---|------------------------|-------------------------|-----------------------|--------------------------|------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | \$6,451,963 | \$3,253,049 | \$37,230 | \$3,161,684 | 6.0 |
| Other legislation | <u>100,000</u> | <u>0</u> | <u>100,000</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$6,551,963 | \$3,253,049 | \$137,230 | \$3,161,684 | 6.0 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$6,551,963 | \$3,253,049 | \$137,230 | \$3,161,684 | 6.0 |
| R8 Child welfare workload study | 0 | 0 | 0 | 0 | 0.0 |
| Annualize prior year legislation | (100,000) | 0 | (100,000) | 0 | 0.0 |
| Annualize prior year budget actions | <u>10,152</u> | <u>6,599</u> | <u>0</u> | <u>3,553</u> | <u>0.0</u> |
| TOTAL | \$6,462,115 | \$3,259,648 | \$37,230 | \$3,165,237 | 6.0 |
| Increase/(Decrease) | (\$89,848) | \$6,599 | (\$100,000) | \$3,553 | 0.0 |
| Percentage Change | (1.4%) | 0.2% | (72.9%) | 0.1% | 0.0% |
| FY 2015-16 Executive Request: | \$6,565,978 | \$3,345,854 | \$37,230 | \$3,182,894 | 6.9 |
| Request Above/(Below) Recommendation | \$103,863 | \$86,206 | \$0 | \$17,657 | 0.9 |

Foster and Adoptive Parent Recruitment, Training, and Support

This line item represents the consolidated funding the Department receives related to the recruitment and retention of foster and adoptive parents. Funding is provided to support 1.0 FTE charged with monitoring and improving counties' adoptive and foster parent recruitment and retention activities and providing technical assistance to counties. This position was first funded in FY 2001-02 to meet one of the requirements of the federal *Adoption and Safe Families Act*, which requires states to have an identifiable process for assuring diligent recruitment and retention of foster and adoptive families that reflect the ethnic and racial diversity of children for whom placements are needed. The intent of the line item is to assist counties in developing and maintaining foster care resources so that:

- Children and youth in foster care live in or near the communities of the homes from which they were removed;
- Siblings can be placed in the same foster or adoptive home to preserve familial connections; and
- Children and youth with developmental disabilities or behavioral/mental health issues can be cared for in an appropriate and least restrictive foster care placement.

The line item includes funding to support county efforts to develop and print marketing materials to advertise large community recruitment events and to recognize foster parents. In addition, the Heart Gallery, an exhibit that features children and youth who need adoptive families, is displayed annually in community and business venues around the state. Retention efforts funded out of this line include creating and publishing a calendar that highlights foster and adoptive

families, developing and providing foster parent training materials for county departments, providing online training materials for foster parents in rural areas, and exit surveys to identify the reason that foster parents terminate foster parenting. Exit survey results are provided to county departments and child placement agencies.

Request: The Department requests an appropriation of \$339,253 total funds, including \$271,812 General Fund, and 1.0 FTE. This reflects an increase of \$2,321 General Fund for centrally appropriated line items.

Recommendation: Staff recommends an appropriation of \$339,253 total funds, including \$271,812 General Fund and \$67,441 federal funds from Title IV-E of the Social Security Act, and 1.0 FTE.

| Division of Child Welfare, Foster and Adoptive Parent Recruitment, Training, and Support | | | | |
|---|------------------------|-------------------------|--------------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$336,932</u> | <u>\$269,491</u> | <u>\$67,441</u> | <u>1.0</u> |
| TOTAL | \$336,932 | \$269,491 | \$67,441 | 1.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$336,932 | \$269,491 | \$67,441 | 1.0 |
| Annualize prior year budget actions | <u>2,321</u> | <u>2,321</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$339,253 | \$271,812 | \$67,441 | 1.0 |
| Increase/(Decrease) | \$2,321 | \$2,321 | \$0 | 0.0 |
| Percentage Change | 0.7% | 0.9% | 0.0% | 0.0% |
| FY 2015-16 Executive Request: | \$339,253 | \$271,812 | \$67,441 | 1.0 |
| Request Above/(Below) Recommendation | \$0 | \$0 | \$0 | 0.0 |

Child Welfare Services

This line item provides the primary source of funding for counties to administer child welfare programs and deliver associated services to children and families, including: 1) county administration for child welfare related activities; 2) out-of-home residential care; 3) subsidized adoptions; and 4) other necessary and appropriate services for children and families.

County Capped Allocations. Pursuant to Section 26-5-104 (4), C.R.S., counties receive capped funding allocations for the administration and provision of child welfare services. Counties are allowed to use capped allocation moneys for child welfare services without categorical restriction. Those counties that serve at least 80 percent of the total child welfare services population (the largest ten counties, currently) receive individual capped allocations, and the remaining small and medium-sized counties receive separate capped allocations. Each county's allocation consists of local, state, and federal funds. The Department uses state and federal funds appropriated through the Child Welfare Services line item to reimburse county departments of social services for approximately 80 percent of related expenses, up to the amount available in each county's allocation.

Allocation Formula. Current law directs the Department of Human Services, with input from the Child Welfare Allocations Committee, to annually develop formulas for allocating child welfare funding among counties. In determining such formulas, the Department is to take into consideration historical expenditures, a comparison of such expenditures to the associated caseload, and other factors "that directly affect the population of children in need of child welfare services in a county" [Section 26-5-104 (3) (a), C.R.S.]. A county's allocation may be amended due to "caseload growth ... or changes in federal law or federal funding" [Section 26-5-104 (4) (e), C.R.S.]. In the event that the Department and the Child Welfare Allocations Committee do not reach an agreement on the allocation formula by June 15 of any state fiscal year for the following fiscal year, the Department and the Child Welfare Allocations Committee are to submit alternatives to the Joint Budget Committee for selection of an allocation formula.

End-of-year Close-out. Pursuant to Section 26-5-104 (7), C.R.S., the Department is authorized, based upon the recommendations of the Allocations Committee, to allocate any unexpended funds at fiscal year-end to any county that has over spent its capped allocation. In addition, a "mitigation fund" is set aside at the beginning of the year for distribution to small counties that over-expend, as their expenditures are less-easily managed than those of larger counties. A county may only receive "close-out" funds for authorized expenditures attributable to caseload increases beyond those anticipated when the allocations were made, and for expenditures other than those attributable to administrative and support functions.

At one time, most county under-expenditures were redistributed to counties with over-expenditures. However, in recent years, many counties have become part of the H.B. 04-1451 Collaborative Management Program, which often allows counties to retain a significant share (about 50 percent) of any of their allocation that is unexpended at the end of the year. Counties have to opt into the program and the amount of total retained under-expenditures depends on their actual performance as well as expenditures.

Request: The Department requests an appropriation of \$359,581,867 total funds, including \$185,694,124 General Fund. The request reflects an increase of \$3,478,613 total funds, including \$1,773,661 General Fund, for a 1.0 percent provider rate increase; \$7,876,675 total funds, including \$6,287,150 General Fund for the Department's R8 request for the County Workload Study; and \$365,272 total funds, including \$272,294 General Fund, for the Department's BA16 budget amendment for Leap Year Adjustments.

Recommendation: Staff recommends an appropriation of \$357,618,880 total funds, including \$182,422,112 General Fund, \$68,737,437 cash funds from local funds, \$15,372,042 reappropriated funds from Medicaid funds transferred from the Department of Health Care Policy and Finance, and \$91,087,289 federal funds from Titles IV-E and XX of the Social Security Act. This reflects an increase of \$9,392,256 total funds, including \$4,788,749 General Fund, for a 2.7 percent provider rate increase; and \$365,272 total funds, including \$272,294 General Fund, for leap year adjustments. Staff recommends denial of Department's R8 request for the County Workload Study; and recommends the Committee sponsor legislation to appropriate the funding in a separate line item, the allocation of which will be determined through a formula developed by the Child Welfare Allocations Committee specifically for use in

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

increasing county staffing. Staff recommends the 20.0 percent county match be applied to this appropriation.

| Division of Child Welfare, Child Welfare Services | | | | | | |
|---|----------------------|----------------------|---------------------|-------------------------|---------------------|------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$347,861,307 | \$180,190,655 | \$64,034,448 | \$14,943,615 | \$88,692,589 | 0.0 |
| Other legislation | <u>0</u> | <u>(2,829,586)</u> | <u>2,829,586</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$347,861,307 | \$177,361,069 | \$66,864,034 | \$14,943,615 | \$88,692,589 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$347,861,307 | \$177,361,069 | \$66,864,034 | \$14,943,615 | \$88,692,589 | 0.0 |
| R8 Child welfare workload study | 0 | 0 | 0 | 0 | 0 | 0.0 |
| R20 Community provider rate | 9,392,256 | 4,788,749 | 1,805,329 | 403,478 | 2,394,700 | 0.0 |
| Leap year adjustment | 365,272 | 272,294 | 68,074 | 24,904 | 0 | 0.0 |
| FMAP adjustment | <u>45</u> | <u>0</u> | <u>0</u> | <u>45</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$357,618,880 | \$182,422,112 | \$68,737,437 | \$15,372,042 | \$91,087,289 | 0.0 |
| Increase/(Decrease) | \$9,757,573 | \$5,061,043 | \$1,873,403 | \$428,427 | \$2,394,700 | 0.0 |
| Percentage Change | 2.8% | 2.9% | 2.8% | 2.9% | 2.7% | 0.0% |
| FY 2015-16 Executive Request: | \$359,581,867 | \$185,694,124 | \$69,152,433 | \$15,117,955 | \$89,617,355 | 0.0 |
| Request Above/(Below) Recommendation | \$1,962,987 | \$3,272,012 | \$414,996 | (\$254,087) | (\$1,469,934) | 0.0 |

Excess Federal Title IV-E Distributions for Related County Administrative Functions

This line item was established by H.B. 04-1414 to increase the Department's accountability for Title IV-E of the Social Security Act revenue that previously not been formally appropriated. States are allowed to earn federal Title IV-E funds for activities associated with providing services to children who are placed outside their own homes. Pursuant to Section 26-1-111 (2) (d) (II) (C), C.R.S., federal funds earned in excess of these appropriations are deposited each year into the Excess Federal Title IV-E Cash Fund. Such funds are appropriated in the subsequent year for distribution to counties, including those county administration activities related to Title IV-E.

Funding for this line item was not available in FY 2009-10, FY 2010-11, FY 2011-12, of FY 2012-13 due to the lack of Excess Federal Title IV-E revenue from the prior fiscal year. A \$1.0 million General Fund appropriation was provided in FY 2010-11 and a footnote added in FY 2011-12, which allows the Department to hold out up to \$500,000 from the main child welfare services line item, to address Title IV-E administrative initiatives. Due to the lack of excess federal funds forecasted, this line received no appropriation in FY 2014-15.

Request: The Department requests no appropriation for FY 2015-16.

Recommendation: Staff recommends no appropriation for FY 2015-16.

Title IV-E Waiver and Evaluation Development

This line item was established by S.B. 13-231 and funds the development and evaluation costs related to the implementation of the federal Title IV-E Waiver. Activities include automated systems development, agency administration, consultant costs, orientation and training, and evaluation planning.

Request: The Department requests an appropriation of \$500,018 in total funds, including \$250,009 General Fund.

Recommendation: Staff recommends an appropriation of \$500,018 in total funds, including \$250,009 General Fund and \$250,009 federal funds from Title IV-E of the Social Security Act.

Title IV-E Waiver Demonstration

Title IV-E of the federal Social Security Act entitles states to claim a partial reimbursement for the cost of providing foster care, adoption assistance, and kinship guardianship assistance to children who meet federal eligibility criteria. Colorado was awarded one of ten waivers from federal Title IV-E spending requirements for fiscal years 2013-14 through 2017-18. This waiver will provide a guaranteed stream of capped federal Title IV-E funds for five years for foster care maintenance (room and board) and administrative costs for case planning, management, and eligibility-determination. Senate Bill 13-231 created the Title IV-E Waiver Demonstration Project Cash Fund into which half of the savings generated from reduced out-of-home placements will be deposited. Colorado's negotiated agreement with the federal government totals \$489.1 million and will be distributed through scheduled quarterly draws beginning July 1, 2013 through April 1, 2018 for both foster care demonstration maintenance and demonstration administration. Anticipated savings are projected to total \$24.0 million, 50.0 percent of which will be deposited into the cash fund. Pursuant to S.B. 13-231, moneys credited to this fund are subject to annual appropriation by the General Assembly to the Department for allocation to counties. This new line item will provide the Department with spending authority to disburse funds to eligible counties.

Request: The Department requests an appropriation of \$6,000,000 cash funds for the Title IV-E Demonstration Project.

Recommendation: Staff recommends an appropriation of \$6,000,000 cash funds from the Title IV-E Waiver Demonstration Project Cash Fund.

Family and Children's Programs

This line item was established largely as a result of the Child Welfare Settlement Agreement (finalized in February 1995). The settlement agreement required a number of improvements in the child welfare system, including: (1) an increase in the number of county caseworkers and supervisors; (2) improvements in the amount and types of training provided to caseworkers, supervisors, and out-of-home care providers; (3) the provision of core services to children and families (described below); (4) improvements in investigations, needs assessments, and case planning; (5) improvements in services to children placed in residential care; (6) increased rates for out-of-home care providers and elimination of certain rate disparities; and (7) the development of a unitary computerized information system (the Colorado Trails System). In

January 2002, the parties agreed that the Department and counties were in substantial compliance with the terms of the settlement agreement, and it was terminated.

This line item historically provided funding for three purposes (staff, training, and core services), but the General Assembly transferred staff and training to other line items. Currently, the line item funds only "core services" to families with children that are at imminent risk of placement outside the home.

Description of Core Services. This program serves children who are dependent and neglected or abused, delinquent or in conflict with their families or communities through various supportive services. Section 19-3-208, C.R.S., specifies a basic set of child welfare services counties are required to provide to eligible children and families. Certain additional services are required to be made available and provided based upon the state's capacity to increase federal funding or any other moneys appropriated for these services and as determined necessary and appropriate by individual case plans. These services include:

- Transportation to services;
- Child care;
- In-home supportive homemaker services;
- Diagnostic, mental health, and health care services;
- Drug and alcohol treatment services;
- After care services to prevent a return to out-of-home placement;
- Family support services while a child is in out-of-home placement including home-based services, family counseling, and placement alternative services;
- Financial services in order to prevent placement; and
- Family preservation services, which are brief, comprehensive, and intensive services provided to prevent the out-of-home placement of children or to promote the safe return of children to the home. Such services are further described and authorized at 26-5.5-101 through 106, C.R.S.

In addition, pursuant to Section 26-5.3-105, C.R.S., "emergency assistance" shall be made available to children at imminent risk of out-of-home placement. Emergency assistance includes:

- 24-hour emergency shelter facilities;
- Information referral;
- Intensive family preservation services;
- In-home supportive homemaker services;
- Services used to develop and implement a discrete case plan; and
- Day treatment services for children.

Pursuant to Department rules, to be eligible for core services, a child must be at imminent risk of out of home placement (or in such placement). House Bill 11-1196 expanded the use of family preservation services as identified in Section 26-5.5-104, C.R.S., to families at risk of involvement in the child welfare system. This may result in the expansion of Core Services to a broader range of families, although the impact is not yet clear.

County Allocations. County allocations for Core Services are set by the Department of Human Services. The allocation of funds in this line item among counties has been essentially stagnant for many years. Pursuant to Long Bill footnote 34, \$4,006,949 of the funds appropriated for this line item is specifically set aside for counties in implementing and expanding evidence-based programs targeted at adolescents.

Request: The Department requests an appropriation of \$53,631,330, including \$44,922,644 General Fund. This includes an increase of \$531,004 total funds, including \$444,779 General Fund for a 1.0 percent provider rate increase request.

Recommendation: Staff recommends an appropriation of \$54,534,035 total funds, including \$45,678,767 General Fund, \$5,701,460 cash funds from local funds, and \$3,153,808 federal funds from Title IV-E and Title XX of the Social Security Act. This reflects an increase of \$1,433,709 total funds, including \$1,200,902 General Fund, for a 2.7 percent provider rate increase.

| Division of Child Welfare, Family and Children's Programs | | | | | |
|---|---------------------|---------------------|--------------------|--------------------|------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | <u>\$53,100,326</u> | <u>\$44,477,865</u> | <u>\$5,551,568</u> | <u>\$3,070,893</u> | <u>0.0</u> |
| TOTAL | \$53,100,326 | \$44,477,865 | \$5,551,568 | \$3,070,893 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$53,100,326 | \$44,477,865 | \$5,551,568 | \$3,070,893 | 0.0 |
| R20 Community provider rate | <u>1,433,709</u> | <u>1,200,902</u> | <u>149,892</u> | <u>82,915</u> | <u>0.0</u> |
| TOTAL | \$54,534,035 | \$45,678,767 | \$5,701,460 | \$3,153,808 | 0.0 |
| Increase/(Decrease) | \$1,433,709 | \$1,200,902 | \$149,892 | \$82,915 | 0.0 |
| Percentage Change | 2.7% | 2.7% | 2.7% | 2.7% | 0.0% |
| FY 2015-16 Executive Request: | \$53,631,330 | \$44,922,644 | \$5,607,084 | \$3,101,602 | 0.0 |
| Request Above/(Below) Recommendation | (\$902,705) | (\$756,123) | (\$94,376) | (\$52,206) | 0.0 |

Performance-based Collaborative Management Incentives

This line item was first appropriated in FY 2005-06 to provide spending authority for the Department to provide incentives to counties pursuant to H.B. 04-1451 and previous legislation.

House Bill 04-1451, as amended by H.B. 08-1005. House Bill 04-1451, codified at Section 24-1.9-101 through 104, C.R.S., authorizes, but does not require, each county department of social services to enter into a memorandum of understanding (MOU) with local representatives of various agencies to promote a collaborative system of services to children and families. If a county department elects to enter into an MOU pursuant to this bill, the MOU is required to include local representatives from the following agencies:

- The local judicial districts, including probation services;
- The health department, whether a county, district, or regional health department;
- The local school district or school districts;

- Each community mental health center;
- Each behavioral health organization (BHO);
- The Division of Youth Corrections; and
- Alcohol and drug abuse managed service organizations.
- A designated managed service organization for the provision of treatment services for alcohol and drug abuse pursuant to section 27-80—107, C.R.S., and
- A domestic abuse program as defined in section 26-7.5-1.2, C.R.S., if representation from such a program is available.

The statute encourages local agencies to enter into MOUs by region, and recommends that the agencies seek input, support, and collaboration from key stakeholders in the private and non-profit sectors, as well as from parent advocacy or family advocacy organizations. Parties to each MOU are required to establish collaborative management processes that are designed to: (1) reduce duplication and eliminate fragmentation of services; (2) increase the quality and effectiveness of services; and (3) encourage cost-sharing among service providers.

Participating entities may agree to attempt to meet certain performance measures, specified by the Department and the Board of Human Services. Local interagency groups that choose this option are eligible to receive incentive moneys from the "Performance-based Collaborative Management Incentive Cash Fund" through this line item. Incentive moneys, which are allocated by the Department to those interagency groups that meet or exceed the specified performance measures, are to be reinvested in services for children and families.

In addition, parties to an MOU are to create a procedure to allow General Fund savings realized as a result of the MOU to be reinvested in services for children and families. General Fund savings associated with the program, that are to be retained by participating counties, are to be determined based on rules established by the State Board of Human Services. This mechanism, as implemented in the Child Welfare Services line item, often has a substantial fiscal impact on participating counties, as it enables them to keep unspent portions of their child welfare services funding allocations.

The number of collaborative management programs has grown significantly in the last several years. As of FY 2014-15, 40 counties are participating in collaboratives.

Program Evaluation. The Department is authorized to contract for external evaluation of the program. The most recent evaluation report was released in November 2014. The report reflects the continued expansion of the program across the state and strong participation. Statute requires each MOU to include authorization for the establishment of *individualized service and support teams*. These teams are critical to implementing the goals of the program, as they provide for multi-system "staffing" and thus development of an integrated service plan for children and youth. Participating sites all reported active teams.

Statewide evaluation of the overall program has proven difficult as the services that are provided through multiple agencies are reported at the local level and on local software programs. The Department reports that for confidentiality reasons, local providers do not have access to the

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Colorado Trails system making it difficult for the Department and the contracted evaluator to monitor outcomes and savings generated from reduced costs.

Funding for the Program. The fund consists of moneys received from docket fees in civil actions transferred pursuant to Section 13-32-101 (5) (a), C.R.S. For FY 2007-08, the Performance Incentive Cash Fund was repealed and all moneys in the fund were transferred into the Performance-based Collaborative Management Incentive Cash Fund. In addition, the fund received transfers from the family stabilization services fund. Current program appropriation levels exceed the annual fund revenue of approximately \$2.8 million per year.

In FY 2013-14, the program spending authority was reduced from \$3.2 million to \$3.1 million cash funds to avoid over-spending available revenue. It was reduced again in FY 2014-15 to \$3.0 million. Current projections for this cash fund indicate that while reserves can continue to support the program at the current level through FY 2015-16, additional reductions or identification of a new revenue source is necessary to avoid depleting the fund entirely.

| Performance-based Collaborative Management Incentive Cash Fund* | | | | | | | |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| | Actual | Actual | Actual | Actual | Approp. | Request | Projected |
| | FY 10-11 | FY 11-12 | FY 12-13 | FY 13-14 | FY 14-15 | FY 15-16 | FY 16-17 |
| Cash balance beginning of year | \$1,604,839 | \$1,077,947 | \$684,611 | \$449,556 | \$190,456 | \$280,349 | \$74,310 |
| Actual/anticipated cash inflow | 2,883,760 | 2,823,245 | 2,803,731 | 2,784,190 | 2,793,961 | 2,793,961 | 2,793,961 |
| Actual/appropriated cash outflow | 3,410,652 | 3,216,580 | 3,038,786 | 3,043,291 | 3,000,000 | 3,000,000 | 3,000,000 |
| Changes from prior year fund balance | (526,892) | (393,335) | (235,055) | (259,101) | (89,894) | (206,039) | (206,039) |
| Actual/anticipated liquid fund balance | \$1,077,947 | \$684,612 | \$449,556 | \$190,456 | \$280,349 | \$74,310 | (\$131,729) |

*The above figures are from the Schedule 9: Cash Funds Reports provided by the Department of Human Services.

Request: The Department requests \$2,000,000 General Fund for its R2 and BA11 requests, in addition to the continuation in spending authority of \$3,000,000 cash funds.

Recommendation: Staff recommends approval of the Department's request for \$3,000,000 cash funds spending authority from the Performance-based Collaborative Management Incentive Cash Fund. Staff recommends denial of the request for \$2,000,000 General Fund. Staff recommends that the Committee sponsor legislation to appropriate a portion of the requested funding (\$1,126,500 General Fund) in a separate line item, the allocation of which will be determined through a formula developed by the Collaborative Management Program State Steering Committee and approved by the State Board of Human Services, specifically for the hiring of collaborative coordinators.

| Division of Child Welfare, Performance-based Collaborative Management Incentives | | | | |
|---|--------------------|---------------------|--------------------|------------|
| | Total Funds | General Fund | Cash Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$3,000,000</u> | <u>\$0</u> | <u>\$3,000,000</u> | <u>0.0</u> |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Division of Child Welfare, Performance-based Collaborative Management Incentives | | | | |
|---|--------------------|---------------------|--------------------|------------|
| | Total Funds | General Fund | Cash Funds | FTE |
| TOTAL | \$3,000,000 | \$0 | \$3,000,000 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$3,000,000 | \$0 | \$3,000,000 | 0.0 |
| R5 Collaborative management | 0 | 0 | 0 | 0.0 |
| BA11 Collaborative Management Program | 0 | 0 | 0 | 0.0 |
| TOTAL | \$3,000,000 | \$0 | \$3,000,000 | 0.0 |
| Increase/(Decrease) | \$0 | \$0 | \$0 | 0.0 |
| Percentage Change | 0.0% | 0.0% | 0.0% | 0.0% |
| FY 2015-16 Executive Request: | \$5,000,000 | \$2,000,000 | \$3,000,000 | 1.8 |
| Request Above/(Below) Recommendation | \$2,000,000 | \$2,000,000 | \$0 | 1.8 |

Independent Living Programs

This line item reflects, for informational purposes, federal Title IV-E "Chafee Foster Care Independence Program" funds that are available to states to provide services for youth up to age 21 who are, or will be, emancipating out-of-home residential care. While some counties use other funding sources to support staffing units devoted to independent living services, federal Chafee funds provide the primary source of funding for independent living services in Colorado. These federal funds support direct services to eligible youth, as well as technical assistance, program and policy development, monitoring, and program administration.

Studies concerning the circumstances of youth after emancipating foster care indicate that this population is at higher risk of experiencing unemployment, poor educational outcomes, poor health, long-term dependency on public assistance, and increased rates of incarceration when compared to their peers in the general population. Since 1986, the federal government has provided states with funding to develop independent living programs intended to minimize these negative effects and prepare youth for adulthood.

Independent living programs are designed for youth who need to develop the skills necessary to lead self-sufficient, healthy, productive and responsible interdependent lives. Services are focused on encouraging the development of support systems within the community, education, career planning, money management, securing and maintaining a stable source of income and affordable housing, and health and safety. It is a goal that all youth that leave the program have completed their high school education and are continuing to participate in an educational program or obtaining a training certificate in a specific skill area and are working while in the program. County departments of social services have the flexibility to provide direct services in the manner that works well for their county and the population they serve.

This program also works in conjunction with other programs to provide services to youth leaving foster care, such as by arranging for housing vouchers and educational training vouchers for youth who have aged out of foster care.

Request: The Department requests that \$2,837,040 federal funds from the Title IV-E Chafee Foster Care Independence Program and 4.0 FTE be included in the Long Bill for informational purposes.

Recommendation: Staff recommends approval of the Department's request.

Federal Child Abuse Prevention and Treatment Act Grant

This line item reflects, for informational purposes, the funding and staff responsible for administering grants available pursuant to Section 106 of the Child Abuse Prevention and Treatment Act (CAPTA), as amended by Public Law 105-235. A five year reauthorization for the program was signed into law on December 20, 2010. Under federal law, states have five years to spend the funds available through this grant program. Funding is allotted to states annually on a formula basis according to each state's ratio of children under the age of 18 to the national total. This grant program requires each state to submit a five-year plan and an assurance that the state is operating a statewide child abuse and neglect program that includes specific provisions and procedures. These assurances include:

- Establishment of citizen review panels;
- Expungement of unsubstantiated and false reports of child abuse and neglect;
- Preservation of the confidentiality of reports and records of child abuse and neglect, and limited disclosure to individuals and entities permitted in statute;
- Provision for public disclosure of information and findings about a case of child abuse and neglect that results in a child fatality or near fatality;
- The appointment of a guardian ad litem to represent a child's best interests in court; and
- Expedited termination of parental rights for abandoned infants, and provisions that make conviction of certain felonies grounds for termination of parental rights.

The reauthorized version of the bill supports additional collaboration between child protective services, domestic violence and other services and makes services for children exposed to domestic violence an eligible expenditure, and encourages the use of "differential response" in child welfare practice. Differential response is defined as "a state or community-determined formal response that assesses the needs of the child or family without requiring a determination of risk or occurrence of maltreatment." States are allowed to utilize the CAPTA grant to improve their child protective service systems in the following areas:

- The intake, assessment, screening, and investigation of reports of abuse and neglect;
- Protocols to enhance investigations;
- Improving legal preparation and representation;
- Case management and delivery of services provided to children and their families;
- Risk and safety assessment tools and protocols;
- Automation systems that support the program and track reports of child abuse and neglect;
- Training for agency staff, service providers, and mandated reporters; and
- Developing, strengthening, and supporting child abuse and neglect prevention, treatment, and research programs in the public and private sectors.

Request: The Department requests that \$444,819 federal funds from the Child Abuse Prevention and Treatment Act state grant and 3.0 FTE be included in the Long Bill for informational purposes. This includes an increase of \$2,161 for centrally appropriated line items.

Recommendation: Staff recommends approval of the Department request.

| Division of Child Welfare, Federal Child Abuse Prevention and Treatment Act Grant | | | | |
|---|------------------|--------------|------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$442,658</u> | <u>\$0</u> | <u>\$442,658</u> | <u>3.0</u> |
| TOTAL | \$442,658 | \$0 | \$442,658 | 3.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$442,658 | \$0 | \$442,658 | 3.0 |
| Annualize prior year budget actions | <u>2,161</u> | <u>0</u> | <u>2,161</u> | <u>0.0</u> |
| TOTAL | \$444,819 | | \$444,819 | 3.0 |
| Increase/(Decrease) | \$2,161 | \$0 | \$2,161 | 0.0 |
| Percentage Change | 0.5% | 0.0% | 0.5% | 0.0% |
| FY 2015-16 Executive Request: | \$444,819 | \$0 | \$444,819 | 3.0 |
| Request Above/(Below) Recommendation | \$0 | | \$0 | 0.0 |

Community-based Child Abuse Prevention Services

This line was established through FY 2013-14 funding requests and appropriates funding for a series of new or expanded programs focused on prevention with the intent of keeping families from entering or further penetrating the child welfare system. The programs identify families that will benefit from prevention services and connect those families to resources designed to increase their protective capacity.

- Because the majority of referrals to child protective services involve concerns about basic care and parental resources, these programs focus on building connections to cornerstone community services and supports;
- The line funds three specific programs:
 - SafeCare is an in-home prevention services program for parents that includes child behavior management, planned activities training, home safety training, and child health care skills, designed to stabilize families and prevent child maltreatment. Funding is used to implement the SafeCare model at twelve specific sites throughout the state;
 - Nurse Family Partnership program delivers support to first-time moms. Funding will be used to establish a bridge between program nurses and county caseworkers to ensure the mothers-to-be have access to county-provided assistance programs; and
 - Community Response Program is a promising practice for preventing child maltreatment and strengthening family functioning by increasing the family's protective capacities. Funding will be used to implement the program model at 18 sites throughout the state.

Request: The Department requests a continuation appropriation of \$7,403,969 General Fund and 3.0 FTE. Of this request, \$3,865,142 and 1.0 FTE is related to the ongoing implementation of SafeCare; \$1,450,023 and 1.0 FTE is related to the augmentation of the Nurse Family

Partnership program, and \$2,093,143 and 1.0 FTE is related to the Community Response Program.

Recommendation: Staff recommends approval of the Department's request.

Hotline for Child Abuse and Neglect

Pursuant to H.B. 13-1271, the Department is required to develop and implement a statewide child abuse and neglect reporting hotline system. The system is to be available 24 hours a day, 7 days a week and serve as a direct, immediate, and efficient route of notification to the entity responsible for accepting a report of abuse and neglect and responding to an inquiry about services. The hotline is intended to enhance the current child welfare system and to provide an additional option for the public to make an initial report of suspected or known child abuse or neglect or to make an inquiry. The Department and the Governor's Office of Information Technology finalized and deployed the hotline in every county between December 15 and 31, 2014. The Department conducted over 20 training sessions in November and December that educated county staff on web-based applications associated with the system. In addition, on-site technical assistance and support for the majority of counties. Additional information can be found on page 150 of this document.

Request: The Department requests an appropriation of \$4,595,643 total funds, including \$4,540,646 General Fund, and 6.0 FTE for the implementation of the child abuse and neglect hotline reporting system pursuant to H.B. 13-1271. This request includes the annualization of prior year budget actions.

Recommendation: Staff recommends an appropriation of \$4,595,643 total funds, including \$4,540,646 General Fund, and \$54,997 federal funds from Title IV-E of the Social Security Act, and 6.0 FTE.

| Division of Child Welfare, Hotline for Child Abuse and Neglect | | | | |
|---|------------------------|-------------------------|--------------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$4,591,700</u> | <u>\$4,536,703</u> | <u>\$54,997</u> | <u>5.6</u> |
| TOTAL | \$4,591,700 | \$4,536,703 | \$54,997 | 5.6 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$4,591,700 | \$4,536,703 | \$54,997 | 5.6 |
| Annualize prior year budget actions | <u>3,943</u> | <u>3,943</u> | <u>0</u> | <u>0.4</u> |
| TOTAL | \$4,595,643 | \$4,540,646 | \$54,997 | 6.0 |
| Increase/(Decrease) | \$3,943 | \$3,943 | \$0 | 0.4 |
| Percentage Change | 0.1% | 0.1% | 0.0% | 7.1% |
| FY 2015-16 Executive Request: | \$4,595,643 | \$4,540,646 | \$54,997 | 6.0 |
| Request Above/(Below) Recommendation | \$0 | \$0 | \$0 | (0.0) |

Public Awareness Campaign for Child Welfare

This new line item provides funding for the public awareness campaign associated with the statewide child abuse and reporting hotline system. It will educate the public on the important role of community members in the prevention of child abuse, neglect, egregious incidents, and fatalities. The campaign will launch in April 2015 and will include multi-media promotional products that provide consistent messaging across the state, including billboards, gas toppers, television and radio advertisement, social media promotion, and an electronic campaign toolkit. In addition, the Department is working to develop partnerships with other public, nonprofit, private sector, and community organizations to promote the hotline and raise awareness for child abuse and neglect prevention across the state.

Request: The Department requests \$1,599,250 General Fund, and 1.0 FTE for the implementation of a public awareness campaign for child welfare, specific to the child abuse and neglect hotline reporting system. This request includes a decrease of \$204,800 General Fund for the annualization of prior year budget actions.

Recommendation: Staff recommends approval of the Department's request.

| Division of Child Welfare, Public Awareness Campaign for Child Welfare | | | |
|--|--------------------|--------------------|------------|
| | Total Funds | General Fund | FTE |
| FY 2014-15 Appropriation | | | |
| HB 14-1336 (Long Bill) | <u>\$1,804,050</u> | <u>\$1,804,050</u> | <u>1.0</u> |
| TOTAL | \$1,804,050 | \$1,804,050 | 1.0 |
| FY 2015-16 Recommended Appropriation | | | |
| FY 2014-15 Appropriation | \$1,804,050 | \$1,804,050 | 1.0 |
| Annualize prior year budget actions | <u>(204,800)</u> | <u>(204,800)</u> | <u>0.0</u> |
| TOTAL | \$1,599,250 | \$1,599,250 | 1.0 |
| Increase/(Decrease) | (\$204,800) | (\$204,800) | 0.0 |
| Percentage Change | (11.4%) | (11.4%) | 0.0% |
| FY 2015-16 Executive Request: | \$1,599,250 | \$1,599,250 | 1.0 |
| Request Above/(Below) Recommendation | \$0 | \$0 | 0.0 |

Workforce Tools – Mobile Computing Technology

This line item was established through the FY 2013-14 S-12C and BA-9J funding requests and provided funds to counties to improve their use of mobile technology through the purchase of laptops, tablets, smart phones, and wireless internet cards. The program was initiated through a pilot in which 26 counties were provided technology, such as the iPad, Lenovo Thinkpad, and Microsoft Surface, in order to determine the best instrument through which to connect to and use the Trails system. The pilot ended on November 30, 2013 and statewide implementation began in January 2014. To access the fund, a county department applied to the Department. While all counties were eligible to apply, funds were distributed and participation in the plan was based upon the county department's demonstrated need for new or enhanced hardware, Trails connectivity, and/or data plan to support caseworkers in the field.

Request: The Department did not request a FY 15-16 appropriation for this line.

Recommendation: Staff recommends approval of the Department's request.

Workload Study

This line item was established through the FY 2013-14 BA-9H funding request. It was for that year only and was used to fund a study of county child welfare workload to determine if there are adequate resources, staffing, and processes in county departments to meet the policy and legislative requirements related to delivery of services to children and families. The study was completed in August 2014 and resulted in a FY 2015-16 budget request R8 Child Welfare County Workload Study. This request is addressed above.

Request: The Department did not request a FY 15-16 appropriation for this line.

Recommendation: Staff recommends approval of the Department's request.

Interagency Prevention Programs Coordination

The Interagency Prevention Programs Coordination line item was added to the Department of Public Health and Environment through H.B. 00-1342 and moved to the Department of Human Services pursuant to H.B. 13-1239. This program coordinates prevention and intervention services for children and youth across state agencies and leads the development of the comprehensive state plan for youth development.

Request: The Department requests a continuation appropriation of \$133,284 General Fund and 1.0 FTE.

Recommendation: Staff recommends approval of the Department's request.

Tony Grampsas Youth Services Program

The Tony Grampsas Youth Services (TGYS) Program was added to the Department of Public Health and Environment pursuant to H.B. 00-1342 and provides state funding for community-based programs that target youth and their families for intervention services designed to of youth crime and violence. It also promotes prevention and education programs that are designed to reduce the occurrence and reoccurrence of child abuse and neglect and reduce the need for state intervention in child abuse and neglect prevention and education. The program funds a wide range of community programs for children and youth, including those focusing on youth mentoring, restorative justice, before- and after-school programs, school dropout prevention, and violence prevention services. Grant awards are determined by the program board and, pursuant to H.B. 13-1117, the program is now administered by the Department of Human Services.

In the 2014 legislative session, the General Assembly appropriated an additional \$2.0 million to this line item through S.B. 14-215. These funds are from the Marijuana Tax Cash Fund created in Section 39-28.8-501 (1), C.R.S. and are to be used to fund community-based programs specifically related to the prevention and intervention of adolescent and youth marijuana use. During this fiscal year, 21 qualified agencies received grant awards from this funding for the

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

2014-2017 grant cycle. These awards totaled \$1.9 million and were extended to 21 agencies. A list of awards can be found on page 168 of this document.

Request: The Department requests an appropriation of \$7,063,928 total funds, including \$1,457,278 General Fund, and 3.0 FTE.

Recommendation: Staff recommends an appropriation of \$6,999,781 total funds, including \$1,457,278 General Fund, \$2,000,000 from the Marijuana Tax Cash Fund, and \$3,542,503 from the Youth Services Program Fund consisting of funds from the Tobacco Master Settlement, and 3.0 FTE. This recommendation reflects an increase of \$3,429 General Fund for the annualization of prior year budget actions; and a decrease of \$64,147 cash funds based on the Legislative Council FY 2015-16 Tobacco Master Settlement revenue projection. Staff requests permission to adjust this value, if necessary, based on the updated revenue projection.

| Division of Child Welfare, Tony Grampas Youth Services Program | | | | |
|---|--------------------|---------------------|--------------------|-------------|
| | Total Funds | General Fund | Cash Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | \$5,060,499 | \$1,453,849 | \$3,606,650 | 3.0 |
| Other legislation | <u>2,000,000</u> | <u>0</u> | <u>2,000,000</u> | <u>0.0</u> |
| TOTAL | \$7,060,499 | \$1,453,849 | \$5,606,650 | 3.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$7,060,499 | \$1,453,849 | \$5,606,650 | 3.0 |
| Annualize prior year budget actions | 3,429 | 3,429 | 0 | 0.0 |
| Tobacco Master Settlement revenue adjustment | <u>(64,147)</u> | <u>0</u> | <u>(64,147)</u> | <u>0.0</u> |
| TOTAL | \$6,999,781 | \$1,457,278 | \$5,542,503 | 3.0 |
| Increase/(Decrease) | (\$60,718) | \$3,429 | (\$64,147) | 0.0 |
| Percentage Change | (0.9%) | 0.2% | (1.1%) | 0.0% |
| FY 2015-16 Executive Request: | \$7,063,928 | \$1,457,278 | \$5,606,650 | 3.0 |
| Request Above/(Below) Recommendation | \$64,147 | \$0 | \$64,147 | 0.0 |

Prevention and Early Intervention Services for At-Risk Youth (new line item)

This new line item will fund a pilot program to implement Functional Family Therapy and Multi-Systemic Therapy. Research indicates that these two evidence-based programs have been successful within the juvenile justice system. The pilot program is intended to be implemented in select counties and serve as a preventative program targeting at-risk youth.

Request: The Department requests an appropriation of \$1,651,107 General Fund for the implementation of this program.

Recommendation: Staff recommends denial of this request.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Division of Child Welfare, Prevention and Early-Intervention for at Risk Youth | | | |
|---|--------------------|---------------------|------------|
| | Total Funds | General Fund | FTE |
| R21 Youth prevention services | | | - |
| TOTAL | \$0 | \$0 | 0.0 |
| Increase/(Decrease) | \$0 | \$0 | 0.0 |
| Percentage Change | 0.0% | 0.0% | 0.0% |
| FY 2015-16 Executive Request: | \$1,651,107 | \$1,651,107 | 0.0 |
| Request Above/(Below) Recommendation | \$1,651,107 | \$1,651,107 | 0.0 |

(6) Office of Early Childhood

Pursuant to H.B. 13-1117, the Office of Early Childhood (OEC) was created in order to align child development programs that address early learning, child health, child mental health, and family support and parent education. This consolidation of programs and services is intended to strengthen collaboration and coordination between the state-level early childhood system and local delivery systems. The bill transferred existing programs from other departments to the Department of Human Services, including: the Early Childhood Leadership Council from the Governor's Office; and the Nurse Home Visitor Program, Tony Grampsas Youth Services Program, Colorado Student Dropout Prevention and Intervention Program, Colorado Before and After School Project, Colorado Children's Trust Fund and its board, and the Family Resource Center Program from the Department of Public Health and Environment. The office is comprised of two divisions – the Division of Early Care and Learning and the Division of Community and Family Supports.

OFFICE REQUEST AND RECOMMENDATION SUMMARY

| Office of Early Childhood | | | | | | |
|---|----------------------|---------------------|---------------------|-----------------------------|----------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$163,003,946 | \$42,798,220 | \$37,672,967 | \$5,268,899 | \$77,263,860 | 67.1 |
| Other legislation | 11,072,440 | 9,872,440 | 0 | 1,200,000 | 0 | 2.1 |
| Supplemental bill (S.B. 15-149) | <u>2,339,035</u> | <u>2,057,079</u> | <u>0</u> | <u>281,956</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$176,415,421 | \$54,727,739 | \$37,672,967 | \$6,750,855 | \$77,263,860 | 69.2 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$176,415,421 | \$54,727,739 | \$37,672,967 | \$6,750,855 | \$77,263,860 | 69.2 |
| R20 Community provider rate | 2,988,893 | 832,495 | 353,803 | 132,697 | 1,669,898 | 0.0 |
| R2 Early intervention caseload | 537,035 | (77,267) | 601,980 | 12,322 | 0 | 0.0 |
| R17 Provider rate spending authority | 228,794 | 0 | 0 | 0 | 228,794 | 0.0 |
| R10 Child care micro grants | 125,000 | 125,000 | 0 | 0 | 0 | 0.0 |
| BA13 Childcare Automated Tracking System hybrid enhancement | 900,000 | 0 | 0 | 0 | 900,000 | 0.0 |
| Tobacco Master Settlement revenue | 1,478,933 | 0 | 1,478,933 | 0 | 0 | 0.0 |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Office of Early Childhood | | | | | | |
|--------------------------------------|------------------------|-------------------------|-----------------------|---------------------------------|--------------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| adjustment | | | | | | |
| Annualize prior year budget actions | 200,784 | 76,291 | 17,222 | 0 | 107,271 | 0.0 |
| R9 Child care micro loans | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Annualize prior year legislation | (739,779) | (739,779) | 0 | 0 | 0 | 0.0 |
| TOTAL | \$182,135,081 | \$54,944,479 | \$40,124,905 | \$6,895,874 | \$80,169,823 | 69.2 |
| Increase/(Decrease) | \$5,719,660 | \$216,740 | \$2,451,938 | \$145,019 | \$2,905,963 | 0.0 |
| Percentage Change | 3.2% | 0.4% | 6.5% | 2.1% | 3.8% | 0.0% |
| FY 2015-16 Executive Request: | \$179,237,452 | \$54,883,515 | \$38,423,207 | \$6,812,324 | \$79,118,406 | 69.2 |
| Request Above/(Below) Recommendation | (\$2,897,629) | (\$60,964) | (\$1,701,698) | (\$83,550) | (\$1,051,417) | 0.0 |

Issue Descriptions

R20 Community provider rate: The recommendation includes an increase of \$2,988,893 total funds, including \$832,495 General Fund, for 2.7 percent common policy increase for programs that deliver services through community-based providers in accordance with the Committee's decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

R2 Early intervention caseload growth: The recommendation includes a net increase of \$537,035 total funds, including a net decrease of \$77,267 General Fund, to cover costs associated with early intervention services and early intervention services case management caseload growth. This incremental change includes the annualization of the Department's FY 2014-15 supplemental request (S.B. 15-149), R2 FY 2015-16 budget request, and BA1 FY 2015-16 budget amendment.

R17 Provider rate spending authority: The recommendation includes an increase of \$228,794 spending authority from the federal Child Care Development Fund Block Grant to cover actual costs of contracted child care licensing inspectors.

R10 Child care micro grants: The recommendation includes an increase of \$125,000 General Fund for the micro grant program to increase child care capacity in communities around the state.

BA13 Childcare Automated Tracking System hybrid enhancement: Staff's recommendation is pending Committee decision on the Department's Capital Construction BA1 CHATS Hybrid Enhancement request. The table above reflects the Department's request.

Tobacco Master Settlement revenue adjustment: The recommendation includes an increase of \$1,478,933 cash funds based on the Legislative Council FY 2015-16 Tobacco Master Settlement revenue projection. Staff requests permission to adjust this value, if necessary, based on the updated revenue projection.

Annualize prior year budget actions: The recommendation includes an increase of \$200,784 total funds, including \$76,291 General Fund, for the annualization of prior year budget actions.

R9 Child care micro loans: The recommendation includes an increase of \$0 for the micro loan program to increase child care capacity in communities around the state. Staff recommends denial of this request

Annualize prior year legislation: The recommendation includes a decrease of \$739,779 General Fund to annualize the following: H.B. 14-1298, H.B. 14-1317, and S.B. 14-003.

DIVISION OF EARLY CARE AND LEARNING

The Division of Early Care and Learning is responsible for administering various early childhood grant programs and for licensing and monitoring child care facilities throughout the state, including child care homes and centers, preschool and school-age child care programs, homeless youth shelters, and summer camps, as well as 24-hour facilities (such as residential treatment facilities, residential child care facilities, and child placement agencies). In some counties, the Division contracts with local entities (*e.g.*, county departments of social services, county health departments, child placement agencies) to perform licensing functions for certain types of facilities. There are currently 5,790 licensed facilities in the state. Family child-care homes continue to decline in numbers, as has been the trend over the last several years.

The Division includes funding associated with the state supervision and the county administration of the Colorado Child Care Assistance Program (CCCAP). Through this program, counties provide child care subsidies to low income families and families transitioning from the Colorado Works Program. In FY 2012-13, there were 2,056 licensed CCCAP facilities and an estimated 16,187 children per month received CCCAP assistance. Cash funds sources reflect county tax revenues and fees and fines paid by child care facilities. Federal fund sources consist primarily of Child Care Development Funds.

Unlike most sources of federal funds, the General Assembly has the authority to appropriate federal Child Care Development Funds (CCDF). The CCDF funds available to the state each year consist of three components: mandatory funds, matching funds, and discretionary funds. Mandatory funds are fixed, require no match and are awarded to the state based on the historic federal share of federal child care expenditures (Title IV-A programs) prior to federal welfare reform. Colorado's portion of these funds is approximately \$10.2 million per year. If a state also chooses to expend federal matching funds, the state must obligate its mandatory funds by the end of the federal fiscal year in which they are granted, with no limit on the liquidation period.

Matching funds are based on the state's relative share of children under age 13. The state is required to match expenditures from this source of funds based on its applicable federal medical assistance percentage rate (FMAP). Availability of funds is dependent upon the state meeting specific requirements, including obligating mandatory funds, meeting the federal child care maintenance of effort (MOE) requirements, and obligating the federal and state matching funds

by the end of the fiscal year in which they are awarded. In order to meet the MOE requirements and be eligible for its share of the matching funds, the state must continue to spend at least the same amount on child care services that it spent on the Title IV-A child care programs in FFY 1994 or FFY 1995, whichever was great. Matching funds must be fully expended in two years. Colorado uses the local share of CCCAP expenditures to comply with federal child care MOE requirements and uses multiple sources of funds to comply with federal matching funds requirements. These include the General Fund portion of CCCAP expenditures and a portion of Colorado Preschool Program expenditures.

Allocations of discretionary funds to the state are based on the relative share of children under age five, the relative share of children receiving free and reduced price school lunches under the National School Lunch Act, and the state's per capita income. The state has two years to obligate these funds and no match is required to spend them. Since FFY 2001, Congress has required certain portions of discretionary funds be targeted to enhance the quality of care, including infant and toddler care as well as school-age care and resource and referral services. In addition, states must spend at least four percent of all of its expenditures for child care on quality activities. Examples of quality activities include:

- Practitioner training and technical assistance;
- Grants or loans to allow programs to purchase needed equipment, make minor renovations, develop new curricula, or pursue accreditation;
- Use of the federal funds to train or to lower caseloads for licensing staff; and
- Grant programs specifically aimed at improving wages for child care providers.

Colorado has had a voluntary system for quality rating for many years. The Department is now working to incorporate a rating system into the state child care licensing process. It will accelerate this process through a Race to the Top Early Learning Challenge Grant that was awarded to the State in December 2012. The Department's goal, as described in the Race to the Top grant proposal, is that all early learning programs would be quality rated by December 2015.

DIVISION REQUEST AND RECOMMENDATION SUMMARY

| Division of Early Care and Learning | | | | | | |
|--|----------------------|---------------------|---------------------|-------------------------|---------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$99,527,284 | \$21,173,649 | \$11,961,131 | \$0 | \$66,392,504 | 54.9 |
| Other legislation | <u>11,072,440</u> | <u>9,872,440</u> | <u>0</u> | <u>1,200,000</u> | <u>0</u> | <u>2.1</u> |
| TOTAL | \$110,599,724 | \$31,046,089 | \$11,961,131 | \$1,200,000 | \$66,392,504 | 57.0 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$110,599,724 | \$31,046,089 | \$11,961,131 | \$1,200,000 | \$66,392,504 | 57.0 |
| R20 Community provider rate | 2,144,933 | 376,634 | 259,181 | 0 | 1,509,118 | 0.0 |
| R17 Provider rate spending authority | 228,794 | 0 | 0 | 0 | 228,794 | 0.0 |
| R10 Child care micro grants | 125,000 | 125,000 | 0 | 0 | 0 | 0.0 |
| BA13 Childcare Automated Tracking System hybrid enhancement | 900,000 | 0 | 0 | 0 | 900,000 | 0.0 |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Division of Early Care and Learning | | | | | | |
|--|------------------------|-------------------------|-----------------------|---------------------------------|--------------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| Annualize prior year budget actions | 191,903 | 76,291 | 10,754 | 0 | 104,858 | 0.0 |
| R9 Child care micro loans | 0 | 0 | 0 | 0 | 0 | 0.0 |
| Annualize prior year legislation | <u>(739,779)</u> | <u>(739,779)</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$113,450,575 | \$30,884,235 | \$12,231,066 | \$1,200,000 | \$69,135,274 | 57.0 |
| Increase/(Decrease) | \$2,850,851 | (\$161,854) | \$269,935 | \$0 | \$2,742,770 | 0.0 |
| Percentage Change | 2.6% | (0.5%) | 2.3% | 0.0% | 4.1% | 0.0% |
| FY 2015-16 Executive Request | \$112,563,262 | \$31,110,295 | \$12,067,878 | \$1,200,000 | \$68,185,089 | 57.0 |
| Request Above/(Below) Recommendation | (\$887,313) | \$226,060 | (\$163,188) | \$0 | (\$950,185) | 0.0 |

Issue Descriptions

R20 Community provider rate: The recommendation includes an increase of \$2,144,933 total funds, including \$376,634 General Fund, for 2.7 percent common policy increase for programs that deliver services through community-based providers in accordance with the Committee’s decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

R17 Provider rate spending authority: The recommendation includes an increase of \$228,794 spending authority from the federal Child Care Development Fund Block Grant to cover actual costs of contracted child care licensing inspectors.

R10 Child care micro grants: The recommendation includes an increase of \$125,000 General Fund for the micro grant program to increase child care capacity in communities around the state.

BA13 Childcare Automated Tracking System hybrid enhancement: Staff’s recommendation is pending Committee decision on the Department’s Capital Construction BA1 CHATS Hybrid Enhancement request. The table above reflects the Department’s request.

Annualize prior year budget actions: The recommendation includes an increase of \$191,903 total funds, including \$76,291 General Fund, for the annualization of prior year budget actions.

R9 Child care micro loans: The recommendation includes an increase of \$0 for the micro loan program to increase child care capacity in communities around the state. Staff recommends denial of this request.

Annualize prior year legislation: The recommendation includes a decrease of \$739,779 General Fund to annualize the following: H.B. 14-1298, H.B. 14-1317, and S.B. 14-003.

→ **R-9: Micro Loans to Increase Access to Child Care**

- The Department's R9 request is for a new line item with an appropriation of \$338,200 General Fund in FY 2015-16 and FY 2016-17.
- These monies will fund approximately 40 micro loans to increase the availability of licensed child care facilities in communities that currently lack capacity.
- Loans for the creation of 40 new facilities are anticipated to increase the number of licensed child care slots by 240-320 slots.
- Staff recommends denial of this request.

Request: The Department requests \$338,200 General Fund in FY 2015-16 and subsequent fiscal years to fund approximately 40 micro loans at an average of \$7,500 per loan to increase the availability of safe, high quality licensed child care through new child care homes in communities without sufficient capacity.

Issue

Section 26-6-101.4, C.R.S., identifies regulation and licensing of child care facilities as contributing factors in providing for a safe and healthy environment for children. Such licensing is subject to standards prescribed and published by the Department. As of the current fiscal year, Colorado has 5,790 licensed child care facilities, approximately 2,000 of which are Colorado Child Care Assistance Program (CCCAP) providers. There are six categories of licenses, including: Child Care Center, both infant nursery and toddler nursery; Preschool; School-aged Child Care Center; Family Child Care Homes; and Children's Resident Camps. Within the six license categories, there are 26 types of facilities, 25 percent of which are a day care home and 17 percent of which are a day care center.

In its request, the Department reports that approximately 400,000 children under age six reside in the State of Colorado, 61.3 percent of whom live in families with working parents. At this time, Colorado's licensed child care centers and family care homes have the capacity to serve 44.0 percent of these children. The Department has assumed that a portion of the remaining 56.0 percent of children may require non-parental care; however did not provide an estimate for the number of these children who may be receiving care from a non-licensed provider. (It is important to note that approximately 60.0 percent of children in unlicensed care in Colorado are in legally unlicensed care.)

Child Care Aware reports that in 2014 there were nearly 600,000 families with children residing in Colorado; approximately 170,000 of those are single parent families; and over 92,000 families with children were living in poverty. It further reports that an estimated 251,000 children under the age of six potentially need care.⁷ Though the Department did not provide an estimate of the number of children requiring care exceeding the state's current capacity, based on data provided by the Department and Child Care Aware, Staff estimates the number to be approximately 143,000.

⁷ Child Care in America: 2014 State Fact Sheets. (2014). Retrieved February 22, 2015, from Child Care Aware of America: http://usa.childcareaware.org/sites/default/files/19000000_state_fact_sheets_2014_v04.pdf

The safety of a child care facility is one of several measurable factors in determining the quality of care received by children. The National Association of Child Care Resource and Referral Agencies (NACCRRA) reports that “high-quality child care leads to more positive outcomes even during the teenage years.” Literature reviewed by NACCRRA indicates that measures associated with academic and cognitive achievement for children who received high-quality care in the first few years of life were higher than measures for children who did not.⁸ The Department reports that it has identified school readiness as an essential component to ensuring successful outcomes for children later in life; however given the lack of capacity for licensed quality child care, especially in rural communities of the state, the Department argues that many children do not have access to an environment that improves school readiness.

Proposed Solution

The Department has developed a strategy to address multiple factors in a community in order to improve access to licensed quality child care, including: targeting populations impacted by poverty; providing entrepreneurial opportunities for those interested in starting small businesses in licensed child care but who lack the means to cover start-up costs for business; improve school readiness and long-term success in children to the delivery of age-appropriate educational and developmental programs; and increase the number of licensed child care slots available in a community. Specifically, the micro loan program will provide start-up funding and basic credentialing costs to qualifying providers in rural and underserved areas in Colorado. Loan recipients will be required to accept Colorado Child Care Assistance Program (CCCAP) eligible children. Micro loan recipients will be eligible for the Department’s existing grant programs designed to improve child care facility quality through: financial incentives for classroom materials and staff training; and coaching and technical assistance. Grant awards for classroom materials and training are based on the demonstrated need of the facility, county demographics including the number of CCCAP families, and matching funds.

The cost of the program is estimated to be approximately \$338,200, based on an average loan of \$7,500 for 40 loans (\$300,000) plus program administrative costs totaling \$38,200. Interest rates are anticipated to be between 1.0 and 3.0 percent; and average payments are expected to be approximately \$161. Each loan will fund the following:

- Licensing expenditures: licensing fees, inspections, insurance, CPR training, medication, administration training, minor facility modifications;
- Allowable purchases: physical equipment and education and developmental materials needed to provide an appropriate home care classroom, including cots, cribs, car seats, child-sized furniture, age-appropriate educational, developmental, and play materials;
- Training and coaching: loan recipients are required to participate in at least three sessions with a certified coach, but may participate in up to ten sessions; funding may also be used to take up to nine credit hours of relevant Early Childhood college-level coursework.

⁸ 2013 *Child Care in the State of Colorado*. Retrieved December 5, 2013, from National Association of Child Care Resource and Referral Agencies:
http://www.naccrra.org/sites/default/files/default_site_pages/2013/colorado_2013_state_fact_sheet.pdf

This program has been developed with the input of the Colorado Office of Economic Development and International Trade (OEDIT). The OEDIT has agreed to provide best practices and coaching for the operation of a successful business to the Office of Early Childhood (OEC) at no cost, allowing the OEC to develop appropriate outcomes and measures for the program. The loans will be administered through a third party organization. It is anticipated that the program will be sustainable by the end of its fourth year, eliminating the need for a General Fund appropriation. The Department's calculations for loan repayment revenue is provided in the following table and is based on a monthly payment of \$160.94 for 48 months for 40 loans with a principal of \$7,500 each:

| Loan fiscal year | year 1 payments | year 2 payments | year 3 payments | year 4 payments | year 5 payments |
|-----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| FY 2016-17 | \$77,240 | \$77,240 | \$77,240 | \$77,240 | n/a |
| FY 2017-18 | | 77,240 | 77,240 | 77,240 | 77,240 |
| FY 2018-19 | | | 77,240 | 77,240 | 77,240 |
| FY 2019-20 | | | | 77,240 | 77,240 |
| FY 2020-21 | | | | | 77,240 |
| Revenue | \$77,240 | \$154,480 | \$231,720 | \$308,960 | \$308,960 |

Background

Micro loans are small, short-term loans at low interest that are extended by a servicer, often for a period of six months to six years, to a start-up company or self-employed individual. These loans have historically been used as a mechanism to encourage entrepreneurialism in areas of poverty, in immigrant communities, and in minority groups. Micro loans can be obtained directly from a nonprofit lending organization, but can also be obtained from the federal Small Business Administration (SBA) through an SBA approved intermediary lender. These designated intermediary lenders are nonprofit community-based organizations with experience in lending, management, and technical assistance. Lenders have individual lending and credit requirements and typically require collateral and a personal guarantee. The SBA microloan program provides loans up to \$50,000 to help small businesses and certain not-for-profit childcare centers start up and expand. The average SBA micro loan is approximately \$13,000.

According to the SBA, micro loans can be used for working capital, inventory or supplies, furniture or fixtures, and machinery or equipment. The loans cannot be used to pay existing debt or to purchase real estate. Loan repayment cannot typically exceed 6 years and is dependent upon the loan amount, the intended use of the funds, the needs of the business owner, and the requirements of the lender. Interest rates vary, but are generally between 8 and 13 percent.⁹ Default rates on microloans are reported to be low. Accion New Mexico, a nonprofit lending organization serving four states, including Colorado, reports a default rate of 5.0 percent. The international lending organization, Kiva, reports a default rate of 1.1 percent. It is reported that

⁹ SBA Loan Programs. (2015). Retrieved February 22, 2015, from U.S. Small Business Administration: <https://www.sba.gov/content/microloan-program>

one factor leading to the low default rate is the frequency of loan payments – sometimes as frequent as weekly.

Analysis

There appears to be some dispute as to whether or not micro loans actually reduce poverty in a community;^{10,11} and the lack of clear implementation mechanisms to achieve associated aims is reported to result in a reduction of this capacity to impact poverty.¹² However, there is evidence that indicates individuals participating in a micro loan program benefit from the opportunities such a program provides.¹³ Materials addressing capacity building in specific service domains within communities appear to be limited, though. References to capacity building in published articles tend to be limited to network organizations that support capacity improvements within individual businesses by: providing access to funding for microenterprise programs; performing advocacy efforts on a federal, state, and local level; providing training and technical assistance for microenterprise service provider; and facilitating community efforts that support microenterprise development.¹⁴ The Department's request aligns with this capacity building model.

Micro loans provide opportunities for individuals to start small businesses, increase earning potential, improve access to products or services, and may result in a slight decrease in unemployment and a positive economic impact on a community. These loans are provided to individuals whose requested loan amount falls below the minimum loan required by larger institutions. Sustainability of these small businesses will be dependent upon ongoing child care quality enhancements, and profitable business practices. While the child care industry in Colorado has experienced high overhead costs compared with income potential, especially in CCCAP facilities, tiered reimbursements based on quality, as required by H.B. 14-1317, have the potential of minimizing the gap between income and expenses.

There is limited information on the impact of such a program on child care capacity, and as a result, Staff's recommendation is largely impacted by potential opportunity costs and projected program sustainability. Based on a 4-year term loan program, this program is intended to be self-sustaining after its fourth year in which a total of 160 loans will be administered annually. The expected increase in the number of licensed quality child care slots through this program is estimated by Staff to be approximately 864 after the fourth year served at 144 licensed facilities. Staff assumed a small business closure rate of 10.0 percent per year based on the Small Business Administration's data for new business closures, resulting in a lost capacity of 24 slots per year.¹⁵

¹⁰ Morduch, J., & Haley, B. (2002, June 28). Analysis of the Effects of Microfinance on Poverty Reduction. NYU Wagner, Working Paper No. 1014.

¹¹ Scrooge Takes a Look at Investing in Micro-Loans, (2015). Retrieved February 22, 2015, from LeanBonds Bond and Finance News: <http://learnbonds.com/kiva-micro-loans/>

¹² Pitamber, Sunita (2003, January). Factors Impeding the Poverty Reduction Capacity of Micro-credit: Some Field Observations from Malawi and Ethiopia. African Development Bank, Economic Research Papers No. 74.

¹³ Morduch, 2002.

¹⁴ Plummer, V. (2006, Spring). Microbusiness, Macro-impact. Community Investments, pp. 10-22.

¹⁵ Frequently Asked Questions, Small Business. (2012, September). Retrieved February 22, 2015, from Office of Advocacy, Small Business Administration: https://www.sba.gov/sites/default/files/FAQ_Sept_2012.pdf

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Potential Licensed Child Care Facility Capacity Impact of Micro Loan Program | | | | | | | | |
|---|----------------------------|----------------------------------|--|-------------------------------------|---|---|---------------------------|--|
| | Existing facilities | New micro loan facilities | Annual business closures (~10%) | Total facilities at year end | Children served at start of year | Added capacity - micro loan facilities | Less lost capacity | Total children served at year end |
| FY 2016-17 | 0 | 40 | -4 | 36 | 0 | 240 | -24 | 216 |
| FY 2017-18 | 36 | 40 | -4 | 72 | 216 | 240 | -24 | 432 |
| FY 2018-19 | 72 | 40 | -4 | 108 | 432 | 240 | -24 | 648 |
| FY 2019-20 | 108 | 40 | -4 | 144 | 648 | 240 | -24 | 864 |
| FY 2020-21 | 144 | 40 | -4 | 180 | 864 | 240 | -24 | 1080 |

Staff's calculations for the sustainability of this program include: the use of the Time/Value of Money formula for fixed rate loans; a loan default rate of 2.0 percent; and an annual adjustment of 2.0 percent inflation for administration costs. Based on these assumptions, Staff does not believe this program is sustainable in its current form. Beginning FY 2020-21, additional monies will be necessary to account for the potential increase in fees and loan default.

| Analysis of Financial Sustainability of Micro Loan Program | | | | | | | |
|---|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| | FY 2015-16 (Dept. req.) | FY 2016-17 (est.) | FY 2017-18 (est.) | FY 2018-19 (est.) | FY 2019-20 (est.) | FY 2020-21 (est.) | FY 2021-22 (est.) |
| General Fund Appropriation | \$338,200 | \$259,279 | \$183,561 | \$106,265 | \$28,984 | \$29,811 | \$30,655 |
| Loan principal | | \$7,500 | \$7,500 | \$7,500 | \$7,500 | \$7,500 | \$7,500 |
| Interest | | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| Term | | 48 months | 48 months | 48 months | 48 months | 48 months | 48 months |
| TVM - monthly payment | | 166.01 | 166.01 | 166.01 | 166.01 | 166.01 | 166.01 |
| Number of loans | | 40 | 80 | 120 | 160 | 160 | 160 |
| Total monthly revenue | | 6,640 | 13,281 | 19,921 | 26,562 | 26,562 | 26,562 |
| Total annual revenue | | \$79,685 | \$159,370 | \$239,054 | \$318,739 | \$318,739 | \$318,739 |
| Less loan default rate of 2.0 % | | 0 | (3,187) | (4,781) | (6,375) | (6,375) | (6,375) |
| Net annual revenue | | \$79,685 | \$156,182 | \$234,273 | \$312,364 | \$312,364 | \$312,364 |
| Less annual loan servicing costs | \$7,200.0 | \$7,200.0 | \$7,344.0 | \$7,490.9 | \$7,640.7 | \$7,793.5 | \$7,949.4 |
| Less annual application review costs | 8,000.0 | 8,000.0 | 8,160.0 | 8,323.2 | 8,489.7 | 8,659.5 | 8,832.6 |
| Less billing, accounting, reimbursement | 12,000.0 | 12,000.0 | 12,240.0 | 12,484.8 | 12,734.5 | 12,989.2 | 13,249.0 |
| Less technical assistance costs | 8,000.0 | 8,000.0 | 8,160.0 | 8,323.2 | 8,489.7 | 8,659.5 | 8,832.6 |
| Less travel and miscellaneous costs | 3,000.0 | 3,000.0 | 3,060.0 | 3,121.2 | 3,183.6 | 3,247.3 | 3,312.2 |
| Total annual expenses | \$38,200 | \$38,200 | \$38,964 | \$39,743 | \$40,538 | \$41,348 | \$42,175 |
| Adjusted for inflation | | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Total adjusted annual expenses | \$38,200 | \$38,964 | \$39,743 | \$40,538 | \$41,349 | \$42,176 | \$43,019 |
| Total available for loan disbursement | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 |

Recommendation

Staff is not opposed to a micro loan program to address child care capacity issues in the state. Staff recommends denial of this request, however, due to concerns over the sustainability of the program as described in the Department's request.

→ R-10: Increase Access to Licensed Family, Friends, and Neighbors

- The Department's R10 request is for a new line item with an appropriation of \$250,000 General Fund to provide grants to Family, Friend, and Neighbor (FFN) child care providers in FY 2015-16 and FY 2016-17.
- These grants are intended to be used to cover start-up costs for rural FFN providers to increase access to quality child care.
- It is anticipated that these grants will increase the number of licensed quality child care slots by approximately 600 slots.
- Staff recommends approval of \$125,000 in FY 2015-16 for this program.

Request: The Department requests \$250,000 General Fund in FY 2015-16 and subsequent fiscal years to fund approximately 100 micro grants at an average of \$2,500 per grant to increase the availability of safe, high quality licensed child care through new Family, Friend, and Neighbor child care homes in communities without sufficient capacity.

Issue

Section 26-6-101.4, C.R.S., identifies regulation and licensing of child care facilities as contributing factors in providing for a safe and healthy environment for children. Such licensing is subject to standards prescribed and published by the Department. As of the current fiscal year, Colorado has 5,790 licensed child care facilities, approximately 2,000 of which are Colorado Child Care Assistance Program (CCCAP) providers. There are six categories of licenses, including: Child Care Center, both infant nursery and toddler nursery; Preschool; School-aged Child Care Center; Family Child Care Homes; and Children's Resident Camps. Within the six license categories, there are 26 types of facilities, 25 percent of which are a day care home and 17 percent of which are a day care center.

In its request, the Department reports that approximately 400,000 children under age six reside in the State of Colorado, 61.3 percent of whom live in families with working parents. At this time, Colorado's licensed child care centers and family care homes have the capacity to serve 44.0 percent of these children. The Department has assumed that a portion of the remaining 56.0 percent of children may require non-parental care; however did not provide an estimate for the number of these children who may be receiving care from a non-licensed provider. (It is important to note that approximately 60.0 percent of children in unlicensed care in Colorado are in legally unlicensed care.)

Child Care Aware reports that in 2014 there were nearly 600,000 families with children residing in Colorado; approximately 170,000 of those are single parent families; and over 92,000 families with children were living in poverty. It further reports that an estimated 251,000 children under

the age of six potentially need care.¹⁶ Though the Department did not provide an estimate of the number of children requiring care exceeding the state's current capacity, based on data provided by the Department and Child Care Aware, Staff estimates the number to be approximately 143,000.

The safety of a child care facility is one of several measurable factors in determining the quality of care received by children. The National Association of Child Care Resource and Referral Agencies (NACCRRA) reports that "high-quality child care leads to more positive outcomes even during the teenage years." Literature reviewed by NACCRRA indicates that measures associated with academic and cognitive achievement for children who received high-quality care in the first few years of life were higher than measures for children who did not.¹⁷ The Department reports that it has identified school readiness as an essential component to ensuring successful outcomes for children later in life; however given the lack of capacity for licensed quality child care, especially in rural communities of the state, the Department argues that many children do not have access to an environment that improves school readiness.

Proposed Solution

The Department has developed a strategy to address multiple factors in a community in order to improve access to licensed quality child care, including: targeting populations impacted by poverty; providing entrepreneurial opportunities for those interested in starting small businesses in licensed child care but who lack the means to cover start-up costs for business; improve school readiness and long-term success in children to the delivery of age-appropriate educational and developmental programs; and increase the number of licensed child care slots available in a community. Specifically, the micro grant program will provide start-up funding and basic credentialing costs to qualifying providers in rural and underserved areas in Colorado. Grant recipients will be required to accept Colorado Child Care Assistance Program (CCCAP) eligible children. Micro grant recipients will be eligible for the Department's existing grant programs designed to improve child care facility quality through: financial incentives for classroom materials and staff training; and coaching and technical assistance. Grant awards for classroom materials and training are based on the demonstrated need of the facility, county demographics including the number of CCCAP families, and matching funds.

The cost of the program is estimated to be approximately \$250,000, based on an average grant of \$2,500 for 100 grants. Administrative costs are anticipated to be covered by the \$96.50 fee that will be charged to cover the cost of the application and background checks. Each grant will fund the following:

- Licensing expenditures: licensing fees, inspections, insurance, CPR training, medication, administration training, minor facility modifications;

¹⁶ Child Care in America: 2014 State Fact Sheets. (2014). Retrieved February 22, 2015, from Child Care Aware of America: http://usa.childcareaware.org/sites/default/files/19000000_state_fact_sheets_2014_v04.pdf

¹⁷ 2013 Child Care in the State of Colorado. Retrieved December 5, 2013, from National Association of Child Care Resource and Referral Agencies: http://www.naccrra.org/sites/default/files/default_site_pages/2013/colorado_2013_state_fact_sheet.pdf

- Allowable purchases: physical equipment and education and developmental materials needed to provide an appropriate home care classroom, including cots, cribs, car seats, child-sized furniture, age-appropriate educational, developmental, and play materials;
- Training and coaching: loan recipients are required to participate in at least three sessions with a certified coach, but may participate in up to ten sessions; funding may also be used to take up to nine credit hours of relevant Early Childhood college-level coursework.

Analysis

Similar to the micro loan program, this program is designed to increase community capacity to serve more children in licensed quality child care facilities. It provides non-reimbursable grants to family, friends, and neighbors who currently provide care to children. The purpose of encouraging these individuals to become licensed to provide an opportunity for each of them to expand an existing child care environment to serve more children as allowed through licensing and under current statute. Much like the micro loan program, it also provides an opportunity for individuals to start small businesses, increase earning potential, improve access to products or services, and may result in a slight decrease in unemployment and a positive economic impact on a community. Sustainability of these small businesses will be dependent upon ongoing child care quality enhancements, and profitable business practices. While the child care industry in Colorado has experienced high overhead costs compared with income potential, especially in CCCAP facilities, tiered reimbursements based on quality, as required by H.B. 14-1317, have the potential of minimizing the gap between income and expenses.

Unlike the micro loan program model, this program will require ongoing funding as none of the grants will be paid back. There is limited information on the impact of such a program on child care capacity, and as a result, Staff's recommendation is largely impacted by potential opportunity costs. The expected increase in the number of licensed quality child care slots through this program is estimated by Staff to be approximately 2,160 after the fourth year with 378 additional licensed facilities. Staff assumed a small business closure rate of 10.0 percent per year based on the Small Business Administration's data for new business closures, resulting in a lost capacity of 60 slots per year.¹⁸ If funded, this program will require an annual appropriation in order to continue. It is anticipated that the appropriation will remain at \$250,000.

Recommendation

There is a need to improve access to licensed quality child care in the State of Colorado; however there is little data available to evaluate the effectiveness of a micro funding program in increasing service capacity in the private child care domain. In order to determine whether or not such a mechanism will improve access to licensed quality child care, Staff is recommending that the Committee fund this program at 50.0 percent of the Department's request.

¹⁸ Frequently Asked Questions, Small Business. (2012, September). Retrieved February 22, 2015, from Office of Advocacy, Small Business Administration: https://www.sba.gov/sites/default/files/FAQ_Sept_2012.pdf

→ **R-17: Provider Rate Spending Authority**

- The Department is requesting \$228,794 federal funds from the Child Care Development Fund block grant allocation.
- These funds will be used to reimburse contracted child care licensing inspectors for actual costs associated with inspecting child care facilities.
- Licensing specialist review staffing ratios, health and safety risks, and background check compliance, and provide technical assistance and coaching to child care providers.
- Staff recommends approval of this request.

Background

The Division of Early Care and Learning is responsible for inspecting, licensing, and monitoring child care facilities, and for providing technical assistance and coaching throughout the state. Facilities include child care homes and centers, preschool and school-age child care programs, day camps, residential summer camps, and day treatment centers. In FY 2014-15, funding for the Child Care Licensing and Administration line item was increased by \$1.3 million General Fund and 3.0 FTE for 17 new contract licensing staff and 3.0 FTE for state supervision. This funding supports the Division in improving the licensing staff to facility ratio to nearly 1:100.

Historically, the General Assembly has approved a provider rate increase to offset inflationary, wage, and general business cost increases for contract providers who deliver direct services for the Department. Contract licensing inspectors have not historically received the annual provider rate increase.

Proposed Solution

The Department is requesting additional federal funds spending authority from the Child Care Development Fund Block Grant to “true-up” contracts with existing providers, and to maintain equity with other vendors providing services to the Department. Lean business analysis has allowed the Department to establish reasonable cost ranges for contract services, including cost of inspections, supervisory costs, leased space, mileage, and materials and supplies. The Department estimates that if the contracted licensing inspectors had been included in the annual provider rate increase/decrease since 1999, the net increase in the overall cost of the contract would be 23.95 percent, or \$228,794.

Recommendation

Staff’s calculations for the same period resulted in an increase of 24.0 percent – a difference of less than \$500. The Department currently contracts with approximately 60 licensing inspectors, for an average increase per contractor of \$3,800 for 17 years. While this amount appears high for a one-year increase, it equates to an average increase of \$224 per year per contractor. Staff recommends approval of this request.

→ **BA-13: Childcare Automated Tracking System Hybrid Enhancement**

- The Department's BA16 is for \$900,000 federal funds from the Child Care Development Fund block grant allocation for FY 2015-16, annualizing to \$1,200,000 federal funds in FY 2016-17.
- These funds are for ongoing operating and maintenance of the Child Care Automated Tracking System (CHATS).
- The request is consistent with recommendations developed by an outside contractor after a comprehensive needs assessment that was funded in FY 2014-15.
- Staff's recommendation is pending Committee decision on the Department's Capital Construction BA1 CHATS Hybrid Enhancement request.

Request: The Department requests \$0.9 million federal funds from the Child Care Development Fund block grant allocation for FY 2015-16, annualizing to \$1.2 million in FY 2016-17 and beyond for ongoing operating and maintenance of the Child Care Automated Tracking System (CHATS). This is a companion request to the Department's Capital Construction BA1 CHATS Hybrid Enhancement request.

Background

The Child Care Automated Tracking System (CHATS) was implemented in 2010 and was designed to update technology and address business needs related to tracking attendance, improving financial management, improving access to data, and preventing fraud in the child care system. The Department reports that currently CHATS lack significant components that users were expecting including "robust reporting capabilities, a provider portal, and a fully-staffed operations and maintenance team. This has resulted in paper-based parallel monitoring and tracking, leading to potential errors and inefficiencies that are unable to be audited. According to the Department, the greatest challenges faced in this current system include:

- The lack of functionality to support:
 - All state-wide policies, such as assessing the correct parent fee, managing unpaid parent fees, preventing manual claims, and recovering overpayments;
 - Specific county policy options, such as hold days, drop-in days, and tiered reimbursement.
 - Complaints and investigations or fraud prevention.
- Technical problems associated with the point of sale system.
- Administrative burdens associated with the tracking and attendance for the Colorado Child Care Assistance Program (CCCAP).
- Limited standard reports and lack of ad hoc reporting or querying capabilities for program data that supports planning, monitoring, budgeting, needs assessments, and auditing at both a local and state level.

CHATS development and implementation has experienced delays and cost increases as a result of funding constraints in the mid-2000s. Significant deficiencies have resulted as identified through a Rapid Risk Assessment performed by Deloitte Consulting in 2013. These include: insufficient technical and policy resources; significant backlog of work; increasing system

instability; complex system technologies; lack of multi-media training options for user groups; and no capacity to add environments for troubleshooting, evaluating or testing. According to the Department, the initial estimate indicated that 187,000 hours of work was needed to address the backlog. Funding was provided in FY 2014-16 to conduct a comprehensive needs assessment of CHATS, including the interface with other Office of Early Childhood (OEC) systems. The assessment was performed by BerryDunn and completed in October 2014.

Proposed Solution

The Department is requesting \$0.9 million in federal Child Care Development Fund spending authority in FY 2015-16 and \$1.2 million in FY 2016-17 and beyond for ongoing operating and maintenance of the CHATS. This is a companion request for operating and maintenance costs associated with the Department's Capital Construction BA1 CHATS Hybrid Enhancement request submitted December 10, 2014. The 5-year estimated total cost of maintenance and operating is \$5.7 million. These funds will be used to cover the cost of 9.0 FTE contract staff in FY 2015-16 and 12.0 FTE contract staff in FY 2016-17 and beyond.

| 5-Year Estimated Project Cost | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Item | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | Total |
| BA13 CHATS Operating and Maintenance | | | | | | |
| Operating and maintenance | \$900,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$5,700,000 |
| BA1 CHATS Hybrid Enhancement (Capital Construction Request) | | | | | | |
| Contracted personal services | \$1,188,125 | \$1,113,125 | \$0 | \$0 | \$0 | \$2,301,250 |
| Software | 345,000 | 345,000 | 90,000 | 90,000 | 90,000 | 960,000 |
| Estimated project total | \$2,433,125 | \$2,658,125 | \$1,290,000 | \$1,290,000 | \$1,290,000 | \$8,961,250 |

The hybrid approach recommended by BerryDunn is intended to incrementally enhance and replace current CHATS modules in a phased approach, allowing current coding to be reused while leveraging infrastructure and shared resources with other data systems in the Department. In addition, poorly functioning components can be modernized and replaced while the core remains intact. According to the Department, four options were considered to address the CHATS issues, ranging from “do nothing” to a full system replacement. The selected hybrid approach is more cost effective, time efficient, and less risky than the fully system replacement; and it allows for the opportunity to address specific issues while maintaining the existing system core. The selected approach boasts the following benefits:

- The Electronic Document Management System will enable CCCAP case workers to view eligibility documentation obtained by CCCAP and other programs, and to upload CCCAP-specific documentation.
- Enhancements to the CHATS database infrastructure to utilize the Office of Information Technology's Database as a Service (DAAS) initiative, removing the current environment barriers to real-time reporting.

- The Hybrid approach establishes user training as a core CCCAP business function through training planning, revision of training materials and user documentation, and on-going assessment of training needs and activities.
- The Hybrid approach will make changes to CHATS' financial functionality to address system gaps related to management and tracking of billing, payments, and recoveries.
- CHATS will be linked to QRIS for quality and licensing system data.
- Improvements will be made to the CHATS user interface, screen flow, and data entry to enhance worker productivity.
- The enhancements will provide the ability to record and store information about complaints and investigations related to qualified (non-licensed) providers.
- Without the interface to the Quality Rating and Improvement System (QRIS), time-consuming manual processes will be needed to implement requirements for tiered reimbursement.

Recommendation

Staff's recommendation is pending Committee decision on the Department's Capital Construction BA1 CHATS Hybrid Enhancement request.

**LINE ITEM DETAIL – (6) OFFICE OF EARLY CHILDHOOD, (A)
DIVISION OF EARLY CARE AND LEARNING**

Promoting Safe and Stable Families Program

This program, authorized under Sub-Part 2 of Title IV-B of the federal Social Security Act, provides funding for local communities to provide a variety of services to families in times of need or crises. The program promotes permanency and safety for children by providing support to families in a flexible, family-centered manner through a collaborative community effort. While a small portion of the funds are used to support 2.0 FTE responsible for administering the program, the majority of funds are made available to local communities and tribes.

Each local site is required to have a Community Advisory Council comprised of governmental and community stakeholders, family advocates and parents, and consumers to help direct the project. Currently, 41 counties and the Ute Mountain Ute tribe receive funding to:

- Reunify children placed in the foster care system with their families;
- Support and promote adoption or permanent placement with kin for children who cannot be safely returned home; and
- Prevent child abuse and neglect in at-risk families.

A 25 percent match is required to draw down the federal funds. The General Fund is used to provide the match for the portion of the funds that are used for state-level staff and activities, and local communities are required to provide the match for the funds they receive.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Request: The Department requests an appropriation of \$4,475,142 total funds, including \$54,882 General Fund, and 2.0 FTE. This reflects an increase of \$7,520 total funds, including \$1,881 General Fund, for annualization of prior year funding.

Recommendation: Staff recommends an appropriation of \$4,475,142 total funds, including \$54,882 General Fund, \$1,064,160 cash funds from local funds, \$3,356,100 federal funds from Title IV-B, Subpart 2, of the Social Security Act, and 2.0 FTE.

| Office of Early Childhood, Division of Early Care and Learning, Promoting Safe and Stable Families Program | | | | | |
|---|--------------------|---------------------|--------------------|----------------------|------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | <u>\$4,467,622</u> | <u>\$53,001</u> | <u>\$1,064,160</u> | <u>\$3,350,461</u> | <u>2.0</u> |
| TOTAL | \$4,467,622 | \$53,001 | \$1,064,160 | \$3,350,461 | 2.0 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$4,467,622 | \$53,001 | \$1,064,160 | \$3,350,461 | 2.0 |
| Annualize prior year budget actions | <u>7,520</u> | <u>1,881</u> | <u>0</u> | <u>5,639</u> | <u>0.0</u> |
| TOTAL | \$4,475,142 | \$54,882 | \$1,064,160 | \$3,356,100 | 2.0 |
| Increase/(Decrease) | \$7,520 | \$1,881 | \$0 | \$5,639 | 0.0 |
| Percentage Change | 0.2% | 3.5% | 0.0% | 0.2% | 0.0% |
| FY 2015-16 Executive Request: | \$4,475,142 | \$54,882 | \$1,064,160 | \$3,356,100 | 2.0 |
| Request Above/(Below) Recommendation | \$0 | \$0 | \$0 | \$0 | 0.0 |

Child Care Licensing and Administration

The Division of Early Care and Learning is responsible for inspecting, licensing and monitoring child care facilities throughout the state, including child care homes and centers, preschool and school-age child care programs, homeless youth shelters, and summer camps, as well as 24-hour facilities (such as residential treatment facilities, residential child care facilities, and child placement agencies). In some counties, the Division contracts with local entities (*e.g.*, county departments of social services, county health departments, child placement agencies) to perform licensing functions for certain types of facilities. In FY 2014-15, this line item was increased by \$1.3 million total funds, the majority of which is General Fund, and 2.8 FTE to improve the licensing specialist to facility ratio to 1:100. It is anticipated that federal expectations for the Child Care Development Funds (CCDF) will be shifting in FFY 2015-16 to include a requirement that states maintain a ratio of 1 licensing specialist to 100 facilities in order for the state to be eligible to receive CCDF in the future. This line item provides funding for the majority of the Division staff.

Licensing Fees. Pursuant to Section 26-6-105, C.R.S., the Department is to establish license fees pursuant to rules promulgated by the State Board of Human Services. Such fees are not to exceed the direct and indirect costs incurred by the Department. The Department is to develop and implement an objective, systematic approach for setting, monitoring, and revising child care licensing fees by developing and using an ongoing method to track all direct and indirect costs associated with child care inspection licensing, developing a methodology to assess the

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

relationship between licensing costs and fees, and annually reassessing costs and fees and reporting the results to the State Board. The Department is to consider the licensed capacity of facilities and the time required to license facilities. Child care licensing fees currently cover approximately 15 percent of the costs of the licensing program. Fees range from \$24 per year for a smaller family child care home to \$792 for an initial license for a residential child care facility, with higher fees for secure facilities.

Request: The Department requests an appropriation of \$7,204,146 total funds, including \$2,450,786 General Fund, and 52.0 FTE. The request reflects an increase of \$429,091 total funds, including \$69,237 General Fund, for a 1.0 percent community provider rate increase, an increase in provider rate spending authority from Child Care Development Funds, and the annualization of prior year legislation and budget actions.

Recommendation: Staff recommends an appropriation of \$7,239,994 total funds, including \$2,450,786 General Fund, \$849,004 cash funds from the Child Care Licensing Cash Fund, and \$3,940,204 federal funds from Child Care Development Funds, and 52.0 FTE. This reflects an increase of \$228,794 federal funds for the R17 Provider Rate Spending Authority request; \$56,935 federal funds for a 2.7 percent provider rate increase; and \$179,210 total funds, including \$69,237 General Fund, for the annualization of prior year legislation and budget actions.

| Office of Early Childhood, Division of Early Care and Learning, Child Care Licensing and Administration | | | | | |
|--|--------------------|---------------------|-------------------|----------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | \$6,706,971 | \$2,313,465 | \$838,250 | \$3,555,256 | 50.9 |
| Other legislation | <u>68,084</u> | <u>68,084</u> | <u>0</u> | <u>0</u> | <u>1.1</u> |
| TOTAL | \$6,775,055 | \$2,381,549 | \$838,250 | \$3,555,256 | 52.0 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$6,775,055 | \$2,381,549 | \$838,250 | \$3,555,256 | 52.0 |
| R17 Provider rate spending authority | 228,794 | 0 | 0 | 228,794 | 0.0 |
| R20 Community provider rate | 56,935 | 0 | 0 | 56,935 | 0.0 |
| Annualize prior year legislation | (5,173) | (5,173) | 0 | 0 | 0.0 |
| Annualize prior year budget actions | <u>184,383</u> | <u>74,410</u> | <u>10,754</u> | <u>99,219</u> | <u>0.0</u> |
| TOTAL | \$7,239,994 | \$2,450,786 | \$849,004 | \$3,940,204 | 52.0 |
| Increase/(Decrease) | \$464,939 | \$69,237 | \$10,754 | \$384,948 | 0.0 |
| Percentage Change | 6.9% | 2.9% | 1.3% | 10.8% | 0.0% |
| FY 2015-16 Executive Request: | \$7,204,146 | \$2,450,786 | \$849,004 | \$3,904,356 | 52.0 |
| Request Above/(Below) Recommendation | (\$35,848) | \$0 | \$0 | (\$35,848) | 0.0 |

Fines Assessed Against Licenses

Senate Bill 99-152 created the Child Care Cash Fund, which consists of fines collected from licenses by the Department [see 26-6-114 (5), C.R.S.]. Fines are assessed against unlicensed

child care providers for operating illegally and are assessed against licensed child care providers for consistent violation of regulations.

The fee structure is set in rules and regulations promulgated by the Department but may not exceed \$100 dollars a day to a maximum of \$10,000 dollars. Currently, any unlicensed child care facility may be fined up to \$100 a day to a maximum of \$1,000 for providing care for which a license is required. For providing child care for which a license is required after receipt of a cease and desist order, an unlicensed facility will be fined \$100 a day to a maximum of \$10,000. A licensed child care facility may be fined up to \$100 a day to a maximum of \$10,000 for each violation of the Child Care Act. Any person intentionally making a false statement or report to the Department or to any agency delegated by the Department to make an investigation or inspection under the provisions of the Child Care Act may be fined up to \$100 a day to a maximum of \$10,000.

Moneys in the fund are continuously appropriated to the Department "to fund activities related to the improvement of the quality of child care in the state of Colorado." As a result, this line item is included in the Long Bill for informational purposes only.

Request: The Department requests a continuation level of \$20,000 cash funds.

Recommendation: Staff recommends approval of the Department's request.

Child Care Assistance Program

The Colorado Child Care Assistance Program (CCCAP) is the largest single component of the Division's budget (79.6 percent). Child care subsidy programs, such as CCCAP, were promoted under 1996 federal welfare reform legislation to help families become financially independent. CCCAP was established through Senate Bill 97-120, and was expanded during the 2014 legislative session through H.B. 14-1317. This bill appropriated \$9.9 million total funds, including \$8.6 million General Fund to the Department for FY 2014-15, and:

- Requires the Department to set provider rates for each county every two years. Allows counties to opt out of the state-established rates and negotiate their own rates with child care providers. Counties setting their own rates must solicit feedback from various stakeholders, including early childhood councils, child care resource and referral agencies, and child care providers. By July 1, 2016, both state- and county-established rates must include a system of tiered reimbursement that provides higher reimbursement to facilities with higher quality ratings. Subject to available appropriations, DHS must contract for a study to compare private payment tuition rates for child care and CCCAP rates and determine if the CCCAP rates provide equal access as required under federal law.
- Limits the co-payment amount for CCCAP families with incomes below 100 percent of the federal poverty level (FPL) to no more than one percent of the family's gross monthly income. Requires the Department to promulgate rules outlining the formula for determining parental co-payments. The co-payment formula must gradually increase the parent share as family income approaches self-sufficiency income levels. Beginning on July 1, 2016, the formula must include a tiered reduced copayment structure for children attending high quality care.

- Requires counties to reimburse providers for absences and holidays based on the quality rating of providers in the state's five-tier rating system.
- Requires counties to provide child care assistance to families with incomes up to 165 percent of the FPL. At their discretion, counties may serve any family so long as its income does not exceed the federal income limit of 85 percent of state median income.
- Expands the activities in which a parent may be participating in order to be eligible for CCCAP. A parent who is not employed but who is enrolled in a post-secondary education program or workforce training program is eligible for CCCAP for a period of up to two years. The bill also expands the period in which an unemployed parent is eligible while actively engaged in job search activities.
- Requires counties to directly enroll a family transitioning from the workforce program in CCCAP without requiring a separate application. If the county has a waiting list for CCCAP, they may choose to place the family on the waiting list or provide the CCCAP subsidy immediately. Families cannot be directly enrolled in CCCAP if they are leaving Colorado Works due to a program violation or no longer meet CCCAP eligibility criteria.
- Requires the Department to establish rules for the exit income eligibility level at which the county may deny benefits for that family. For counties that set their initial CCCAP income eligibility level at less than 185 percent of the FPL, the rules must require the county to set exit income eligibility level at a higher level than the initial eligibility level.
- Requires that child care be authorized based on maintaining continuity of care for children with the least disruption to the child and that the care schedule not be linked directly with a parent's employment, education, or workforce training schedule.
- Requires counties to maintain a current and accurate waiting list of parents who have inquired about receiving a CCCAP subsidy and are likely eligible for assistance based on self-reported income and eligibility criteria.
- Requires counties to request evidence on 30 days of income, but may, on a case-by-case basis, request up to 12 months if the 30 days of evidence does not accurately reflect family income.

The appropriation is comprised of state-appropriated federal Child Care and Development Fund (CCDF) block grant amounts, state General Fund, and county maintenance of effort and administrative amounts. Each county is required to spend, as a maintenance of effort, its share of an amount identified in the Long Bill each year, as well as its share of program administration costs. Although not reflected in the Long Bill appropriations for child care, overall funding sources for the program may include county transfers from the Temporary Assistance for Needy Families (TANF) Colorado Works block grants (effectively up to 20 percent of the annual TANF grant).

Request: The Department requests an appropriation of \$89,221,361 total funds, including \$23,103,672 General Fund, and 1.0 FTE. The request reflects an increase of \$1,138,727 total funds, including a decrease of \$395,112 General Fund. This reflects an increase of \$773,333 total funds, including \$139,494 General Fund, for a 1.0 percent provider rate increase; and a decrease of \$534,606 General Fund for the annualization of H.B. 14-1317.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

Recommendation: Staff's recommendation is pending Committee decision on the Department's Capital Construction BA1 CHATS Hybrid Enhancement request. Staff recommends an increase of \$2,087,998 total funds, including \$376,634 General Fund, for a 2.7 percent provider rate increase; and a decrease of \$534,606 General Fund for the annualization of H.B. 14-1317. Staff requests permission to adjust this line item based on the Committee's action on the Department's BA1 Capital Construction Request for the CHATS Hybrid Enhancement. The table below reflects staff's recommendation for R20 and the annualization of prior year legislation; and the Department's request for BA13.

| Office of Early Childhood, Division of Early Care and Learning, Child Care Assistance Program | | | | | | |
|--|---------------------|---------------------|--------------------|-----------------------------|----------------------|------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$77,333,278 | \$13,949,428 | \$9,599,282 | \$0 | \$53,784,568 | 0.0 |
| Other legislation | <u>10,749,356</u> | <u>9,549,356</u> | <u>0</u> | <u>1,200,000</u> | <u>0</u> | <u>1.0</u> |
| TOTAL | \$88,082,634 | \$23,498,784 | \$9,599,282 | \$1,200,000 | \$53,784,568 | 1.0 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$88,082,634 | \$23,498,784 | \$9,599,282 | \$1,200,000 | \$53,784,568 | 1.0 |
| R20 Community provider rate | 2,087,998 | 376,634 | 259,181 | 0 | 1,452,183 | 0.0 |
| BA13 Childcare Automated Tracking System hybrid enhancement | 900,000 | 0 | 0 | 0 | 900,000 | 0.0 |
| Annualize prior year legislation | <u>(534,606)</u> | <u>(534,606)</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$90,536,026 | \$23,340,812 | \$9,858,463 | \$1,200,000 | \$56,136,751 | 1.0 |
| Increase/(Decrease) | \$2,453,392 | (\$157,972) | \$259,181 | \$0 | \$2,352,183 | 0.0 |
| Percentage Change | 2.8% | (0.7%) | 2.7% | 0.0% | 4.4% | 0.0% |
| FY 2015-16 Executive Request: | \$89,221,361 | \$23,103,672 | \$9,695,275 | \$1,200,000 | \$55,222,414 | 1.0 |
| Request Above/(Below) Recommendation | (\$1,314,665) | (\$237,140) | (\$163,188) | \$0 | (\$914,337) | 0.0 |

Child Care Grants for Quality and Availability and Federal Targeted Funds Requirements

This line item was created in FY 2007-08 and combined the former "Grants to Improve the Quality and Availability of Child Care" and "Federal Discretionary Child Care Funds Earmarked for Certain Purposes" line items. Two components of the line item appropriation are as follows.

"Quality Improvement" requirement. The federal government requires that 4.0 percent of expenditures for Child Care and Development Fund (CCDF)-supported activities be used to improve service quality. Funding for quality activities supports Colorado's Early Childhood Councils and the School-readiness Quality Improvement Program. The 4.0 percent calculation is based on total CCDF expenditures, including state expenditures required to match a portion of the federal CCDF grant and county transfers of TANF funds to CCDF.

"Targeted Funds" requirement. Federal law concerning Child Care Development Funds also requires specific dollar amounts of the "discretionary grant" funding under CCDF be "targeted" (formerly known as "earmarked") for specific purposes. These targeted amounts are for: (1) infant/toddler programs; (2) school age and/or resource and referral programs; and (3) quality expansion activities such as professional development, mentoring, provider retention, equipment

supply, facility start-up and minor facility renovation. Funding used to meet the "target" requirement may not also be used to meet the "quality" requirement (although many expenditures could be assigned to either category).

The Department seeks to target grant funds reflected in this line item to those areas determined to provide the greatest long-term gains. These areas include: increasing the efficiency and effectiveness of local child care services; raising the level of professional development in the field and providing early childhood training opportunities for child care providers; providing child care resource and referral services for families and child care providers; and, improving the ability of child care providers to prepare children for entering elementary school. Funds are used for a wide variety of contracts with the Department of Education, Qualistar Early Learning (which coordinates the network of local resource and referral agencies, among other programs), the Early Childhood Councils, and various institutions of higher education.

House Bill 13-1291. Through H.B. 13-1291, the General Assembly created the Colorado Infant and Toddler Quality and Availability Grant Program. The goal of the program is to improve the quality in infant and toddler care, provide tiered reimbursement to high-quality early childhood programs, and increase the number of low-income infants and toddlers served through high-quality early childhood programs. Early Childhood Councils and county departments must jointly apply for moneys through the grant program; and the program is administered by the Department. H.B. 13-1291 appropriated \$3,000,000 General Fund and 1.0 FTE to the Department for the implementation of this program. Grant awards are subject to available appropriations.

Request: The Department requests a continuation level appropriation of \$8,670,827 total funds, including \$4,757,755 General Fund, and 1.0 FTE.

Recommendation: Staff recommends approval of the Department's request.

School Readiness and Quality Improvement Program

House Bill 02-1297 [Section 26-6.5-106, C.R.S.] created the School-readiness Child Care Subsidization Program to improve the quality of certain licensed child care facilities whose enrolled children ultimately attend low-performing neighborhood elementary schools. The legislation was reauthorized in H.B. 05-1238 and the program renamed the School Readiness and Quality Improvement Program. The program provides grants to child care facilities in areas served by low-performing schools.

Statute specifies that school-readiness quality improvement program funding shall be awarded to early childhood care and education councils for subsidies to local early care and education providers based upon allocations made at the state department. The program targets the school readiness of young children who will attend eligible elementary schools that have an overall performance rating of "low" or "unsatisfactory" or that have an overall rating of "average" but have received a Transitional Colorado Assessment Program (TCAP) overall academic improvement rating of "decline" or "significant decline."

The program provides subsidies over a three year period to participating child care centers and family child care homes to cover the cost of equipment, supplies, minor renovations, curricula, staff education, scholarships, training, and bonuses for facility staff for demonstrating quality improvements and addressing problems identified in the ratings. Grantees are selected based on approval of plans that encompass criteria including: demonstrated need, number of eligible schools and providers, and plans to track future academic performance of children who participate in the program.

Request: The Department requests continuation funding of \$2,228,586 federal Child Care Development Funds for FY 2015-16.

Recommendation: Staff recommends approval of the Department request.

Early Literacy Book Distribution

Funding for this line provides a contractor with a \$100,000 grant to distribute 11,540 new books to approximately 6,320 young children during their routine well child visit. Health care providers will distribute and advise parents to read aloud to their children in order to promote their child's cognitive and literacy skills. The contractor will focus on expanding reading programs in counties that do not already have established programs. The program will primarily serve children living in families with incomes under 250 percent of the federal poverty level.

Request: The Department requests a continuation level appropriation of \$100,000 General Fund to continue implementation of this program.

Recommendation: Staff recommends approval of the Department's request.

Child Care Micro Loans (new line item)

Funding in this new line item is intended to provide micro loans to individuals in communities that currently lack licensed child care capacity. Funds will be used to cover start-up costs associated with licensing and other eligible business related expenses.

Request: The Department requests an appropriation of \$338,200 General Fund to provide 40 micro loans to cover the start-up costs for licensed child care facilities in FY 2015-16.

Recommendation: Staff recommends denial of this request.

| Office of Early Childhood, Division of Early Care and Learning, Micro Loans to Increase Access to Child Care | | | |
|--|------------------|------------------|------------|
| | Total Funds | General Fund | FTE |
| <u>R9 Child care micro loans</u> | | | - |
| TOTAL | \$0 | \$0 | 0.0 |
| Increase/(Decrease) | \$0 | \$0 | 0.0 |
| Percentage Change | 0.0% | 0.0% | 0.0% |
| FY 2015-16 Executive Request: | \$338,200 | \$338,200 | 0.0 |
| Request Above/(Below) Recommendation | \$338,200 | \$338,200 | 0.0 |

Child Care Micro Grants (new line item)

Funding in this new line item is intended to provide micro grants to individuals in communities that currently lack licensed child care capacity. Funds will be used to cover start-up costs associated with licensing and other eligible business related expenses.

Request: The Department requests an appropriation of \$250,000 General Fund to provide 100 micro grants to Family, Friend, and Neighbor (FFN) child care providers in FY 2015-16.

Recommendation: Staff recommends an appropriation of \$125,000 General to provide 50 micro grants to Family, Friend, and Neighbor (FFN) child care providers. Staff also recommends the Department provide evaluative data on this program in response to a request for information.

| Office of Early Childhood, Division of Early Care and Learning, Micro Grants to Increase Access to Child Care | | | |
|---|------------------|------------------|------------|
| | Total Funds | General Fund | FTE |
| <u>R10 Child care micro grants</u> | | | - |
| TOTAL | \$125,000 | \$125,000 | 0.0 |
| Increase/(Decrease) | \$125,000 | \$125,000 | 0.0 |
| Percentage Change | 0.0% | 0.0% | 0.0% |
| FY 2015-16 Executive Request: | \$250,000 | \$250,000 | 0.0 |
| Request Above/(Below) Recommendation | \$125,000 | \$125,000 | 0.0 |

DIVISION OF COMMUNITY AND FAMILY SUPPORT

The Division of Community and Family Support includes Early Childhood Councils, Early Intervention, Promoting Safe and Stable Families, the Children's Trust Fund, Family Resource Centers, Nurse Home Visitor Program, and Early Childhood Mental Health Services. The Division works with many partners, including parents, schools, child care providers, early intervention services and programs, businesses, community organizations, and other stakeholders to provide high quality, early childhood programs and effective prevention strategies to mitigate challenges faced by families that affect school readiness and academic success.

DIVISION REQUEST AND RECOMMENDATION SUMMARY

| Division of Community and Family Support | | | | | | |
|--|------------------|------------------|--------------|----------------------|---------------|------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | | |
| HB 14-1336 (Long Bill) | \$63,476,662 | \$21,624,571 | \$25,711,836 | \$5,268,899 | \$10,871,356 | 12.2 |
| Supplemental bill (S.B. 15-149) | <u>2,339,035</u> | <u>2,057,079</u> | <u>0</u> | <u>281,956</u> | <u>0</u> | <u>0.0</u> |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Division of Community and Family Support | | | | | | |
|---|------------------------|-------------------------|-----------------------|---------------------------------|--------------------------|-------------|
| | Total Funds | General Fund | Cash Funds | Reappropriated Funds | Federal Funds | FTE |
| TOTAL | \$65,815,697 | \$23,681,650 | \$25,711,836 | \$5,550,855 | \$10,871,356 | 12.2 |
| FY 2015-16 Recommended Appropriation | | | | | | |
| FY 2014-15 Appropriation | \$65,815,697 | \$23,681,650 | \$25,711,836 | \$5,550,855 | \$10,871,356 | 12.2 |
| R2 Early intervention caseload growth | 537,035 | (77,267) | 601,980 | 12,322 | 0 | 0.0 |
| R20 Community provider rate | 843,960 | 455,861 | 94,622 | 132,697 | 160,780 | 0.0 |
| Tobacco Master Settlement revenue adjustment | 1,478,933 | 0 | 1,478,933 | 0 | 0 | 0.0 |
| Annualize prior year budget actions | <u>8,881</u> | <u>0</u> | <u>6,468</u> | <u>0</u> | <u>2,413</u> | <u>0.0</u> |
| TOTAL | \$68,684,506 | \$24,060,244 | \$27,893,839 | \$5,695,874 | \$11,034,549 | 12.2 |
| Increase/(Decrease) | \$2,868,809 | \$378,594 | \$2,182,003 | \$145,019 | \$163,193 | 0.0 |
| Percentage Change | 4.4% | 1.6% | 8.5% | 2.6% | 1.5% | 0.0% |
| FY 2015-16 Executive Request | \$66,674,190 | \$23,773,220 | \$26,355,329 | \$5,612,324 | \$10,933,317 | 12.2 |
| Request Above/(Below) Recommendation | (\$2,010,316) | (\$287,024) | (\$1,538,510) | (\$83,550) | (\$101,232) | 0.0 |

Issue Descriptions:

R2 Early intervention caseload growth: The recommendation includes a net increase of \$537,035 total funds, including a net decrease of \$77,267 General Fund, to cover costs associated with early intervention services and early intervention services case management caseload growth. This incremental change includes the annualization of the Department's FY 2014-15 supplemental request (S.B. 15-149), R2 FY 2015-16 budget request, and BA1 FY 2015-16 budget amendment.

R20 Community provider rate: The recommendation includes an increase of \$843,960 total funds, including \$455,861 General Fund, for 2.7 percent common policy increase for programs that deliver services through community-based providers in accordance with the Committee's decision. Staff requests permission to adjust the provider rate increase at such time as the Committee may decide to apply an alternate percentage increase.

Tobacco Master Settlement revenue adjustment: The recommendation includes an increase of \$1,478,933 cash funds based on the Legislative Council FY 2015-16 Tobacco Master Settlement revenue projection. Staff requests permission to adjust this value, if necessary, based on the updated revenue projection.

Annualize prior year budget actions: The recommendation includes an increase of \$8,881 total funds for the annualization of prior year budget actions.

→ R-2: Early Intervention Caseload Growth
→ BA-1: Early Intervention Funding Adjustment

- The Department is requesting \$2.9 million total funds, including \$2.0 million General Fund for R2 Early Intervention Caseload Growth and BA1 Early Intervention Funding Adjustment.
- Funding will be used to cover the cost of anticipated caseload growth for early intervention services and case management.
- Staff recommends approval of the requests.

Updated Information – Figure Setting

In its November 2014 R2 request and January 2015 S1 supplemental and BA1 budget amendment, the Department indicated that it is working with the Department of Health Care Policy and Financing to implement a process that requires a Medicaid denial prior to a Community Centered Board (CCB) being able to access federal Part C funding or General Fund. Staff expressed concern about such a policy resulting in a waitlist due to the lack of sufficient Medicaid providers, especially in rural areas of the state. While several instances of communication with Department representatives assured Staff that such a policy was not being implemented, all written documents received from the Department clearly stated otherwise.

At the December 2014 staff briefing to the Joint Budget Committee, Staff recommended that the Committee consider sponsoring legislation that required the Department to allow CCBs to utilize federal Part C funds and General Fund without the requirement of a Medicaid denial, eliminating the possibility of a service delivery environment that Staff believes will result in a waitlist for children who will benefit from these services. This waitlist will place the state in violation of the federal Part C of the Individuals with Disabilities Education Act that requires any state receiving Part C funding to ensure that no waitlist exists. The purpose of this recommended legislation is to ensure that the state does not lose the approximately \$7.0 million in federal funding as a result of a waitlist for early intervention services.

Following the FY 2014-15 supplemental figure setting presentation in January 2015, the Department provided the following information to Staff in the form of an email dated January 22, 2015:

- The Department has convened and is working collaboratively with the Alliance/Office of Early Childhood Early Intervention (EI) Task Force to find alternative ways to ensure that the EI funding hierarchy is followed to ensure appropriate use of all available resources; therefore at this time, the Department will not be pursuing proof of a Medicaid denial before billing for EI services provided to children who have Medicaid coverage, as was discussed in the Decision Item.
- In the Decision Item and Supplemental Request, the Department continued to use the current target of 55.0% for Medicaid utilization for direct services. The current data on Medicaid utilization for direct services (July 1, 2014-October 31, 2014) indicates that the statewide average for CCB's performance is 46%.

- Projections for Medicaid utilization for the funding request were based on the current targets and adjusted for caseload growth.
- The monthly reports EI staff sends to CCBs and the level of training and technical assistance that is being provided is helping to improve performance.

Staff remains concerned about the impact of such a policy were the Department to choose to implement it after this legislative session comes to a close; and recommends that the Committee include a request for information concerning an update on the strategies the newly formed task force is developing to ensure appropriate utilization of the early intervention funding hierarchy.

Request: The Department requests a total of \$2.9 million total funds, including \$2.0 million General Fund for its R2 Early Intervention Caseload Growth and BA1 Early Intervention Funding Adjustment requests.

Recommendation: Staff recommends approval of the Department's R2 and BA1 requests to fund the early intervention caseload growth. In addition, Staff recommends that the Committee include a request for information concerning an update on the strategies the newly formed task force is developing to ensure appropriate utilization of the early intervention funding hierarchy.

Information provided at Briefing

Background

The Early Intervention Program is administered by the Division of Community and Family Support in the Office of Early Childhood. It provides early intervention (EI) services to infants and toddlers ages zero through two years of age who have been determined to have a developmental delay or disability, who have been diagnosed with a physical or mental condition that has a high probability of resulting in a significant delay in development, or who are living with a parent who has a developmental disability. The Department of Human Services is designated as Colorado's lead agency under Part C of the Federal Individuals with Disabilities Education Act (IDEA) and reports that intervention services are provided to eligible children and their families to enhance child development in 15 allowable areas of service and service coordination that include cognition, speech, communication, physical development, motor development, vision, hearing, social and emotional development, and self-help skills. These community-based services are delivered statewide by 20 Community Centered Boards (CCBs), with whom the Department contracts.

Community Centered Boards are private corporations that can be either for-profit or not-for-profit entities. Pursuant to Section 25.5-10-202 (4), when acting as a service agency, the CCBs provide case management services to persons with intellectual and developmental disabilities; and are authorized to determine eligibility of those persons within a specified geographical area, serve as a single point of entry for persons to receive services and supports, and provide authorized services and supports either directly or by purchasing services and supports from service agencies. In cases of children, birth through two years of age, multi-disciplinary evaluations are performed by Child Find teams under the supervision of the Department of Education, and those meeting the evaluation threshold are referred to the appropriate CCB. Each CCB serves a specific geographic region covering from one to ten counties and is responsible

for: intake; eligibility determination; providing service coordination; service plan development; and arrangement, delivery, and monitoring of services.

The Department reports that in the past five years, the number of children identified with developmental delays and disabilities has increased from 2.4 to 3.0 percent of Colorado's 0-2 year old population. There is a corresponding increase in the number of children eligible for early intervention services. The Department reports a 2.0 percent increase in eligible children in FY 2012-13; and a 5.3 percent increase in FY 2013-14. Federal regulations under 34 C.F.R., Section 303.101 (a) (1) require the state to adopt a policy to make appropriate EI services and service coordination available to all eligible infants and toddlers and their families. It also requires that the multidisciplinary evaluation to determine eligibility must be completed within 45 days of the referral; and that services must be provided in a timely manner, defined in Colorado as 28 calendar days. In order for the state to maintain Part C funding, there cannot be a waitlist for eligible children and families. In FY 2012-13, the Department reported a 98.9 percent achievement in this performance area; however that value dropped to 95.0 percent in the first 11 months of FY 2013-14. The Department reports that this performance decrease is as a result of capacity issues faced by CCBs and the school district Child Find teams.

Pursuant to Section, 27-10.5-706 (c), C.R.S., in cooperation with the Departments of Education, Health Care Policy and Financing, and Regulatory Agencies; private health insurance carriers; and certified early intervention service brokers (CCBs), the Department is required to develop a coordinated system of payment of early intervention services using public and private moneys. The Department has developed a funding hierarchy that is to be used by the CCBs during the individualized family service plan (IFSP) development process to identify possible funding sources that may be available to each child. According to the Department, the funding hierarchy is arranged in the order in which funding sources are accessed for service payment and is designed to ensure that available funding sources for EI services are accessed and utilized in an efficient manner. If a funding source is not available, the next source on the list is considered until an appropriate funding source is located. The fund hierarchy includes:

- Private pay (voluntary, at the discretion of the parent)
- Private health insurance plan (with written consent of the parent)
- TRICARE (a military health system)
- Medicaid (Title XIX), Home and Community Based Services (HCBS) Medicaid Waivers, and Child Health Plan Plus (CHP+)
- Child welfare and Temporary Assistance to Need Families (TANF)
- Other local, state, or federal funds, including mill levy funds (as may be available)
- State General Fund
- Part C of the Federal Individuals with Disabilities Education Act (IDEA)

One piece of the funding hierarchy is the Early Intervention Services Trust (EIST) Fund. The EIST is established pursuant to Section 27-10.5-709 (2) (a), and consists of moneys paid by an eligible child's private health insurance carrier to cover direct service costs associated with coordinated early intervention services. Within 90 days of determining that the child is no longer eligible for services, any moneys deposited in the trust fund on behalf of that child and not expended shall be returned to the carrier.

The Department is currently working with the Department of Health Care Policy and Financing to increase Medicaid utilization as a funding source for EI services by implementing procedures to require a denial from Medicaid or private insurance before General Fund or federal Part C funds are used to pay for Medicaid or private insurance eligible services. The Department reports that the average utilization rate has increase from 40.0 percent in FY 2012-13 to approximately 45.0 percent in FY 2013-14 for direct services; and from 50.0 percent in FY 2012-13 to 79.0 percent in FY 2013-14 for service coordination. The Department and CCBs report that not all services are Medicaid billable; and some service providers choose not to participate in Medicaid. The Department reports that the number of children projected to be covered by Medicaid is based on a data match between the Medicaid Management Information System (MMIS) database and the DDDWeb, the statewide web-based data system that collects all case management, billing and reporting information for children referred and enrolled in EI services. CCBs are expected to utilize Medicaid Targeted Case Management for 95.0 percent of the eligible and enrolled Medicaid children. For direct services, CCBs are expected to utilize Medicaid for 55.0 percent of the same children.

According to the Department, a CCB's total projected caseload for the upcoming year is calculated by multiplying the percent change over the previous three years by the actual average monthly enrollment for the current fiscal year or the average enrollment for the previous three years, whichever is greater. The number of children to be served through the EIST is based on the actual average monthly reenrollment number of children with a trust fund program recorded in the DDDWeb for the previous fiscal years. CCBs must serve 100.0 percent of the children who are on the trust.

In FY 2013-14, the unduplicated number of eligible children that were served by all CCBs is recorded at 12,703. Given the high turnover rate in the program, this number may not provide an adequate representation of CCB workload. This workload is driven by the volume of referrals, intake, eligibility determinations and the development of the initial individualized IFSP. This number does reflect the number of children who were determined eligible for EI services, had an active IFSP at some point during the year, and who received one or more EI services during the fiscal year. A more accurate representation of the CCBs' workload is the total unduplicated average count of children served each month. For FY 2013-14, this count was 6,885. At an average cost of \$6,737 per child, the total cost including all funding sources for EI direct services and service coordination was \$46.4 million in FY 2013-14. It is important to note that the actual average cost per child may differ from the value indicated above as the Medicaid direct service funds may include payments for other services provided in addition to those that are identified as EI services. The Department reports that billing codes in the data system within the Medicaid Management Information System were not able to distinguish between the direct services provided through an EI program and those that may have been provided in a clinic or hospital setting. As of July 1, 2014, a new EI billing code modifier has been added to provide more accurate reporting of the EI services covered by Medicaid. EI expenditures for the past two fiscal years are provided in the following table:

| Early Intervention Expenditures | | |
|---------------------------------|----------------|----------------|
| Fund Source | FY 2012-13 | FY 2013-14 |
| State General Fund | \$17.0 million | \$19.8 million |
| Federal Part C | 7.4 million | 7.4 million |
| Medicaid | 9.5 million | 8.3 million |
| Early Intervention Trust Fund | 3.3 million | 3.7 million |
| Other Funding | 2.1 million | 7.2 million |

Analysis

The Department is requesting an increase of \$2.5 million total funds, including \$1.2 million General Fund for FY 2015-16 for early intervention direct services and service coordination. Though population growth for the birth through 2 year old age group has been projected to rise consistently through 2020, the Department did not request a funding increase for FY 2014-15 because it was anticipated that: 1) the caseload growth would stay relatively stable, 2) there would be sufficient Part C funds carried forward from prior fiscal years, and 3) CCBs would significantly increase the use of Medicaid and private insurance so that other funds would be available to fully fund the estimated caseload growth.

Caseload Growth. Based on caseload data provided by the Department indicating a 2.0 percent increase in caseload in FY 2012-13, it appears that the Department expected the same 2.0 percent caseload growth in FY 2013-14. However data for that fiscal year indicates a 5.3 percent growth in EI caseload. Using this as the projected caseload growth for FY 2014-15, the Department estimates a shortfall for the current fiscal year of 1.3 million total funds (\$0.6 million General Fund) for direct services and nearly \$400,000 total funds (nearly \$257,000 Net General Fund) for service coordination.

The Department has not addressed this shortfall in its budget request, therefore this shortfall will be left to the CCBs to mitigate. Though not all CCBs were polled, five of the 20 CCBs have reported to staff that they anticipate a shortfall during the current fiscal year. Three of those have projected shortfalls of \$350,000, \$600,000 and \$1.0 million. Options for mitigating the shortfall include provider rate cuts, spending into deficit, and initiating a waitlist.

In addition to caseload growth challenges, CCBs have received an amended FY 2014-15 contract from the Department, reportedly as a result of additional funding available for allocation. According to tables provided to the CCBs by the Department, the initial allocation for State General Fund and Part C funds totaled \$26.2 million. The revised contracts reduced the amount of the allocations to 11 of the CCBs, and increased the allocation to the remaining 9. The total allocation was reduced by \$10,000 overall. It is unclear to staff and the CCBs how the Department arrived at the allocation values for the new contracts. A breakdown of the changes in the contracted allocations to the CCBs are provided in the following table:

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| State General Fund and Part C Allocations FY 2014-15 | | | |
|---|---|--|------------------------------|
| CCB | Revised Contract Allocations | Original Contract Allocations | Allocation Change |
| Blue Peaks Developmental Services | \$180,926 | \$169,060 | \$11,866 |
| Colorado Bluesky Enterprises | 528,893 | 518,983 | \$9,910 |
| Community Connections Inc. | 261,756 | 302,550 | (\$40,794) |
| Community Options Inc. | 345,298 | 339,022 | \$6,276 |
| Developmental Disabilities Center/Imagine! | 1,865,467 | 1,855,586 | \$9,881 |
| Developmental Disabilities Resource Center | 2,022,363 | 1,959,514 | \$62,849 |
| Developmental Opportunities/Starpoint | 224,838 | 236,914 | (\$12,076) |
| Developmental Pathways | 7,002,782 | 6,800,703 | \$202,079 |
| Eastern Colorado Services | 450,031 | 455,438 | (\$5,407) |
| Envision | 1,348,442 | 1,338,024 | \$10,418 |
| Foothills Gateway | 1,518,083 | 1,531,460 | (\$13,377) |
| Horizons Specialized Services | 172,789 | 171,595 | \$1,194 |
| Inspiration Field | 67,768 | 68,956 | (\$1,188) |
| Mountain Valley Developmental Services | 532,936 | 550,855 | (\$17,919) |
| North Metro Community Services | 2,390,955 | 2,615,593 | (\$224,638) |
| Rocky Mountain Human Services | 3,455,430 | 3,541,377 | (\$85,947) |
| Southeastern Developmental Services | 105,244 | 109,476 | (\$4,232) |
| Southern Colorado Developmental Disabilities Services | 56,905 | 70,469 | (\$13,564) |
| Strive | 412,817 | 445,807 | (\$32,990) |
| The Resource Exchange | 3,258,655 | 3,131,165 | \$127,490 |
| Total Allocation | \$26,202,378 | \$26,212,547 | (\$10,169) |

Part C Funds. Though the Department anticipated a carryover in Part C funds to help mitigate the caseload growth, it reported to the CCBs that carry-over funds are not available as of the start of FY 2014-15. The Department has not provided information as to why this is the case. The Long Bill reflects the amount of funds anticipated to be received pursuant to Part C of the federal Individuals with Disabilities Education Improvement Act as \$8.0 million. In order to be eligible to receive these funds, there cannot be a waitlist for EI services.

Increase in the use of Medicaid. The Department's FY 2015-16 budget request states that it is implementing procedures to require a denial from Medicaid or private insurance before General Fund or federal Part C funds are used to pay for services that are billable under those funding sources. According to the budget request, the increase in federal Medicaid funds to the state in FY 2015-16 is calculated at approximately \$275,000. The Department does not believe that requiring a Medicaid denial will impact the capacity of the CCBs as a CCB can change the payment source in the database and follow the billing process for the next available funding source. Federal Part C regulation 34 C.F.R. 303.510 (b) allows the use of federal funds as an interim payment source to prevent delay of providing services to a child, pending reimbursement

from the agency or entity that has the fiscal responsibility for payment. The Department's position is based on the assumption that all in-house staff and contracted providers bill Medicaid.

What the Department has failed to consider is the impact such a policy will have on CCBs providing services in rural regions of the state. Of the 20 CCBs, the majority serve either strictly rural regions or regions that are a mix of rural and urban communities. According to the Department, nine CCB regions have one or fewer Medicaid physical therapy and occupational therapy providers; only eight of the regions have one or fewer Medicaid speech language pathologist Medicaid providers; and 3 of the 20 CCB regions have two Medicaid physical therapy, occupational therapy, and speech language pathology providers. Please see the table below for a breakdown by region.

| Total Number of [Medicaid] Physical Therapists (PT), Occupational Therapists (OT) and Speech Language Pathologists (SLP) by CCB Service Area 11/18/2014 | | | | |
|--|--|-----------------|-----------------|------------------|
| CCB | Counties served | Total PT | Total OT | Total SLP |
| Blue Peaks Developmental Services | Alamosa; Conejos; Costilla; Mineral; Rio Grande; Saguache | 0 | 0 | 0 |
| Colorado Bluesky Enterprises | Pueblo | 0 | 1 | 0 |
| Community Connections Inc. | Archuleta; Dolores; La Plata; Montezuma; San Juan | 0 | 0 | 1 |
| Community Options Inc. | Delta; Gunnison; Hinsdale; Montrose; Ouray; San Miguel | 3 | 0 | 1 |
| Developmental Disabilities Center/Imagine! | Boulder; Broomfield | 19 | 11 | 43 |
| Developmental Disabilities Resource Center | Clear Creek; Gilpin; Jefferson; Summit | 14 | 10 | 26 |
| Developmental Opportunities/Starpoint | Canon City | 0 | 0 | 2 |
| Developmental Pathways | Arapahoe; Douglas | 23 | 32 | 61 |
| Eastern Colorado Services | Cheyenne; Elbert; Kit Carson; Lincoln; Logan; Morgan; Phillips; Sedgwick; Washington; Yuma | 2 | 1 | 1 |
| Envision | Weld | 9 | 9 | 31 |
| Foothills Gateway | Larimer | 15 | 10 | 18 |
| Horizons Specialized Services | Grand; Jackson; Moffat; Rio Blanco; Routt | 1 | 2 | 2 |
| Inspiration Field | Bent; Crowley; Otero | 0 | 0 | 0 |
| Mountain Valley Developmental Services | Eagle; Garfield; Lake; Pitkin | 1 | 2 | 3 |
| North Metro Community Services | Adams | 22 | 18 | 37 |
| Rocky Mountain Human Services | Denver | 37 | 54 | 89 |
| Southeastern Developmental Services | Baca; Bent; Kiowa; Prowers | 0 | 0 | 0 |
| Southern Colorado Developmental Disabilities Services | Huerfano; Las Animas | 2 | 2 | 1 |
| Strive | Mesa | 0 | 1 | 2 |
| The Resource Exchange | El Paso; Park; Teller | 2 | 6 | 7 |

Information provided by the CCBs however, magnify the challenges they face if a Medicaid denial is required. For example, Eastern Colorado Services reports that the majority of the ten counties it serves are covered by five critical access hospitals that are not required to maintain rehabilitative personnel. Medicaid providers are centralized in two hospitals in this CCB region,

including Sterling Regional Medical Center and Colorado Plains Medical Center. Neither of these hospitals will serve children in natural environments without door to door reimbursement for travel time and mileage at \$75 per hour. Given the distance providers may need to travel to serve clients in a rural region, it can be more cost-effective to utilize a non-Medicaid provider that lives near the family as opposed to mandate the use of a Medicaid provider that must travel up to 100 miles each way. Currently, private, independent Medicaid contractors are rarely available and tend to be unwilling to become Medicaid providers because of the additional time required to do so. This CCB reports that for the month of October 2014, more than 50 percent of its Medicaid eligible children had no access to a Medicaid provider, in which case a Medicaid denial would not be possible. Under this new policy, without the denial neither State General Fund nor Part C fund could be accessed to cover the costs of services, resulting in increased costs to the CCB.

CCBs also expressed concern about the additional administrative processes associated with ensuring that there is Medicaid denial. Coupled with provider shortages, there is concern that this expectation will prevent the CCBs from meeting the 28 day service delivery requirement. According to the Developmental Disabilities Resource Center, a child who has Medicaid is required to undergo two evaluations rather than one – one with Child Find and one after the provider has been assigned. Medicaid requires goals based on the second evaluation that are not typically the outcomes derived from the IFSP process and are not family driven as prescribed in the EI model. In addition, two CCBs reported not receiving partial credit from the Department for Medicaid utilization for eligible children whose plans include services that are not Medicaid billable. CCBs are not clear about how the Department calculated the utilization rate for Medicaid, and are concerned that the number is inflated. The Department's request is based on the assumption that the average Medicaid utilization for direct services will increase from 45.0 to 50.0 percent and for targeted case management from 79.0 to 80.0 percent in FY 2014-15 and FY 2015-16. However, it reported in FY 2013-14, on average 53.0% of the children enrolled in EI services each month were not Medicaid eligible.

Based on the above information, staff believes that implementing procedures to require a denial from Medicaid before General Fund or federal Part C funds can be used to pay for eligible services will result in: 1) delayed service delivery by CCBs, putting them at risk of failing to meet the 28 day expectation for timeliness; and 2) will result in a waitlist as CCBs are unable to cover the costs of service delivery and coordination through other funding sources. In order for Colorado to be eligible to receive federal Part C funds, there cannot be a waitlist and services must be delivered within the established timeline. Requiring CCBs to obtain a Medicaid denial can potentially cost the state \$8.0 million in federal Part C funds.

OPTIONS

Staff has considered the following options as means to address the capacity and service delivery challenges faced by CCBs as a result of Department policy:

- Move early intervention services and case management to the Department of Health Care Policy and Financing.
- Allocate General Fund directly to the Community Centered Boards, resulting in an annual specified General Fund transfer to each entity.

- Require the Department to pass on General Fund to CCBs for services without the requirement of a Medicaid denial.

STAFF RECOMMENDATION - BRIEFING

Staff recommends that the Committee sponsor legislation that requires the department to pass on General Fund for appropriately billed and eligible services and service coordination to CCBs without restriction.

LINE ITEM DETAIL – (6) OFFICE OF EARLY CHILDHOOD, (B) DIVISION OF COMMUNITY AND FAMILY SUPPORT

Early Childhood Councils

This line item funds the Early Childhood Councils program. The program includes 31 self-determined communities that span 58 counties. Ninety-nine percent of Colorado's population lives within these communities.

Since FY 1997-98, the Department of Human Services has worked with the Department of Education to provide grant funds and technical assistance to local communities to design consolidated programs of comprehensive early childhood care and education services intended to serve children in low-income families. These pilot programs were allowed to blend various sources of state and federal funding and could apply for waivers of state rules. The pilots were used to identify best practices relative to increasing quality, meeting the diverse needs of families seeking child care, and integrating early childhood care with education programs. The law authorizing pilots was repealed and reenacted pursuant to H.B. 07-1062 to create the Early Childhood Councils program. Councils represent public and private stakeholders in a local community who work to develop and improve local early childhood services, and to create a seamless network of such services statewide.

House Bill 07-1062 also required a contracted evaluation of the early childhood council system. An evaluation was completed and submitted by the Center for Research Strategies on June 30, 2010. The evaluation concluded that "the Councils are making progress in their efforts to build the foundations of local Early Childhood systems by developing their internal capacity related to staffing, communication mechanisms, strategic planning, assessment and evaluation. They are also working to build public engagement and.... increase opportunities for new funding...." The evaluation identified various barriers to success and leverage points for change including improving marketing efforts, strengthening partnerships with key stakeholders, improving use of evaluation tools, and strengthening Council's internal capacity.

Funding for the pilot program was reflected in its own line item starting in FY 2000-01 (the Pilot Program for Community Consolidated Child Care Services) until being renamed the Early Childhood Councils line item after the enactment of H.B. 07-1062. House Bill 07-1062 also transferred \$2.0 million (\$1.0 million General Fund) from the Child Care Assistance Program line item to expand this program starting in FY 2007-08. The appropriation for the line item was

cut by \$500,000 through FY 2010-11 supplemental action and an additional \$500,000 through FY 2011-12 figure setting action. In total, the line-item has been cut by one-third from the FY 2009-10 level.

The Early Childhood Leadership Council was scheduled to be repealed on July 1, 2013. House Bill 13-1117 extended the Early Childhood Leadership Council sunset date to September 1, 2018, and reduced the membership of the council from 35 to 20 members. The duties of the council have shifted to include advising and monitoring of early childhood programs, rather than developing legislative recommendations and improving data collection and sharing, as was specified under previous law.

Request: The Department requests an appropriation of \$1,984,169 federal funds and 1.0 FTE, including an increase of \$2,413 for centrally appropriated line items.

Recommendation: Staff recommends an appropriation of \$1,984,169 federal funds from Child Care Development Funds and 1.0 FTE.

| Office of Early Childhood, Division of Community and Family Support, Early Childhood Councils | | | | |
|--|--------------------|---------------------|----------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$1,981,756</u> | <u>\$0</u> | <u>\$1,981,756</u> | <u>1.0</u> |
| TOTAL | \$1,981,756 | \$0 | \$1,981,756 | 1.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$1,981,756 | \$0 | \$1,981,756 | 1.0 |
| Annualize prior year budget actions | <u>2,413</u> | <u>0</u> | <u>2,413</u> | <u>0.0</u> |
| TOTAL | \$1,984,169 | | \$1,984,169 | 1.0 |
| Increase/(Decrease) | \$2,413 | \$0 | \$2,413 | 0.0 |
| Percentage Change | 0.1% | 0.0% | 0.1% | 0.0% |
| FY 2015-16 Executive Request: | \$1,984,169 | \$0 | \$1,984,169 | 1.0 |
| Request Above/(Below) Recommendation | \$0 | | \$0 | 0.0 |

Early Childhood Mental Health Services

This program supports early childhood mental health specialists in each of the seventeen community mental health centers and psychiatric services for children with serious emotional disturbance. The moneys build a network of professionals with knowledge and capacity to identify and provide services for early childhood mental health issues. Funding that provides evaluation and psychiatric services for children with serious emotional disturbances was requested in FY 2002-13. A supplemental request was subsequently submitted to delete the funding in FY 2002-03 due to state revenue shortfalls. The program was reinstated by the General Assembly effective the last quarter of FY 2005-06. Pursuant to H.B. 13-1117, this program was moved from the Office of Behavioral Health in the Department to the newly created, Office of Early Childhood, Division of Community and Family Support in FY 2013-14.

Request: The Department requests an appropriation of \$1,232,871 General Fund and 0.2 FTE, reflecting an increase of \$11,965 General Fund for a 1.0 percent provider rate increase.

Recommendation: Staff recommends an appropriation of \$1,253,212 General Fund and 0.2 FTE, reflecting an increase of \$32,306 for a 2.7 percent provider rate increase.

| Office of Early Childhood, Division of Community and Family Support, Early Childhood Mental Health Services | | | |
|--|--------------------|---------------------|------------|
| | Total Funds | General Fund | FTE |
| FY 2014-15 Appropriation | | | |
| HB 14-1336 (Long Bill) | <u>\$1,220,906</u> | <u>\$1,220,906</u> | <u>0.2</u> |
| TOTAL | \$1,220,906 | \$1,220,906 | 0.2 |
| FY 2015-16 Recommended Appropriation | | | |
| FY 2014-15 Appropriation | \$1,220,906 | \$1,220,906 | 0.2 |
| R20 Community provider rate | <u>32,306</u> | <u>32,306</u> | <u>0.0</u> |
| TOTAL | \$1,253,212 | \$1,253,212 | 0.2 |
| Increase/(Decrease) | \$32,306 | \$32,306 | 0.0 |
| Percentage Change | 2.6% | 2.6% | 0.0% |
| FY 2015-16 Executive Request: | \$1,232,871 | \$1,232,871 | 0.2 |
| Request Above/(Below) Recommendation | (\$20,341) | (\$20,341) | 0.0 |

Early Intervention Services

The majority of the Division's budget (71.3 percent) is appropriated to Early Intervention (EI) Services (57.7 percent) and Early Intervention Services Case Management (13.6 percent). EI services are provided to infants and toddlers, up to age two, with one of the following three conditions:

- A developmental delay or disability diagnosis;
- A physical or mental condition that has a high probability of resulting in a significant delay in development; or
- A parent or caretaker who has a developmental disability.

Funding for EI services and case management for FY 2014-15 consists of 47.8 percent General Fund (\$22.5 million), 23.2 percent cash funds from local funds and the Early Intervention Services Trust Fund (\$10.9 million), 11.8 percent Medicaid reappropriated funds (\$5.6 million), and 17.1 percent federal funds (\$8.0 million). Federal regulations under 34 C.F.R., Section 303.101 (a) (1) require the state to adopt a policy to make appropriate EI services and service coordination available to all eligible infants and toddlers and their families. The receipt of federal Part C funds from the Federal Individuals with Disabilities Education Act (IDEA) is contingent upon the state ensuring that no waitlist exists for individuals who are eligible for EI services. An increase of \$3.1 million total funds was appropriated for Early Intervention Services to account for caseload growth in FY 2013-14; and a subsequent increase of \$1.5 million General Fund for FY 2014-15 was appropriated through the supplemental budget process during the 2015 legislative session. Senate Bill 15-168 instructed the State Treasurer to transfer \$2.1 million from the Intellectual and Developmental Disabilities Services Cash Fund to the

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

General Fund to cover the cost of this supplemental request, including \$1.5 million for Early Intervention Services, and \$541,000 for Early Intervention Services Case Management.

Request: The Department requests an appropriation of \$38,734,925 total funds, including \$19,101,052 General Fund, and 6.5 FTE. This request reflects an increase of \$723,174 total funds, including \$26,601 General Fund, to cover costs associated with caseload growth and a 1.0 percent provider rate increase.

Recommendation: Staff recommends an appropriation of \$39,118,652 total funds, including \$19,323,970 General Fund, \$11,592,502 cash funds from local funds and the Early Intervention Services Trust Fund (indicated for informational purposes only), and \$8,202,180 federal funds from Part C of the federal Individuals with Disabilities Education Improvement Act, and 6.5 FTE. This recommendation includes an increase of \$1,106,901 total funds, including \$249,519 General Fund, \$696,602 cash funds, and \$160,780 federal funds, to cover costs associated with caseload growth and a 2.7 percent provider rate increase.

| Office of Early Childhood, Division of Community and Family Support, Early Intervention Services | | | | | |
|---|---------------------|---------------------|---------------------|----------------------|------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | \$36,495,892 | \$17,558,592 | \$10,895,900 | \$8,041,400 | 6.5 |
| Supplemental bill (S.B. 15-149) | <u>1,515,859</u> | <u>1,515,859</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$38,011,751 | \$19,074,451 | \$10,895,900 | \$8,041,400 | 6.5 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$38,011,751 | \$19,074,451 | \$10,895,900 | \$8,041,400 | 6.5 |
| R2 Early intervention caseload growth | 497,453 | (104,527) | 601,980 | 0 | 0.0 |
| R20 Community provider rate | <u>609,448</u> | <u>354,046</u> | <u>94,622</u> | <u>160,780</u> | <u>0.0</u> |
| TOTAL | \$39,118,652 | \$19,323,970 | \$11,592,502 | \$8,202,180 | 6.5 |
| Increase/(Decrease) | \$1,106,901 | \$249,519 | \$696,602 | \$160,780 | 0.0 |
| Percentage Change | 2.9% | 1.3% | 6.4% | 2.0% | 0.0% |
| FY 2015-16 Executive Request: | \$38,734,925 | \$19,101,052 | \$11,532,925 | \$8,100,948 | 6.5 |
| Request Above/(Below) Recommendation | (\$383,727) | (\$222,918) | (\$59,577) | (\$101,232) | 0.0 |

Early Intervention Services Case Management

This line item funds the case management expenses associated with the delivery of early intervention services. Community Centered Boards (CCBs) are designated by the state to provide case management services, including intake, developmental disability determination, financial eligibility, service plan development, referral for services, monitoring of services, and many other functions. Additionally, CCBs are responsible for assessing service area needs and developing plans and priorities to meet those needs.

Request: The Department requests an appropriation of \$9,051,621 total funds, including \$3,439,297 General Fund. This request reflects a net increase of \$114,473 total funds, including \$53,004 General Fund, to cover costs associated with caseload growth and a 1.0 percent provider rate increase.

Recommendation: Staff recommends an appropriation of \$9,178,936 total funds, including \$3,483,062 General fund and \$5,695,874 reappropriated funds of which \$2,802,940 is Medicaid General Fund. The net General Fund impact of this recommendation is \$6,286,002. This recommendation includes an increase of \$241,788 total funds, including \$96,769 General Fund and \$145,019 reappropriated funds, to cover costs associated with caseload growth and a 2.7 percent provider rate increase.

| Office of Early Childhood, Division of Community and Family Support, Early Intervention Services Case Management | | | | |
|---|--------------------|---------------------|-----------------------------|------------|
| | Total Funds | General Fund | Reappropriated Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | \$8,113,972 | \$2,845,073 | \$5,268,899 | 0.0 |
| Supplemental bill (S.B. 15-149) | <u>823,176</u> | <u>541,220</u> | <u>281,956</u> | <u>0.0</u> |
| TOTAL | \$8,937,148 | \$3,386,293 | \$5,550,855 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$8,937,148 | \$3,386,293 | \$5,550,855 | 0.0 |
| R2 Early intervention caseload growth | 39,582 | 27,260 | 12,322 | 0.0 |
| R20 Community provider rate | 202,206 | 69,509 | 132,697 | 0.0 |
| Annualize prior year budget actions | <u>0</u> | <u>0</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$9,178,936 | \$3,483,062 | \$5,695,874 | 0.0 |
| Increase/(Decrease) | \$241,788 | \$96,769 | \$145,019 | 0.0 |
| Percentage Change | 2.7% | 2.9% | 2.6% | 0.0% |
| FY 2015-16 Executive Request: | \$9,051,621 | \$3,439,297 | \$5,612,324 | 0.0 |
| Request Above/(Below) Recommendation | (\$127,315) | (\$43,765) | (\$83,550) | 0.0 |

Colorado Children's Trust Fund

This line item funds the personnel expenses of the administration of the Colorado Children's Trust Fund Grant Program. The program is supported by a \$15 fee on petitioners for the dissolution of marriage, legal separation, or the declaration of legal invalidity of marriage. Grants are awarded to local prevention and education programs that work with child abuse and neglect cases. The Colorado Children's Trust Fund Board is responsible for grant decisions. Statute allows for the fund to build up a balance of \$5.0 million, at which point the fee would be eliminated and the grants would subsist on the interest earned on the fund balance.

Request: The Department requests a continuation appropriation of \$1,118,048 total funds and 1.5 FTE, including an increase of \$3,534 to annualize prior year budget actions.

Recommendation: Staff recommends an appropriation of \$1,118,048 total funds, including \$474,448 cash funds from the Colorado Children's Trust Fund and \$643,600 federal funds (indicated for informational purposes only), and 1.5 FTE.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Office of Early Childhood, Division of Community and Family Support, Colorado Children's Trust Fund | | | | | |
|--|--------------------|---------------------|-------------------|----------------------|------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | <u>\$1,114,514</u> | <u>\$0</u> | <u>\$470,914</u> | <u>\$643,600</u> | <u>1.5</u> |
| TOTAL | \$1,114,514 | \$0 | \$470,914 | \$643,600 | 1.5 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$1,114,514 | \$0 | \$470,914 | \$643,600 | 1.5 |
| Annualize prior year budget actions | <u>3,534</u> | <u>0</u> | <u>3,534</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$1,118,048 | | \$474,448 | \$643,600 | 1.5 |
| Increase/(Decrease) | \$3,534 | \$0 | \$3,534 | \$0 | 0.0 |
| FY 2015-16 Executive Request: | \$1,118,048 | \$0 | \$474,448 | \$643,600 | 1.5 |
| Request Above/(Below) Recommendation | \$0 | | \$0 | \$0 | 0.0 |

Nurse Home Visitor Program

The Nurse Home Visitor Program was established by S.B. 00-071, and utilizes specially trained nurse home visitors to provide health education and counseling to low-income (incomes up to 200.0 percent of the federal poverty level), first time mothers beginning when the mother is pregnant and continuing through the child's second birthday. The program has served approximately 12,000 mothers and children, and is monitored by the National Center for Children, Families and Communities at the CU Health Sciences Center. Pursuant to H.B. 13-1117, the program was transferred from the Department of Public Health and Environment to the Department of Human Services in FY 13-14.

Pursuant to Section 24-75-1104.5 (1) (a) (XI), C.R.S., the program receives 19.0 percent of tobacco settlement revenue less one million dollars. Funding is not to exceed \$19 million in any fiscal year. Providers who serve non-Medicaid clients bill the Department directly. Since a large number of clients served by this Program are Medicaid eligible, the providers who work with the program receive Medicaid reimbursements. Providers who serve Medicaid eligible clients bill the Department of Health Care Policy and Financing (HCPF).

Request: The Department requests an appropriation of \$14,552,556 total funds including \$14,347,956 cash funds and \$204,600 federal funds, and 3.0 FTE. This includes an increase of \$1.5 million cash funds for the Tobacco Master Settlement revenue adjustment and the annualization of prior year budget actions.

Recommendation: Staff recommends an appropriation of \$16,031,489 total funds, including \$15,826,889 cash funds from the Nurse Home Visitor Program Fund and \$204,600 federal funds from the Maternal Infant and Early Childhood Home Visiting grant (indicated for informational purposes only), and 3.0 FTE. For FY 2015-16, the Nurse Home Visitor Program Fund consists of 19.0 percent of the total amount of moneys received by the state less one million dollars from Tobacco Master Settlement funds, not to exceed \$19.0 million.

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Office of Early Childhood, Division of Community and Family Support, Nurse Home Visitor Program | | | | | |
|--|------------------------|-------------------------|-----------------------|--------------------------|------------|
| | Total Funds | General Fund | Cash Funds | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | | |
| HB 14-1336 (Long Bill) | <u>\$14,549,622</u> | <u>\$0</u> | <u>\$14,345,022</u> | <u>\$204,600</u> | <u>3.0</u> |
| TOTAL | \$14,549,622 | \$0 | \$14,345,022 | \$204,600 | 3.0 |
| FY 2015-16 Recommended Appropriation | | | | | |
| FY 2014-15 Appropriation | \$14,549,622 | \$0 | \$14,345,022 | \$204,600 | 3.0 |
| Annualize prior year budget actions | 2,934 | 0 | 2,934 | 0 | 0.0 |
| Tobacco Master Settlement revenue adjustment | <u>1,478,933</u> | <u>0</u> | <u>1,478,933</u> | <u>0</u> | <u>0.0</u> |
| TOTAL | \$16,031,489 | | \$15,826,889 | \$204,600 | 3.0 |
| Increase/(Decrease) | \$1,481,867 | \$0 | \$1,481,867 | \$0 | 0.0 |
| Percentage Change | 10.2% | 0.0% | 10.3% | 0.0% | 0.0% |
| FY 2015-16 Executive Request: | \$14,552,556 | \$0 | \$14,347,956 | \$204,600 | 3.0 |
| Request Above/(Below) Recommendation | (\$1,478,933) | | (\$1,478,933) | \$0 | 0.0 |

HCPF (7) Department of Human Services Medicaid Funded Programs

This division reflects the amount of Medicaid funds appropriated for programs administered by the Department of Human Services and that are covered in this document.

(D) DIVISION OF CHILD WELFARE - MEDICAID FUNDING

Administration

This line item reflects the amount of Medicaid funds appropriated for the administration of Child Welfare Services. These funds are reflected as *reappropriated funds* in the Department of Human Services, Division of Child Welfare, Administration line item.

Request: The Department requests \$140,806 total funds, including \$70,403 General Fund, for FY 2015-16. The request includes an increase of \$3,500 total funds, including \$1,750 General Fund, for the annualization of merit pay and prior year budget decisions.

Recommendation: Staff recommends approval of the Department's request.

| Department of Human Services Medicaid-Funded Programs, Division of Child Welfare - Medicaid Funding, Administration | | | | |
|--|------------------------|-------------------------|--------------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$137,306</u> | <u>\$68,653</u> | <u>\$68,653</u> | <u>0.0</u> |

JBC Staff Figure Setting – FY 2015-16
Staff Working Document – Does Not Represent Committee Decision

| Department of Human Services Medicaid-Funded Programs, Division of Child Welfare - Medicaid Funding, Administration | | | | |
|--|--------------------|---------------------|----------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| TOTAL | \$137,306 | \$68,653 | \$68,653 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$137,306 | \$68,653 | \$68,653 | 0.0 |
| FMAP change | 0 | (1,112) | 1,112 | 0.0 |
| Annualize prior year budget decisions | 1,040 | 520 | 520 | 0.0 |
| Human Services programs | <u>2,460</u> | <u>1,230</u> | <u>1,230</u> | <u>0.0</u> |
| TOTAL | \$140,806 | \$69,291 | \$71,515 | 0.0 |
| Increase/(Decrease) | \$3,500 | \$638 | \$2,862 | 0.0 |
| Percentage Change | 2.5% | 0.9% | 4.2% | 0.0% |
| FY 2015-16 Executive Request: | \$140,806 | \$70,403 | \$70,403 | 0.0 |
| Request Above/(Below) Recommendation | \$0 | \$1,112 | (\$1,112) | 0.0 |

Child Welfare Services

This line item reflects the amount of Medicaid funds appropriated for the delivery of child welfare services. These funds are reflected as *reappropriated funds* in the Department of Human Services, Division of Child Welfare, Child Welfare Services line item.

Request: The Department requests \$15,093,051 total funds, including \$7,429,393, for FY 2015-16. This request reflects an increase of \$149,436 total funds, including \$70,782 General Fund, for leap year adjustments and a 1.0 percent provider rate increase.

Recommendation: Staff recommends an appropriation of \$15,372,042 total funds, including \$7,564,582 General Fund. This reflects an increase of \$428,427 total funds, including \$205,971 General Fund, for leap year adjustments and a 2.7 percent provider rate increase.

| Department of Human Services Medicaid-Funded Programs, Division of Child Welfare - Medicaid Funding, Child Welfare Services | | | | |
|--|---------------------|---------------------|----------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | <u>\$14,943,615</u> | <u>\$7,358,611</u> | <u>\$7,585,004</u> | <u>0.0</u> |
| TOTAL | \$14,943,615 | \$7,358,611 | \$7,585,004 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$14,943,615 | \$7,358,611 | \$7,585,004 | 0.0 |
| FMAP change | 0 | (4,835) | 4,835 | 0.0 |
| Human Services programs | <u>428,427</u> | <u>210,806</u> | <u>217,621</u> | <u>0.0</u> |
| TOTAL | \$15,372,042 | \$7,564,582 | \$7,807,460 | 0.0 |
| Increase/(Decrease) | \$428,427 | \$205,971 | \$222,456 | 0.0 |
| Percentage Change | 2.9% | 2.8% | 2.9% | 0.0% |

| | | | | |
|--------------------------------------|---------------------|--------------------|--------------------|------------|
| FY 2015-16 Executive Request: | \$15,093,051 | \$7,429,393 | \$7,663,658 | 0.0 |
| Request Above/(Below) Recommendation | (\$278,991) | (\$135,189) | (\$143,802) | 0.0 |

(E) OFFICE OF EARLY CHILDHOOD - MEDICAID FUNDING

Division of Community and Family Support, Early Intervention Services

This line item reflects the amount of Medicaid funds appropriated for the case management of early intervention services. These funds are reflected as *reappropriated funds* in the Department of Human Services, Office of Early Childhood, Division of Community and Family Support, Early Intervention Services Case Management line item.

Request: The Department requests \$5,612,324 total funds, including \$2,763,559 General Fund, for FY 2015-16. This request reflects an increase of \$61,469 total funds, including \$30,185 General Fund, for: an increase to account for early intervention caseload growth and a 1.0 percent provider rate increase; adjustments to account for the change in the FMAP rate for FFY 2015-16; and the annualization of the FY 2014-15 supplemental request.

Recommendation: Staff recommends an appropriation of \$5,695,874 total funds, including \$2,802,940 General Fund. This reflects an increase of \$145,019 total funds, including \$69,566 General Fund, for: an increase to account for early intervention caseload growth and a 2.7 percent provider rate increase; adjustments to account for the change in the FMAP rate for FFY 2015-16; and the annualization of the FY 2014-15 supplemental request.

| Department of Human Services Medicaid-Funded Programs, Office of Early Childhood - Medicaid Funding, Division of Community and Family Support, Early Intervention Services | | | | |
|---|--------------------|---------------------|----------------------|------------|
| | Total Funds | General Fund | Federal Funds | FTE |
| FY 2014-15 Appropriation | | | | |
| HB 14-1336 (Long Bill) | \$5,268,899 | \$2,594,539 | \$2,674,360 | 0.0 |
| SB 15-147 (Supplemental) | <u>281,956</u> | <u>138,835</u> | <u>143,121</u> | <u>0.0</u> |
| TOTAL | \$5,550,855 | \$2,733,374 | \$2,817,481 | 0.0 |
| FY 2015-16 Recommended Appropriation | | | | |
| FY 2014-15 Appropriation | \$5,550,855 | \$2,733,374 | \$2,817,481 | 0.0 |
| FMAP change | 0 | (1,713) | 1,713 | 0.0 |
| Human Services programs | <u>145,019</u> | <u>71,279</u> | <u>73,740</u> | <u>0.0</u> |
| TOTAL | \$5,695,874 | \$2,802,940 | \$2,892,934 | 0.0 |
| Increase/(Decrease) | \$145,019 | \$69,566 | \$75,453 | 0.0 |
| Percentage Change | 2.6% | 2.5% | 2.7% | 0.0% |
| FY 2015-16 Executive Request: | \$5,612,324 | \$2,763,559 | \$2,848,765 | 0.0 |
| Request Above/(Below) Recommendation | (\$83,550) | (\$39,381) | (\$44,169) | 0.0 |

Long Bill Footnotes and Requests for Information

LONG BILL FOOTNOTES

Staff recommends the following footnotes be **continued**:

- 28 Department of Human Services, County Administration, County Administration; and Adult Assistance Programs, Adult Protective Services, Adult Protective Services** – It is the intent of the General Assembly that any amount in the Adult Protective Services line item that is not required for the provision of adult protective services may be transferred to the County Administration line item and used to provide additional benefits under that program. It is further the intent of the General Assembly that if county spending exceeds the total appropriations from the Adult Protective Services line item, any amount in the County Administration line item that is not required for the provision of services under that program may be transferred to the Adult Protective Services line item and used to provide adult protective services.
- 29 Department of Human Services, County Administration, County Share of Offsetting Revenues** – It is the intent of the General Assembly that, pursuant to Section 26-13-108, C.R.S., the Department utilize recoveries to offset the costs of providing public assistance. This appropriation represents an estimate of the county share of such recoveries and, if the amount of the county share of such recoveries is greater than the amount reflected in this appropriation, the Department is authorized to disburse an amount in excess of this appropriation to reflect the actual county share of such recoveries.
- 30 Department of Human Services, County Administration, County Incentive Payments; Office of Self Sufficiency, Colorado Works Program, County Block Grants; Child Support Enforcement, Child Support Enforcement** – It is the intent of the General Assembly that, pursuant to Sections 26-13-108 and 26-13-112.5 (2), C.R.S., the Department distribute child support incentive payments to counties. It is further the intent of the General Assembly that all of the state share of recoveries of amounts of support for public assistance recipients, less annual appropriations from this fund source for state child support enforcement operations, be distributed to counties, as described in Section 26-13-108, C.R.S. If the total amount of the state share of recoveries is greater than the total annual appropriations from this fund source, the Department is authorized to distribute to counties, for county incentive payments, the actual state share of any additional recoveries.
- 31 Department of Human Services, Division of Child Welfare** -- It is the intent of the General Assembly to encourage counties to serve children in the most appropriate and least restrictive manner. For this purpose, the Department may transfer funds among all line items in this long bill group total for the Division of Child Welfare, except that the Department may not transfer funds from non-custodial line items to the Child Welfare Administration line item to increase funding for personal services.

- 34 Department of Human Services, Division of Child Welfare, Family and Children's Programs** – It is the intent of the General Assembly that \$4,006,949 of the funds appropriated for this line item be used to assist county departments of social services in implementing and expanding family- and community-based services for adolescents. It is the intent of the General Assembly that such services be based on a program or programs that have been demonstrated to be effective in reducing the need for higher cost residential services.

Staff recommends the following footnotes be continued as **modified**:

- 34a Department of Human Services, Division of Child Welfare, Hotline for Child Abuse and Neglect** – ~~Of this appropriation, \$4,198,864 remains available for expenditures through June 30, 2016.~~ It is the intent of the General Assembly that \$4,198,864 of this appropriation be used for the purpose of hotline technology, the help desk, and the hotline implementation fund.

Staff recommends the following footnotes be **eliminated**:

- 27 Department of Human Services, County Administration, County Administration** – It is the intent of the General Assembly that \$2,000,000 of the funds appropriated for this line item be a one-time appropriation for food assistance administration. Of this total, \$600,000 shall be from General Funds, \$400,000 shall be from local funds, and \$1,000,000 shall be from various federal funds.
- 32 Department of Human Services, Division of Child Welfare, Child Welfare Services** – It is the intent of the General Assembly that the Department may hold out up to \$1,000,000 total funds in this line item for activities designed to maximize Colorado's receipt of federal funds under Title IV-E of the Social Security Act. Expenditures may include, but need not be limited to, distributions to counties for Title-IV-E-related administrative costs, incentive payments to counties for improved Title IV-E claiming, automated system changes, and/or purchase of contract services designed to help the State in maximizing Title IV-E receipts. Funds held out pursuant to this footnote shall be in addition to other amounts authorized to be held out from county child welfare services allocations.
- 33 Department of Human Services, Division of Child Welfare, Child Welfare Services** – It is the intent of the General Assembly to expend in full the General Fund appropriation in this line first; and it is also the intent that the \$6,000,000 federal Temporary Assistance for Needy Families Block Grant dollars be spent last, thus allowing any unexpended federal Temporary Assistance for Needy Families Block Grant dollars to revert to the Colorado Long-term Works Reserve created in Section 26-2-721 (1), C.R.S.

LEGISLATIVE REQUESTS FOR INFORMATION

Staff recommends the following requests be added.

1. **Department of Human Services, Office of Early Childhood, Division of Community and Family Support, Early Intervention Services** – The Department is requested to provide to the Joint Budget Committee, by November 1 of each fiscal year, aggregate data on all children aging out of early intervention services in each Community Centered Board region each year, including:
 - 1) the number of 3-, 4-, and 5-year olds who are identified as needing ongoing support services, and who are
 - i) receiving Part B of the Individuals with Disabilities Education Act (IDEA) services through a Part B child care provider;
 - ii) receiving child care services from a non-Part B provider;
 - iii) being cared for by a parent, guardian, or other family member and not receiving Part B services;
 - 2) the types of and cost services delivered to those children; and
 - 3) the types of services that those children need but are not receiving.

In addition, the Department is requested to provide information on:

- 3) the number of 3-, 4-, and 5-year old children who did not receive early intervention services prior to turning 3 years of age, but who have been identified by a Part B provider as needing similar supports as children aging out of early intervention services; and
 - 4) the number of those children who received a Child Find evaluation prior to the age of 3, including the number of evaluations resulting in a referral for early intervention services; and the number of evaluations that indicated ineligibility for services.
2. **Department of Human Services, Office of Early Childhood, Division of Community and Family Support, Early Intervention Services** – The Department is requested to provide to the Joint Budget Committee, by November 1, an update on the strategies the newly formed Early Intervention Task Force is developing to ensure appropriate utilization of the early intervention funding hierarchy.

Staff recommends the following requests be continued.

3. **Department of Human Services, Division of Child Welfare, Hotline for Child Abuse and Neglect** – The Department is requested to provide to the Joint Budget Committee, by the first of the month following the end of each quarter, information concerning the progress of the development and implementation of the child abuse and neglect hotline reporting system, including: (a) deliverables contained in each vendor contract; (b) associated expenditures for each element; (c) progress of rule-making; and relevant outcome data, including but not limited to: (i) call volume; (ii) call duration; (iii) wait time; (iv) number of and time to complete Enhanced Screening guide performed by Help Desk staff; (v) and workload indicators of hotline administration.
4. **Department of Human Services, 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.

5. **Department of Human Services, Totals** – The Department is requested to submit annually, on or before November 1, a report to the Joint Budget Committee concerning federal Child Care Development Funds. The requested report should include the following information related to these funds for the actual, estimate, and request years: (a) the total amount of federal funds available, and anticipated to be available, to Colorado, including funds rolled forward from previous state fiscal years; (b) the amount of federal funds expended, estimated, or requested to be expended for these years by Long Bill line item; (c) the amount of funds expended, estimated, or requested to be expended for these years, by Long Bill line item where applicable, to be reported to the federal government as either maintenance of effort or matching funds associated with the expenditure of federal funds; and (d) the amount of funds expended, estimated, or requested to be expended for these years that are to be used to meet the four percent federal requirement related to quality activities and the federal requirement related to targeted funds. An update to the information on the amount of federal funds anticipated to be available and requested to be expended by Long Bill line item should be provided to the Joint Budget Committee annually on or before January 15.
6. **Department of Human Services, Division of Child Welfare, Child Welfare Services** – The Department is requested to provide to the Joint Budget Committee, by November 1 of each year, information concerning the actual use of funds distributed through the child welfare allocation model, including data on expenses and children served by funding category. At a minimum, such data should include the following: (a) program services expenditures 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.
7. **Department of Human Services, Division of Child Welfare** – The Department is requested to provide to the Joint Budget Committee, by November 1 of each year, information concerning the gross amount of payments to child welfare service providers, including amounts that were paid using revenues other than county, state, or federal tax revenues. The Department is requested to identify amounts, by source, for the last two actual fiscal years.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

Appendix A: Number Pages

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

DEPARTMENT OF HUMAN SERVICES
Reggie Bicha, Executive Director

(1) EXECUTIVE DIRECTOR'S OFFICE

(A) General Administration

| | | | | | |
|--------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Personal Services | <u>1,775,883</u> | <u>1,887,283</u> | <u>1,945,146</u> | <u>2,011,581</u> | <u>2,011,581</u> |
| FTE | 15.3 | 19.3 | 15.3 | 15.3 | 15.3 |
| General Fund | 129,079 | 936,972 | 643,432 | 680,394 | 680,394 |
| Cash Funds | 614,246 | 654,920 | 99,680 | 108,802 | 108,802 |
| Reappropriated Funds | 140,032 | 64,683 | 298,102 | 310,734 | 310,734 |
| Federal Funds | 892,526 | 230,708 | 903,932 | 911,651 | 911,651 |
| Health, Life, and Dental | <u>26,007,194</u> | <u>26,540,652</u> | <u>29,878,414</u> | <u>33,973,548</u> | <u>33,552,045</u> * |
| General Fund | 15,637,178 | 16,089,254 | 16,716,310 | 21,789,852 | 21,389,592 |
| Cash Funds | 502,985 | 64,365 | 656,675 | 681,653 | 681,653 |
| Reappropriated Funds | 6,594,805 | 6,909,571 | 8,651,612 | 7,329,940 | 7,314,086 |
| Federal Funds | 3,272,226 | 3,477,462 | 3,853,817 | 4,172,103 | 4,166,714 |
| Short-term Disability | <u>356,844</u> | <u>382,605</u> | <u>483,061</u> | <u>494,740</u> | <u>491,564</u> * |
| General Fund | 220,492 | 259,563 | 309,283 | 321,061 | 318,196 |
| Cash Funds | 6,928 | 9,412 | 9,749 | 11,054 | 11,054 |
| Reappropriated Funds | 76,025 | 56,815 | 91,502 | 93,073 | 92,824 |
| Federal Funds | 53,399 | 56,815 | 72,527 | 69,552 | 69,490 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---------------------------------------|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| S.B. 04-257 Amortization Equalization | | | | | |
| Disbursement | <u>6,524,620</u> | <u>7,211,504</u> | <u>9,025,063</u> | <u>10,188,860</u> | <u>10,195,528</u> * |
| General Fund | 3,747,523 | 4,512,450 | 5,782,949 | 6,614,978 | 6,627,898 |
| Cash Funds | 247,144 | 179,431 | 178,449 | 222,977 | 222,977 |
| Reappropriated Funds | 1,560,540 | 1,511,774 | 1,735,859 | 1,946,360 | 1,941,356 |
| Federal Funds | 969,413 | 1,007,849 | 1,327,806 | 1,404,545 | 1,403,297 |
| S.B. 06-235 Supplemental Amortization | | | | | |
| Equalization Disbursement | <u>5,566,477</u> | <u>6,466,112</u> | <u>8,462,750</u> | <u>9,841,513</u> | <u>9,844,338</u> * |
| General Fund | 3,265,085 | 4,250,101 | 5,423,268 | 6,389,469 | 6,398,331 |
| Cash Funds | 181,935 | 161,986 | 167,296 | 215,376 | 215,376 |
| Reappropriated Funds | 1,286,772 | 2,054,025 | 1,627,368 | 1,880,006 | 1,875,174 |
| Federal Funds | 832,685 | 0 | 1,244,818 | 1,356,662 | 1,355,457 |
| Salary Survey | <u>0</u> | <u>5,950,587</u> | <u>5,906,568</u> | <u>2,443,776</u> | <u>2,443,776</u> |
| General Fund | 0 | 3,521,881 | 3,771,885 | 1,571,453 | 1,571,453 |
| Cash Funds | 0 | 158,634 | 120,276 | 56,428 | 56,428 |
| Reappropriated Funds | 0 | 1,330,200 | 1,126,556 | 466,303 | 466,303 |
| Federal Funds | 0 | 939,872 | 887,851 | 349,592 | 349,592 |
| Merit Pay | <u>0</u> | <u>3,339,994</u> | <u>2,315,460</u> | <u>2,380,606</u> | <u>2,380,606</u> |
| General Fund | 0 | 1,945,332 | 1,457,382 | 1,494,087 | 1,494,087 |
| Cash Funds | 0 | 83,797 | 41,289 | 51,234 | 51,234 |
| Reappropriated Funds | 0 | 753,376 | 443,366 | 467,204 | 467,204 |
| Federal Funds | 0 | 557,489 | 373,423 | 368,081 | 368,081 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|-----------------------------------|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Shift Differential | <u>4,089,727</u> | <u>4,566,588</u> | <u>5,211,427</u> | <u>5,256,513</u> | <u>5,256,513</u> |
| General Fund | 2,696,363 | 3,010,588 | 3,462,404 | 3,535,852 | 3,535,852 |
| Cash Funds | 6,284 | 0 | 8,486 | 0 | 0 |
| Reappropriated Funds | 1,380,983 | 1,531,572 | 1,728,870 | 1,720,661 | 1,720,661 |
| Federal Funds | 6,097 | 24,428 | 11,667 | 0 | 0 |
| Workers' Compensation | <u>12,601,993</u> | <u>12,469,196</u> | <u>11,942,063</u> | <u>9,541,483</u> | <u>9,541,483</u> |
| General Fund | 6,509,067 | 7,779,924 | 6,741,758 | 5,115,954 | 5,115,954 |
| Cash Funds | 999,887 | 1,173,234 | 1,104,845 | 1,007,507 | 1,007,507 |
| Reappropriated Funds | 4,508,946 | 3,290,999 | 3,479,330 | 2,816,284 | 2,816,284 |
| Federal Funds | 584,093 | 225,039 | 616,130 | 601,738 | 601,738 |
| Operating Expenses | <u>460,867</u> | <u>511,276</u> | <u>496,015</u> | <u>499,761</u> | <u>499,761</u> |
| General Fund | 308,243 | 215,181 | 139,626 | 143,372 | 143,372 |
| Cash Funds | 71,129 | 119,393 | 119,570 | 119,570 | 119,570 |
| Reappropriated Funds | 81,495 | 118,365 | 160,504 | 160,504 | 160,504 |
| Federal Funds | 0 | 58,337 | 76,315 | 76,315 | 76,315 |
| Legal Services | <u>1,334,463</u> | <u>1,616,065</u> | <u>1,825,645</u> | <u>1,742,670</u> | <u>1,742,670</u> |
| General Fund | 1,210,070 | 1,485,148 | 1,672,032 | 1,672,032 | 1,672,032 |
| Cash Funds | 124,393 | 130,917 | 153,613 | 70,638 | 70,638 |
| Reappropriated Funds | 0 | 0 | 0 | 0 | 0 |
| Federal Funds | 0 | 0 | 0 | 0 | 0 |
| Administrative Law Judge Services | <u>922,776</u> | <u>723,531</u> | <u>579,719</u> | <u>618,449</u> | <u>636,683</u> |
| General Fund | 866,966 | 438,068 | 358,537 | 382,489 | 393,767 |
| Cash Funds | 55,810 | 43,760 | 16,258 | 17,345 | 17,856 |
| Federal Funds | 0 | 241,703 | 204,924 | 218,615 | 225,060 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Payment to Risk Management and Property Funds | <u>1,692,827</u> | <u>1,463,119</u> | <u>1,475,880</u> | <u>1,300,571</u> | <u>1,300,571</u> |
| General Fund | 1,036,223 | 1,170,321 | 786,797 | 693,339 | 693,339 |
| Cash Funds | 68,834 | 26,091 | 118,998 | 104,863 | 104,863 |
| Reappropriated Funds | 222,020 | 187,900 | 232,540 | 204,918 | 204,918 |
| Federal Funds | 365,750 | 78,807 | 337,545 | 297,451 | 297,451 |
| Staff Training | <u>13,800</u> | <u>545</u> | <u>13,799</u> | <u>13,799</u> | <u>13,799</u> |
| General Fund | 1 | 0 | 0 | 0 | 0 |
| Cash Funds | 13,799 | 545 | 13,799 | 13,799 | 13,799 |
| Injury Prevention Program | <u>96,141</u> | <u>78,044</u> | <u>105,970</u> | <u>105,970</u> | <u>105,970</u> |
| Reappropriated Funds | 96,141 | 78,044 | 105,970 | 105,970 | 105,970 |
| SUBTOTAL - (A) General Administration | 61,443,612 | 73,207,101 | 79,666,980 | 80,413,840 | 80,016,888 |
| FTE | <u>15.3</u> | <u>19.3</u> | <u>15.3</u> | <u>15.3</u> | <u>15.3</u> |
| General Fund | 35,626,290 | 45,614,783 | 47,265,663 | 50,404,332 | 50,034,267 |
| Cash Funds | 2,893,374 | 2,806,485 | 2,808,983 | 2,681,246 | 2,681,757 |
| Reappropriated Funds | 15,947,759 | 17,887,324 | 19,681,579 | 17,501,957 | 17,476,018 |
| Federal Funds | 6,976,189 | 6,898,509 | 9,910,755 | 9,826,305 | 9,824,846 |

(B) Special Purpose

| | | | | | |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|
| Employment and Regulatory Affairs | <u>4,947,607</u> | <u>4,908,372</u> | <u>5,230,312</u> | <u>5,373,492</u> | <u>5,373,492</u> |
| FTE | 66.1 | 63.8 | 65.9 | 65.9 | 65.9 |
| General Fund | 1,817,587 | 1,813,846 | 2,019,051 | 2,072,027 | 2,072,027 |
| Cash Funds | 270,442 | 243,882 | 277,995 | 285,154 | 285,154 |
| Reappropriated Funds | 685,312 | 676,381 | 692,574 | 712,620 | 712,620 |
| Federal Funds | 2,174,266 | 2,174,263 | 2,240,692 | 2,303,691 | 2,303,691 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Administrative Review Unit | <u>2,085,377</u> | <u>2,177,677</u> | <u>2,336,482</u> | <u>2,399,953</u> | <u>2,399,953</u> |
| FTE | 22.1 | 22.6 | 26.2 | 26.2 | 26.2 |
| General Fund | 1,381,249 | 1,501,185 | 1,581,512 | 1,635,462 | 1,635,462 |
| Federal Funds | 704,128 | 676,492 | 754,970 | 764,491 | 764,491 |
| Records and Reports of Child Abuse or Neglect | <u>494,119</u> | <u>527,381</u> | <u>595,155</u> | <u>611,534</u> | <u>611,534</u> |
| FTE | 7.1 | 7.6 | 7.5 | 7.5 | 7.5 |
| Cash Funds | 494,119 | 527,381 | 595,155 | 611,534 | 611,534 |
| Child Protection Ombudsman Program | <u>738,585</u> | <u>734,130</u> | <u>504,250</u> | <u>509,293</u> | <u>517,865</u> * |
| General Fund | 368,585 | 368,565 | 504,250 | 509,293 | 517,865 |
| Cash Funds | 370,000 | 365,565 | 0 | 0 | 0 |
| Juvenile Parole Board | <u>242,932</u> | <u>278,314</u> | <u>287,760</u> | <u>292,317</u> | <u>292,317</u> |
| FTE | 2.9 | 3.2 | 3.2 | 3.2 | 3.2 |
| General Fund | 202,199 | 202,200 | 208,906 | 213,463 | 213,463 |
| Reappropriated Funds | 40,733 | 76,114 | 78,854 | 78,854 | 78,854 |
| Developmental Disabilities Council | <u>846,725</u> | <u>739,769</u> | <u>888,500</u> | <u>900,655</u> | <u>900,655</u> |
| FTE | 5.0 | 5.0 | 6.0 | 6.0 | 6.0 |
| Federal Funds | 846,725 | 739,769 | 888,500 | 900,655 | 900,655 |
| Colorado Commission for the Deaf and Hard of Hearing | <u>1,262,071</u> | <u>1,209,786</u> | <u>1,145,625</u> | <u>1,163,754</u> | <u>1,163,754</u> * |
| FTE | 5.8 | 5.4 | 6.3 | 6.3 | 6.3 |
| General Fund | 115,562 | 101,378 | 132,807 | 135,252 | 135,252 |
| Reappropriated Funds | 986,327 | 936,927 | 1,012,818 | 1,028,502 | 1,028,502 |
| Federal Funds | 160,182 | 171,481 | 0 | 0 | 0 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Health Insurance Portability and Accountability Act of 1996 - Security Remediation | <u>325,058</u> | <u>343,924</u> | <u>377,543</u> | <u>380,739</u> | <u>380,739</u> |
| FTE | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| General Fund | 231,616 | 257,031 | 277,931 | 280,296 | 280,296 |
| Cash Funds | 0 | 0 | 334 | 334 | 334 |
| Reappropriated Funds | 71,168 | 73,355 | 73,358 | 73,998 | 73,998 |
| Federal Funds | 22,274 | 13,538 | 25,920 | 26,111 | 26,111 |
| CBMS Emergency Processing Unit | <u>151,029</u> | <u>124,067</u> | <u>219,537</u> | <u>222,137</u> | <u>222,137</u> |
| FTE | 2.8 | 2.0 | 4.0 | 4.0 | 4.0 |
| General Fund | 54,293 | 63,410 | 74,910 | 75,820 | 75,820 |
| Cash Funds | 0 | 0 | 17,350 | 17,350 | 17,350 |
| Federal Funds | 96,736 | 60,657 | 127,277 | 128,967 | 128,967 |
| Developmental Disabilities and Behavioral Health Services Gap Analysis | <u>0</u> | <u>50,000</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| General Fund | 0 | 50,000 | 0 | 0 | 0 |
| Regional Center Taskforce and Utilization Study | <u>0</u> | <u>0</u> | <u>250,000</u> | <u>0</u> | <u>0</u> |
| General Fund | 0 | 0 | 250,000 | 0 | 0 |
| Gerontology Stipend Program | <u>0</u> | <u>0</u> | <u>0</u> | <u>179,438</u> | <u>0</u> |
| General Fund | 0 | 0 | 0 | 179,438 | 0 |
| Colorado Commission for Individuals who are Blind or Visually Impaired | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| FTE | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Reappropriated Funds | 0 | 0 | 0 | 0 | 0 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| SUBTOTAL - (B) Special Purpose | 11,093,503 | 11,093,420 | 11,835,164 | 12,033,312 | 11,862,446 |
| <i>FTE</i> | <u>112.8</u> | <u>110.6</u> | <u>120.1</u> | <u>120.1</u> | <u>120.1</u> |
| General Fund | 4,171,091 | 4,357,615 | 5,049,367 | 5,101,051 | 4,930,185 |
| Cash Funds | 1,134,561 | 1,136,828 | 890,834 | 914,372 | 914,372 |
| Reappropriated Funds | 1,783,540 | 1,762,777 | 1,857,604 | 1,893,974 | 1,893,974 |
| Federal Funds | 4,004,311 | 3,836,200 | 4,037,359 | 4,123,915 | 4,123,915 |
| TOTAL - (1) Executive Director's Office | 72,537,115 | 84,300,521 | 91,502,144 | 92,447,152 | 91,879,334 |
| <i>FTE</i> | <u>128.1</u> | <u>129.9</u> | <u>135.4</u> | <u>135.4</u> | <u>135.4</u> |
| General Fund | 39,797,381 | 49,972,398 | 52,315,030 | 55,505,383 | 54,964,452 |
| Cash Funds | 4,027,935 | 3,943,313 | 3,699,817 | 3,595,618 | 3,596,129 |
| Reappropriated Funds | 17,731,299 | 19,650,101 | 21,539,183 | 19,395,931 | 19,369,992 |
| Federal Funds | 10,980,500 | 10,734,709 | 13,948,114 | 13,950,220 | 13,948,761 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

(4) COUNTY ADMINISTRATION

This section contains appropriations for 64 county departments of social services to administer the Supplemental Nutrition Assistance Program (food stamps); and provides funding to assist counties with the highest costs and lowest property tax values in meeting the obligation of the local match required by the state for certain public assistance programs. County administration for Medicaid programs is appropriated to the Department of Health Care Policy and Financing.

| | | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| County Administration | <u>50,346,064</u> | <u>51,816,687</u> | <u>57,441,793</u> | <u>55,996,211</u> | <u>56,938,722</u> * |
| General Fund | 20,053,339 | 19,606,080 | 19,938,121 | 19,531,502 | 19,860,250 |
| Cash Funds | 9,193,456 | 9,137,101 | 10,662,504 | 10,365,129 | 10,539,592 |
| Reappropriated Funds | 0 | 0 | 0 | 0 | 0 |
| Federal Funds | 21,099,269 | 23,073,506 | 26,841,168 | 26,099,580 | 26,538,880 |
| Food Assistance Administration | <u>4,715,280</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| General Fund | 1,414,584 | 0 | 0 | 0 | 0 |
| Cash Funds | 943,056 | 0 | 0 | 0 | 0 |
| Federal Funds | 2,357,640 | 0 | 0 | 0 | 0 |
| County Tax Base Relief | <u>1,762,511</u> | <u>2,697,803</u> | <u>3,879,756</u> | <u>3,879,756</u> | <u>3,879,756</u> |
| General Fund | 1,762,511 | 2,697,803 | 3,879,756 | 3,879,756 | 3,879,756 |
| County Share of Offsetting Revenues | <u>2,963,460</u> | <u>3,105,773</u> | <u>2,986,000</u> | <u>2,986,000</u> | <u>2,986,000</u> |
| Cash Funds | 2,963,460 | 3,105,773 | 2,986,000 | 2,986,000 | 2,986,000 |
| County Incentive Payments | <u>4,324,486</u> | <u>4,232,323</u> | <u>4,113,000</u> | <u>4,113,000</u> | <u>4,113,000</u> |
| Cash Funds | 4,324,486 | 4,232,323 | 4,113,000 | 4,113,000 | 4,113,000 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| TOTAL - (4) County Administration | 64,111,801 | 61,852,586 | 68,420,549 | 66,974,967 | 67,917,478 |
| <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 | 23,230,434 | 22,303,883 | 23,817,877 | 23,411,258 | 23,740,006 |
| Cash Funds | 17,424,458 | 16,475,197 | 17,761,504 | 17,464,129 | 17,638,592 |
| Reappropriated Funds | 0 | 0 | 0 | 0 | 0 |
| Federal Funds | 23,456,909 | 23,073,506 | 26,841,168 | 26,099,580 | 26,538,880 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

(5) DIVISION OF CHILD WELFARE

This division provides funding and state staff associated with the state supervision and county administration of programs that protect children from harm and assist families in caring for and protecting their children. Funding also supports training for county and state staff, direct care service providers (e.g. foster parents), and court personnel. Cash funds sources include county tax revenues, grants and donations, federal Title IV-E funds, and amounts from the Collaborative Management Incentives Cash Fund (primarily from civil docket fees). Reappropriated funds are Medicaid funds transferred from the Department of Health Care Policy and Financing.

| | | | | | |
|--|------------------|------------------|------------------|------------------|---------------------|
| Administration | <u>1,677,810</u> | <u>5,993,212</u> | <u>5,727,130</u> | <u>6,239,923</u> | <u>6,004,923</u> *P |
| FTE | 36.4 | 53.0 | 61.8 | 64.5 | 64.5 |
| General Fund | 865,048 | 5,010,578 | 4,693,356 | 5,118,527 | 4,923,477 |
| Reappropriated Funds | 119,414 | 119,426 | 137,306 | 140,806 | 140,806 |
| Federal Funds | 693,348 | 863,208 | 896,468 | 980,590 | 940,640 |
| Training | <u>5,492,238</u> | <u>5,239,910</u> | <u>6,551,963</u> | <u>6,565,978</u> | <u>6,462,115</u> * |
| FTE | 4.7 | 5.4 | 6.0 | 6.9 | 6.0 |
| General Fund | 2,379,989 | 2,112,918 | 3,253,049 | 3,345,854 | 3,259,648 |
| Cash Funds | 37,230 | 37,230 | 137,230 | 37,230 | 37,230 |
| Federal Funds | 3,075,019 | 3,089,762 | 3,161,684 | 3,182,894 | 3,165,237 |
| Foster and Adoptive Parent Recruitment, Training, and Support | <u>296,698</u> | <u>259,358</u> | <u>336,932</u> | <u>339,253</u> | <u>339,253</u> |
| FTE | 1.1 | 1.1 | 1.0 | 1.0 | 1.0 |
| General Fund | 229,531 | 189,341 | 269,491 | 271,812 | 271,812 |
| Federal Funds | 67,167 | 70,017 | 67,441 | 67,441 | 67,441 |

*This line item contains a decision item.

P pending

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Child Welfare Services | <u>326,528,095</u> | <u>341,746,753</u> | <u>347,861,307</u> | <u>359,581,867</u> | <u>357,618,880</u> * |
| General Fund | 167,853,109 | 177,777,462 | 177,361,069 | 185,694,124 | 182,422,112 |
| Cash Funds | 60,730,814 | 62,068,186 | 66,864,034 | 69,152,433 | 68,737,437 |
| Reappropriated Funds | 8,427,164 | 14,579,137 | 14,943,615 | 15,117,955 | 15,372,042 |
| Federal Funds | 89,517,008 | 87,321,968 | 88,692,589 | 89,617,355 | 91,087,289 |
| Excess Federal Title IV-E Distributions for Related | | | | | |
| County Administrative Functions | <u>17</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| General Fund | 0 | 0 | 0 | 0 | 0 |
| Cash Funds | 17 | 0 | 0 | 0 | 0 |
| Title IV-E Waiver and Evaluation Development | <u>129,860</u> | <u>374,999</u> | <u>500,018</u> | <u>500,018</u> | <u>500,018</u> |
| General Fund | 64,930 | 124,990 | 250,009 | 250,009 | 250,009 |
| Federal Funds | 64,930 | 250,009 | 250,009 | 250,009 | 250,009 |
| Title IV-E Waiver Demonstration | <u>0</u> | <u>0</u> | <u>6,000,000</u> | <u>6,000,000</u> | <u>6,000,000</u> |
| General Fund | 0 | 0 | 0 | 0 | 0 |
| Cash Funds | 0 | 0 | 6,000,000 | 6,000,000 | 6,000,000 |
| Family and Children's Programs | <u>46,067,087</u> | <u>49,548,998</u> | <u>53,100,326</u> | <u>53,631,330</u> | <u>54,534,035</u> * |
| General Fund | 34,923,362 | 41,185,564 | 44,477,865 | 44,922,644 | 45,678,767 |
| Cash Funds | 5,113,437 | 5,292,541 | 5,551,568 | 5,607,084 | 5,701,460 |
| Federal Funds | 6,030,288 | 3,070,893 | 3,070,893 | 3,101,602 | 3,153,808 |
| Performance-based Collaborative Management | | | | | |
| Incentives | <u>3,038,786</u> | <u>3,043,291</u> | <u>3,000,000</u> | <u>5,000,000 1.8</u> | <u>3,000,000 0.0</u> * |
| General Fund | 0 | 0 | 0 | 2,000,000 | 0 |
| Cash Funds | 3,038,786 | 3,043,291 | 3,000,000 | 3,000,000 | 3,000,000 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Independent Living Programs | <u>3,388,389</u> | <u>2,339,243</u> | <u>2,826,582</u> | <u>2,837,040</u> | <u>2,837,040</u> |
| FTE | 3.7 | 3.7 | 4.0 | 4.0 | 4.0 |
| Federal Funds | 3,388,389 | 2,339,243 | 2,826,582 | 2,837,040 | 2,837,040 |
| Promoting Safe and Stable Families Program | <u>4,691,474</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| FTE | 2.1 | 0.0 | 0.0 | 0.0 | 0.0 |
| General Fund | 46,288 | 0 | 0 | 0 | 0 |
| Cash Funds | 1,064,160 | 0 | 0 | 0 | 0 |
| Federal Funds | 3,581,026 | 0 | 0 | 0 | 0 |
| Federal Child Abuse Prevention and Treatment Act Grant | <u>365,572</u> | <u>330,871</u> | <u>442,658</u> | <u>444,819</u> | <u>444,819</u> |
| FTE | 3.2 | 2.5 | 3.0 | 3.0 | 3.0 |
| Federal Funds | 365,572 | 330,871 | 442,658 | 444,819 | 444,819 |
| Community-based Child Abuse Prevention Services | <u>692,935</u> | <u>3,320,525</u> | <u>7,403,969</u> | <u>7,403,969</u> | <u>7,403,969</u> |
| FTE | 0.0 | 0.9 | 3.0 | 3.0 | 3.0 |
| General Fund | 692,935 | 3,320,525 | 7,403,969 | 7,403,969 | 7,403,969 |
| Hotline for Child Abuse and Neglect | <u>0</u> | <u>906,900</u> | <u>4,591,700</u> | <u>4,595,643</u> | <u>4,595,643</u> |
| FTE | 0.0 | 0.0 | 5.6 | 6.0 | 6.0 |
| General Fund | 0 | 902,660 | 4,536,703 | 4,540,646 | 4,540,646 |
| Federal Funds | 0 | 4,240 | 54,997 | 54,997 | 54,997 |
| Workforce Tools - Mobile Computing Technology | <u>0</u> | <u>76,532</u> | <u>723,000</u> | <u>0</u> | <u>0</u> |
| General Fund | 0 | 0 | 600,090 | 0 | 0 |
| Federal Funds | 0 | 76,532 | 122,910 | 0 | 0 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Public Awareness Campaign for Child Welfare | <u>0</u> | <u>0</u> | <u>1,804,050</u> | <u>1,599,250</u> | <u>1,599,250</u> |
| FTE | 0.0 | 0.0 | 1.0 | 1.0 | 1.0 |
| General Fund | 0 | 0 | 1,804,050 | 1,599,250 | 1,599,250 |
| Workload Study | <u>0</u> | <u>440,269</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| General Fund | 0 | 360,615 | 0 | 0 | 0 |
| Federal Funds | 0 | 79,654 | 0 | 0 | 0 |
| Interagency Prevention Programs Coordination | <u>0</u> | <u>112,679</u> | <u>133,284</u> | <u>133,284</u> | <u>133,284</u> |
| FTE | 0.0 | 1.3 | 1.0 | 1.0 | 1.0 |
| General Fund | 0 | 112,679 | 133,284 | 133,284 | 133,284 |
| Tony Gramscas Youth Services Program | <u>0</u> | <u>5,032,029</u> | <u>7,060,499</u> | <u>7,063,928</u> | <u>6,999,781</u> |
| FTE | 0.0 | 2.6 | 3.0 | 3.0 | 3.0 |
| General Fund | 0 | 1,453,849 | 1,453,849 | 1,457,278 | 1,457,278 |
| Cash Funds | 0 | 3,578,180 | 5,606,650 | 5,606,650 | 5,542,503 |
| Prevention and Early-Intervention for at Risk Youth | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,651,107</u> | <u>0</u> * |
| General Fund | 0 | 0 | 0 | 1,651,107 | 0 |
| TOTAL - (5) Division of Child Welfare | 392,368,961 | 418,765,569 | 448,063,418 | 463,587,409 | 458,473,010 |
| FTE | <u>51.2</u> | <u>70.5</u> | <u>89.4</u> | <u>95.2</u> | <u>92.5</u> |
| General Fund | 207,055,192 | 232,551,181 | 246,236,784 | 258,388,504 | 251,940,252 |
| Cash Funds | 69,984,444 | 74,019,428 | 87,159,482 | 89,403,397 | 89,018,630 |
| Reappropriated Funds | 8,546,578 | 14,698,563 | 15,080,921 | 15,258,761 | 15,512,848 |
| Federal Funds | 106,782,747 | 97,496,397 | 99,586,231 | 100,536,747 | 102,001,280 |

*This line item contains a decision item.

JBC Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

(6) OFFICE OF EARLY CHILDHOOD

This section provides funding and state staff associated with the state supervision and the county administration of the Colorado Child Care Assistance Program (CCCAP); for the administration of various child care grant programs; and for licensing and monitoring of child care facilities. In addition, this section provides funding to organizations that provide early childhood mental health services and early intervention services and case management. Cash funds appropriations reflect expenditures by counties, fees and fines associated with the licensing of child care facilities, and funds from the Early Intervention Services Trust Fund. Federal funds reflect moneys from Child Care Development Funds, which the General Assembly has authority to appropriate pursuant to federal law; and funds received from Part C of the federal Individuals with Disabilities Education Improvement Act. Reappropriated funds are Medicaid funds transferred from the Department of Health Care Policy and Financing.

(A) Division of Early Care and Learning

| | | | | | |
|--|----------|------------------|------------------|------------------|--------------------|
| Promoting Safe and Stable Families Program | <u>0</u> | <u>4,265,057</u> | <u>4,467,622</u> | <u>4,475,142</u> | <u>4,475,142</u> |
| FTE | 0.0 | 2.4 | 2.0 | 2.0 | 2.0 |
| General Fund | 0 | 50,265 | 53,001 | 54,882 | 54,882 |
| Cash Funds | 0 | 1,064,160 | 1,064,160 | 1,064,160 | 1,064,160 |
| Federal Funds | 0 | 3,150,632 | 3,350,461 | 3,356,100 | 3,356,100 |
| Child Care Licensing and Administration | <u>0</u> | <u>5,045,207</u> | <u>6,775,055</u> | <u>7,204,146</u> | <u>7,239,994</u> * |
| FTE | 0.0 | 47.2 | 52.0 | 52.0 | 52.0 |
| General Fund | 0 | 1,012,529 | 2,381,549 | 2,450,786 | 2,450,786 |
| Cash Funds | 0 | 688,772 | 838,250 | 849,004 | 849,004 |
| Federal Funds | 0 | 3,343,906 | 3,555,256 | 3,904,356 | 3,940,204 |
| Fine Assessed Against Licenses | <u>0</u> | <u>51,662</u> | <u>20,000</u> | <u>20,000</u> | <u>20,000</u> |
| Cash Funds | 0 | 51,662 | 20,000 | 20,000 | 20,000 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Child Care Assistance Program | <u>0</u> | <u>71,148,153</u> | <u>88,082,634 1.0</u> | <u>89,221,361 1.0</u> | <u>90,536,026 1.0</u> *P |
| General Fund | 0 | 13,604,221 | 23,498,784 | 23,103,672 | 23,340,812 |
| Cash Funds | 0 | 9,366,274 | 9,599,282 | 9,695,275 | 9,858,463 |
| Reappropriated Funds | 0 | 0 | 1,200,000 | 1,200,000 | 1,200,000 |
| Federal Funds | 0 | 48,177,658 | 53,784,568 | 55,222,414 | 56,136,751 |
| Colorado Child Care Assistance Program Market | | | | | |
| Rate Study | <u>0</u> | <u>0</u> | <u>255,000</u> | <u>55,000</u> | <u>55,000</u> |
| General Fund | 0 | 0 | 255,000 | 55,000 | 55,000 |
| Child Care Grants for Quality and Availability and | | | | | |
| Federal Targeted Funds Requirements | <u>0</u> | <u>6,298,195</u> | <u>8,670,827</u> | <u>8,670,827</u> | <u>8,670,827</u> |
| FTE | 0.0 | 0.9 | 1.0 | 1.0 | 1.0 |
| General Fund | 0 | 2,865,388 | 4,757,755 | 4,757,755 | 4,757,755 |
| Cash Funds | 0 | 0 | 439,439 | 439,439 | 439,439 |
| Federal Funds | 0 | 3,432,807 | 3,473,633 | 3,473,633 | 3,473,633 |
| School-readiness Quality Improvement Program | <u>0</u> | <u>2,221,295</u> | <u>2,228,586</u> | <u>2,228,586</u> | <u>2,228,586</u> |
| FTE | 0.0 | 0.6 | 1.0 | 1.0 | 1.0 |
| Federal Funds | 0 | 2,221,295 | 2,228,586 | 2,228,586 | 2,228,586 |
| Early Literacy Book Distribution Partnership | <u>0</u> | <u>0</u> | <u>100,000</u> | <u>100,000</u> | <u>100,000</u> |
| General Fund | 0 | 0 | 100,000 | 100,000 | 100,000 |
| Micro Loans to Increase Access to Child Care | <u>0</u> | <u>0</u> | <u>0</u> | <u>338,200</u> | <u>0</u> * |
| General Fund | 0 | 0 | 0 | 338,200 | 0 |
| Micro Grants to Increase Access to Child Care | <u>0</u> | <u>0</u> | <u>0</u> | <u>250,000</u> | <u>125,000</u> * |
| General Fund | 0 | 0 | 0 | 250,000 | 125,000 |

*This line item contains a decision item.

P pending

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|---|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| SUBTOTAL - (A) Division of Early Care and Learning | 0 | 89,029,569 | 110,599,724 | 112,563,262 | 113,450,575 |
| <i>FTE</i> | <u>0.0</u> | <u>51.1</u> | <u>57.0</u> | <u>57.0</u> | <u>57.0</u> |
| General Fund | 0 | 17,532,403 | 31,046,089 | 31,110,295 | 30,884,235 |
| Cash Funds | 0 | 11,170,868 | 11,961,131 | 12,067,878 | 12,231,066 |
| Reappropriated Funds | 0 | 0 | 1,200,000 | 1,200,000 | 1,200,000 |
| Federal Funds | 0 | 60,326,298 | 66,392,504 | 68,185,089 | 69,135,274 |
| (B) Division of Community and Family Support | | | | | |
| Early Childhood Councils | <u>0</u> | <u>1,978,230</u> | <u>1,981,756</u> | <u>1,984,169</u> | <u>1,984,169</u> |
| FTE | 0.0 | 0.3 | 1.0 | 1.0 | 1.0 |
| Federal Funds | 0 | 1,978,230 | 1,981,756 | 1,984,169 | 1,984,169 |
| Early Childhood Mental Health Services | <u>0</u> | <u>2,319,548</u> | <u>1,220,906</u> | <u>1,232,871</u> | <u>1,253,212</u> * |
| FTE | 0.0 | 0.3 | 0.2 | 0.2 | 0.2 |
| General Fund | 0 | 2,319,548 | 1,220,906 | 1,232,871 | 1,253,212 |
| Early Intervention Services | <u>0</u> | <u>36,231,129</u> | <u>38,011,751</u> | <u>38,734,925</u> | <u>39,118,652</u> * |
| FTE | 0.0 | 8.7 | 6.5 | 6.5 | 6.5 |
| General Fund | 0 | 17,177,704 | 19,074,451 | 19,101,052 | 19,323,970 |
| Cash Funds | 0 | 9,108,617 | 10,895,900 | 11,532,925 | 11,592,502 |
| Federal Funds | 0 | 9,944,808 | 8,041,400 | 8,100,948 | 8,202,180 |
| Early Intervention Services Case Management | <u>0</u> | <u>2,731,511</u> | <u>8,937,148</u> | <u>9,051,621</u> | <u>9,178,936</u> * |
| General Fund | 0 | 2,731,511 | 3,386,293 | 3,439,297 | 3,483,062 |
| Reappropriated Funds | 0 | 0 | 5,550,855 | 5,612,324 | 5,695,874 |

*This line item contains a decision item.

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Colorado Children's Trust Fund | <u>0</u> | <u>448,270</u> | <u>1,114,514</u> | <u>1,118,048</u> | <u>1,118,048</u> |
| FTE | 0.0 | 2.3 | 1.5 | 1.5 | 1.5 |
| Cash Funds | 0 | 279,753 | 470,914 | 474,448 | 474,448 |
| Federal Funds | 0 | 168,517 | 643,600 | 643,600 | 643,600 |
| Nurse Home Visitor Program | <u>0</u> | <u>15,817,104</u> | <u>14,549,622</u> | <u>14,552,556</u> | <u>16,031,489</u> |
| FTE | 0.0 | 2.0 | 3.0 | 3.0 | 3.0 |
| Cash Funds | 0 | 13,765,529 | 14,345,022 | 14,347,956 | 15,826,889 |
| Federal Funds | 0 | 2,051,575 | 204,600 | 204,600 | 204,600 |
| SUBTOTAL - (B) Division of Community and Family Support | <u>0</u> | <u>59,525,792</u> | <u>65,815,697</u> | <u>66,674,190</u> | <u>68,684,506</u> |
| FTE | <u>0.0</u> | <u>13.6</u> | <u>12.2</u> | <u>12.2</u> | <u>12.2</u> |
| General Fund | 0 | 22,228,763 | 23,681,650 | 23,773,220 | 24,060,244 |
| Cash Funds | 0 | 23,153,899 | 25,711,836 | 26,355,329 | 27,893,839 |
| Reappropriated Funds | 0 | 0 | 5,550,855 | 5,612,324 | 5,695,874 |
| Federal Funds | 0 | 14,143,130 | 10,871,356 | 10,933,317 | 11,034,549 |
| TOTAL - (6) Office of Early Childhood | <u>0</u> | <u>148,555,361</u> | <u>176,415,421</u> | <u>179,237,452</u> | <u>182,135,081</u> |
| FTE | <u>0.0</u> | <u>64.7</u> | <u>69.2</u> | <u>69.2</u> | <u>69.2</u> |
| General Fund | 0 | 39,761,166 | 54,727,739 | 54,883,515 | 54,944,479 |
| Cash Funds | 0 | 34,324,767 | 37,672,967 | 38,423,207 | 40,124,905 |
| Reappropriated Funds | 0 | 0 | 6,750,855 | 6,812,324 | 6,895,874 |
| Federal Funds | 0 | 74,469,428 | 77,263,860 | 79,118,406 | 80,169,823 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

(6) DIVISION OF CHILD CARE

This section provides funding and state staff associated with the state supervision and the county administration of the Colorado Child Care Assistance Program (CCCAP), through which counties provide child care subsidies to low income families and families transitioning from the Colorado Works Program. In addition, this section provides funding and state staff for the administration of various child care grant programs, and for licensing and monitoring child care facilities. Cash funds appropriations reflect expenditures by counties and fees and fines associated with the licensing of child care facilities. Federal funds primarily reflect Child Care Development Funds, which the General Assembly has authority to appropriate pursuant to federal law.

| | | | | | |
|---|-------------------|----------|----------|----------|----------|
| Child Care Licensing and Administration | <u>6,413,070</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| FTE | 59.8 | 0.0 | 0.0 | 0.0 | 0.0 |
| General Fund | 2,240,687 | 0 | 0 | 0 | 0 |
| Cash Funds | 639,539 | 0 | 0 | 0 | 0 |
| Reappropriated Funds | 0 | 0 | 0 | 0 | 0 |
| Federal Funds | 3,532,844 | 0 | 0 | 0 | 0 |
| Fines Assessed Against Licensees | <u>51</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Cash Funds | 51 | 0 | 0 | 0 | 0 |
| Child Care Assistance Program | <u>68,342,157</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| General Fund | 13,604,221 | 0 | 0 | 0 | 0 |
| Cash Funds | 9,182,622 | 0 | 0 | 0 | 0 |
| Federal Funds | 45,555,314 | 0 | 0 | 0 | 0 |
| Grants to Improve the Quality and Availability of Child Care and to Comply with Federal Targeted Funds Requirements | <u>3,473,633</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| Federal Funds | 3,473,633 | 0 | 0 | 0 | 0 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
| Early Childhood Councils | <u>1,978,317</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| FTE | 1.9 | 0.0 | 0.0 | 0.0 | 0.0 |
| Federal Funds | 1,978,317 | 0 | 0 | 0 | 0 |
| School-readiness Quality Improvement Program | <u>2,228,586</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| FTE | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 |
| Federal Funds | 2,228,586 | 0 | 0 | 0 | 0 |
| TOTAL - (6) Division of Child Care | 82,435,814 | 0 | 0 | 0 | 0 |
| FTE | <u>62.1</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| General Fund | 15,844,908 | 0 | 0 | 0 | 0 |
| Cash Funds | 9,822,212 | 0 | 0 | 0 | 0 |
| Reappropriated Funds | 0 | 0 | 0 | 0 | 0 |
| Federal Funds | 56,768,694 | 0 | 0 | 0 | 0 |
| TOTAL - Department of Human Services | 611,453,691 | 713,474,037 | 784,401,532 | 802,246,980 | 800,404,903 |
| FTE | <u>241.4</u> | <u>265.1</u> | <u>294.0</u> | <u>299.8</u> | <u>297.1</u> |
| General Fund | 285,927,915 | 344,588,628 | 377,097,430 | 392,188,660 | 385,589,189 |
| Cash Funds | 101,259,049 | 128,762,705 | 146,293,770 | 148,886,351 | 150,378,256 |
| Reappropriated Funds | 26,277,877 | 34,348,664 | 43,370,959 | 41,467,016 | 41,778,714 |
| Federal Funds | 197,988,850 | 205,774,040 | 217,639,373 | 219,704,953 | 222,658,744 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

Appendix A: Number Pages

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

DEPARTMENT OF HEALTH CARE POLICY AND FINANCING
Sue Birch, Executive Director

(7) DEPARTMENT OF HUMAN SERVICES MEDICAID-FUNDED PROGRAMS

This section reflects the Medicaid funding used by the Department of Human Services. The Medicaid dollars appropriated to that Department are first appropriated in this section and then transferred to the Department of Human Services. See the Department of Human Services for additional details about the line items contained in this division.

(D) Division of Child Welfare - Medicaid Funding

| | | | | | |
|--|------------------|------------------|-------------------|-------------------|-------------------|
| Administration | <u>132,899</u> | <u>133,069</u> | <u>137,306</u> | <u>140,806</u> | <u>140,806</u> |
| General Fund | 66,449 | 66,535 | 68,653 | 70,403 | 69,291 |
| Federal Funds | 66,450 | 66,534 | 68,653 | 70,403 | 71,515 |
| Child Welfare Services | <u>8,428,490</u> | <u>7,935,965</u> | <u>14,943,615</u> | <u>15,093,051</u> | <u>15,372,042</u> |
| General Fund | 4,214,245 | 3,960,443 | 7,358,611 | 7,429,393 | 7,564,582 |
| Federal Funds | 4,214,245 | 3,975,522 | 7,585,004 | 7,663,658 | 7,807,460 |
| SUBTOTAL - (D) Division of Child Welfare - Medicaid Funding | 8,561,389 | 8,069,034 | 15,080,921 | 15,233,857 | 15,512,848 |
| FTE | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> | <u>0.0</u> |
| General Fund | 4,280,694 | 4,026,978 | 7,427,264 | 7,499,796 | 7,633,873 |
| Federal Funds | 4,280,695 | 4,042,056 | 7,653,657 | 7,734,061 | 7,878,975 |

JBC Staff Staff Figure Setting - FY 2015-16
Staff Working Document - Does Not Represent Committee Decision

| | FY 2012-13 Actual | FY 2013-14 Actual | FY 2014-15 Appropriation | FY 2015-16 Request | FY 2015-16 Recommendation |
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|
|--|------------------------------|------------------------------|-------------------------------------|-------------------------------|--------------------------------------|

(D.5) Office of Early Childhood - Medicaid Funding

Division of Community and Family Support, Early

Intervention Services

General Fund

Federal Funds

| | | | | |
|----------|------------------|------------------|------------------|--------------------|
| <u>0</u> | <u>3,407,528</u> | <u>5,550,855</u> | <u>5,612,324</u> | <u>5,695,874</u> * |
| 0 | 1,703,764 | 2,733,374 | 2,763,559 | 2,802,940 |
| 0 | 1,703,764 | 2,817,481 | 2,848,765 | 2,892,934 |

*This line item contains a decision item.



COLORADO
Department of Human Services

January 30, 2015

The Honorable Kent Lambert
Chair, Joint Budget Committee
Legislative Services Building, 3rd Floor
200 East 14th Avenue
Denver, CO 80203

Dear Senator Lambert:

The Department of Human Services, in response to the Long Bill fiscal year FY 2014-15 Request for Information #9 (RFI #9), respectfully submits the attached information detailing the progress of the hotline reporting system. RFI #9 requests the Department “to provide to the Joint Budget Committee, by the first of the month following the end of each quarter, information concerning the progress of the development and implementation of the child abuse and neglect hotline reporting system, including: (a) deliverables contained in each vendor contract; (b) associated expenditures for each element; (c) progress of rule-making; and relevant outcome data, including but not limited to: (i) call volume; (ii) call duration; (iii) wait time; (iv) number of and time to complete Enhanced Screening guide performed by Help Desk staff; (v) and workload indicators of hotline administration.”

If you have questions, please contact Julie Krow, Director of the Office of Children, Youth and Families at 303-866-5414.

Sincerely,

Reggie Bicha
Executive Director



cc: Representative Millie Hamner, Vice-Chair, Joint Budget Committee
Senator Kevin Grantham, Joint Budget Committee
Representative Bob Rankin, Joint Budget Committee
Senator Pat Steadman, Joint Budget Committee
Representative Dave Young, Joint Budget Committee
John Ziegler, Staff Director, Joint Budget Committee
Robin Smart, Joint Budget Committee Staff
Henry Sobanet, Director, Office of State Planning and Budgeting
Ann Renaud, Senior Management & Budget Analyst, Office of State Planning and Budgeting
Nikki Hatch, Deputy Executive Director of Operations, Department of Human Services
Dee Martinez, Deputy Director of Enterprise Partnerships, Department of Human Services
Melissa Wavelet, Director, Office of Performance and Strategic Outcomes, Department of Human Services
Sarah Sills, Director of Budget and Policy, Department of Human Services
Julie Krow, Director, Office of Children, Youth, and Families, Department of Human Services
Robert Werthwein, Deputy Director, Office of Children, Youth, and Families, Department of Human Services
Ann Rosales, Director, Division of Child Welfare, Department of Human Services
Jennifer Corrigan, Legislative Liaison, Department of Human Services
Molly Otto, State Librarian





COLORADO

Office of Children,
Youth & Families

Division of Child Welfare

Ann M. Rosales, MSW, Director

Joint Budget Committee - Request For Information #9
Colorado Child Abuse and Neglect Reporting Hotline System
October 1, 2014 through December 31, 2014



Table of Contents

| | |
|------------------------------|---|
| Accomplishments | 3 |
| Vendor Contracts | 4 |
| Rule-making | 6 |
| Outcome Data | 7 |
| Hotline Administration | 8 |

Attachments

Attachment 1: Purchase Order with CTS LanguageLink For Translation Services

Attachment 2: List of Purchase Orders related to the County Compatibility Program



Accomplishments

Between October 1 and December 31, 2014, the Department of Human Services (DHS) and the Governor's Office of Information Technology (OIT) finalized and successfully deployed the child abuse reporting hotline system across the entire State. In advance of the deployment, the teams worked intensively with all of the vendors associated with this project to prepare for the hotline system's launch. Various quality assurance and user acceptance testing efforts were conducted with assistance from county call-takers. Over twenty different training sessions were conducted throughout November and December to educate county staff on the web-based applications associated with the statewide hotline system.

Implementation teams consisting of DHS, OIT, Istonish, and CenturyLink staff deployed the hotline system in every county between December 15 and December 31, 2014. The teams traveled the entire State to provide on-site support for the majority of counties including testing of the county's integration with the hotline system, troubleshooting, and over-the-shoulder coaching for county staff. Colorado's general public and mandatory reporters are now able to call the toll-free hotline, 844-CO-4-KIDS, to report their concerns directly to county child welfare staff, or in the event county staff are unavailable, to certified call-takers at the newly established Hotline County Connection Center.



Vendor Contracts

The following is a list of interagency agreements and contracts that were fully executed as of December 31, 2014. The October 2014 RFI response included summaries of the key deliverables for most of the agreements listed below. The attachments include the CTS LanguageLink Purchase Order as well as a list of purchases orders related to the County Compatibility Program.

DHS Interagency Agreements with the Governor's Office of Information Technology (OIT)

For Child Abuse and Neglect Hotline System Project Management

Term: May 1, 2014 - June 30, 2015

Total: \$116,300

Total expenditures to date: \$8,967¹

For Child Abuse and Neglect Hotline System Contracting

Term: June 1, 2014 - June 30, 2019

Total: \$5,780,992²

Total expenditures to date: \$906,900

For Independent Verification and Validation for Child Welfare Hotline

Term: June 1, 2014 - June 30, 2015

Total: \$112,590

Total expenditures to date: \$6,980

For the Child Welfare Hotline Trails Application Modifications

Term: July 1, 2014 - June 30, 2015

Total: \$360,000

Total expenditures to date: \$0

OIT Contract with Century Link

For the Colorado Child Abuse Hotline Archive Environment and Interaction Routing

Term: August 1, 2014 - June 30, 2015

Price structure: Fixed price

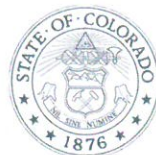
Total: \$966,847³

Total expenditures to date: \$127,288

¹ DHS and OIT are working closely to ensure deliverables related to the Interagency Agreements listed in this section are met. Total expenditures against these agreements will be reported once invoices become available.

² This amount includes estimated monthly recurring charges; therefore, the total cost may change depending on the system's call volume. Further, this amount may increase due to a pending contract amendment to provide new telephone lines in select counties to ensure compatibility with the statewide hotline system.

³ This amount includes estimated monthly recurring charges; therefore, the total cost may change depending on the system's call volume and potential modifications.



DHS Contract with Prowers County

For the Hotline County Connection Center
Term: September 30, 2014 - June 30, 2015
Price structure: Cost reimbursement
Total: \$689,568⁴
Total expenditures to date: \$168,823

Purchase Order with CTS LanguageLink

For Translation Services
Term: October 10, 2014 - June 30, 2015
Total: \$67,332⁵
Total expenditures to date: \$252

Purchase Orders with Counties⁶

For counties to make telephone system modifications to ensure compatibility with the statewide hotline system
Term: Varies
Total: Varies
Total expenditures to date: \$5,997

In addition to the contracts listed above, the following purchase order is being developed to provide goods or services connected with the implementation and on-going operations of the statewide hotline system.

Interagency Purchase Order with the Governor's Office of Information Technology

For Hotline County Connection Center Telephone System
Term: November 3, 2014 - June 30, 2015
Total: \$5,406

⁴ This amount may increase pending the call volume at the Hotline County Connection Center and demand for back-up support services by county departments.

⁵ This amount is based on an estimate of 5,408 non-English calls from January 1 through June 30, 2015 with an average call duration of 15 minutes. This amount may change depending on actual call volume.

⁶ Please see Attachment #2 for more information.



Rule-making

Rules related to the statewide hotline system were developed collaboratively with county and community stakeholders. A small subcommittee of the Hotline Steering Committee (HSC) met in late July and early August 2014 to review HB 13-1271, the steering committee's recommendations and existing statutes and rules. The subcommittee developed rule language that was vetted, revised, and approved by the full HSC on August 22, 2014.

In September 2014, the HSC rule recommendations were shared with the Child Welfare Sub-Policy Advisory Committee, the Child Protection Task Group, and Department's Executive Management Team. Division of Child Welfare staff reviewed the feedback received from various stakeholders and revised the rule recommendations per the feedback. The revisions were reviewed and revised by the HSC on September 26, 2014. The HSC's rule recommendations per the September 26th meeting were presented to the State Board of Human Services on October 3, 2014, along with testimonies in support of the rules by Angela Mead (Larimer County), Stephanie Villafuerte (Rocky Mountain Children's Law Center), and Commissioner Thomas Davidson (Summit County). The rules were approved to proceed to final reading on November 7, 2014.

Based on additional stakeholder feedback received in early October, the rules were revised again with minor changes and distributed to the HSC and County Directors for their review. On November 7, 2014, the updated rules were presented to the State Board of Human Services, and Commissioner Julie Westendorff of La Plata County testified in support of the rules. The State Board of Human Services approved them at the final reading, and they became effective on January 1, 2015.



Outcome Data

The Request for Information includes data on the hotline system's operations. As the system officially launched on January 1, 2015, the requested data will be reported in the April 30th response.



Hotline Administration

DHS and OIT have continued the hiring process to develop and manage the statewide hotline system. The Department was provided with funding for six positions which include: Hotline Director, Policy and Rule Analyst, Program Assistant, Data Analyst, Quality Assurance Analyst, and a Programming/Information Technology Analyst. Five of these positions have been filled, and the remaining one is currently in the hiring process. To assist with the work of implementing the system, OIT hired contractors until a qualified permanent, full-time employee can be hired. The following is workload summary for each of the positions.

General Professional VI - Hotline Director **DHS - Division of Child Welfare**

During the second quarter, the Hotline Director primarily focused on designing the implementation of the hotline system in all counties. As each county has a unique telephone system and technological connection to the hotline system's platform, he coordinated the details of each county implementation with CenturyLink, county DHS directors, OIT staff, and third party telephone contractors via both virtual and live visits. He assisted with the build-out of the Hotline County Connection Center and provided support and direction to the managerial staff as they prepared for the December soft launch of the hotline system. Additionally, he participated in training and became proficient in the use of CenturyLink web applications related to system administration and monitoring.

The hotline system was soft-launched in all counties from December 15th through December 31st. The Hotline Director assembled Implementation teams composed of DHS, OIT, Istonish, and CenturyLink staff that visited every county as they rolled onto the platform during the soft launch. The Hotline Director coordinated with CenturyLink and county staff to assess, troubleshoot and resolve technological issues that impacted deployment of the hotline system in various counties.

The Hotline Director uses the vendor-provided web applications to monitor and manipulate the platform to ensure the effective operations of the hotline system. He continues to meet with county representatives daily to provide support and coaching related to counties use of the hotline system's call platform. He also participates in ongoing work to resolve any technological issues that arise.

General Professional IV - Policy and Rule **DHS - Division of Child Welfare**

The Policy Analyst has been instrumental in the testing and deployment of the Hotline System. The Policy Analyst developed User Acceptance Test scripts and protocol for the Hotline Call Routing System during the User Acceptance Testing phase of the project. This also involved coordinating a group of county testers in order to complete detailed testing of the system from an end user perspective. The Policy Analyst also assisted in the testing of the Trails Hotline Application and continues to test and identify fixes on an ongoing basis. The Policy Analyst has also actively supported county staff during the December deployment of the Hotline System across the State, which included making several site visits and providing ongoing support for the counties.



The Policy Analyst is currently focused on three projects, which include coordinating in person Trails Hotline Application training across the state for county call takers, developing policy for the Hotline County Connection Center (H3C), and working with the Trails team to improve the Trails Hotline Application. The first project involves coordinating with the Trails trainers to schedule in person trainings across the State. The trainings will help prepare county call takers for the full roll out of the Trails Hotline Application which will begin in February. A total of eighteen training sessions have been scheduled. The second project is ongoing and involves development of policy and procedures for the Hotline County Connection Center. This project includes meeting with the Child Protection policy team, the Administrative Review Division, and the Trails team to insure that policy/procedures fall in line with current county processes and with the functionality of the Trails System. The third project involves working with the Trails Hotline Application pilot group and the Trails team to review and prioritize various recommended fixes to the system. This project is ongoing as the Policy Analyst maintains communication with the pilot participants and the Trails team on a weekly basis. In addition to these projects, the Policy Analyst is also actively working on quality improvement of the H3C, which includes researching issues or complaints from county staff and/or the Administrative Review Division and providing timely feedback to the H3C staff. The Policy Analyst is also providing in person training and support to the H3C.

Program Assistant II
DHS - Division of Child Welfare

The Program Assistant has assisted the Hotline Director and staff in the implementation of the Hotline platform by working with each county to initially collect over 1,200 staff names, telephone numbers, and Trails User IDs for inclusion in the hotline system's database. Assistance was also provided to order needed telephony hardware to ensure counties' compatibility with the hotline system. She has worked with the Hotline Director to create and regularly update spreadsheets that provide vital data and information for hotline staff in the maintenance of the hotline system's platform. The assistant participated in training and became proficient in the use of CenturyLink web applications. She uses these applications daily in a coordinated effort with H3C staff to add new users, add supervisory credentials, assist with login issues, and modify county hours of operation and holiday observances to the hotline system's database. Becoming more familiar with CORE, the assistant has continued to support the hotline project through additional financial functions, completing receiving reports for invoices, creating and submitting expense reports, and monitoring budget items. The assistant has coordinated all HSC meetings by scheduling meetings; securing meeting locations; drafting agenda and meeting documents; and sending meeting information through the HSC's distribution list.

General Professional IV - Data Analyst
DHS - Division of Child Welfare

The Data Analyst began work in this position on December 8, 2014. In addition to participating in regularly scheduled staff meetings related to the hotline system, she attended training sessions related to the hotline system's data collection and reporting programs: Genesys Interactive Insights, Genesys Agent Desktop, and Genesys Supervisor Desktop. She has participated in numerous conference calls with CenturyLink's support team to understand specifics about the data reporting programs and nuances of their reports. She began analyzing preliminary call data in late December including total calls, accepted calls, abandoned calls, and call duration information in preparation for the launch on January 1, 2015.



General Professional IV - Quality Assurance
DHS - Administrative Review Division

The Quality Assurance Reviewer began work in this position on December 5, 2014. The Quality Assurance Reviewer has participated in regularly scheduled HSC meetings and has also participated in available training from the Colorado Child Welfare Training System regarding the hotline system. The Quality Assurance Reviewer has initiated the development of a qualitative review instrument specific to the H3C's performance. Concurrently, the Quality Assurance Reviewer has developed and implemented an ad hoc survey to solicit direct feedback regarding the county experience with the initial roll-out of the H3C and associated software (Genesys, TrueConnect, Trails Hotline Application).

General Professional IV - Programming/Information Technology
OIT - Trails

OIT is currently in the hiring process for this position. In the interim, OIT's Trails team has hired contractors to assist with the workload associated with the implementation of the statewide hotline system. Trails staff worked closely with CenturyLink to develop, design, and implement the data intergration between the hotline system and the Trails Hotline Application. In the process, security related changes were also implemented. They built a program to query the remote archive server and link call recordings in the Trails Hotline Application. At the beginning of the quarter, the Trails team conducted User Acceptance Testing of the Trails Hotline Application with county Trails users and identified numerous fixes to the application. In mid-December, a more extensive pilot of the application began in ten counties and at the H3C. The Trails team is working with the pilot users to identify bugs in the application and/or suggestions to streamline the application.





COLORADO

**Office of Children,
Youth & Families**

Division of Child Welfare

Ann M. Rosales, MSW, Director

Attachment 1

Purchase Order with CTS LanguageLink
For Translation Services

Please see the following page





STATE OF COLORADO
Department of Human Services

| | | | | | | |
|---|----------------------------|---|--------------------|------------------|-------------------|--------------------------|
| ORDER | | ** IMPORTANT ** | | | | |
| Number: PO IHFA 2015004039 | | The order number and line number must appear on all invoices, packing slips, cartons and correspondence | | | | |
| Date: 10/08/14 | | | | | | |
| Description: CW Hotline Translation | | BILL TO | | | | |
| Price Agreement: 96175YYY01P/WSCA | | CENTRAL ACCOUNTING | | | | |
| BUYER | | 1575 SHERMAN STREET, 6TH FLOOR | | | | |
| Buyer: | | DENVER, CO 80203-1714 | | | | |
| Email: | | SHIP TO | | | | |
| VENDOR | | CHILD WELFARE | | | | |
| CORPORATE TRANSLATION SERVICES INC | | 1575 SHERMAN ST. 2ND FL. | | | | |
| 911 MAIN ST | | DENVER, CO 80203 | | | | |
| STE 10 | | SHIPPING INSTRUCTIONS | | | | |
| VANCOUVER, WA 98660-3448 | | Delivery/Install Date: | | | | |
| Contact: Jerry Terkelson | | F.O.B: FOB Dest, Freight Prepaid | | | | |
| Phone: 360-433-0432 | | VENDOR INSTRUCTIONS: | | | | |
| EXTENDED DESCRIPTION | | | | | | |
| CTS Language Link/Hotline Translation Services Price Agreement: 96175YYY01P/WSCA per established pricing through 6/30/2015. | | | | | | |
| Line Item | Commodity/Item Code | UOM | QTY | Unit Cost | Total Cost | MSDS Req. |
| 1 | 96175 | | 0 | 0.00 | \$67,332.00 | <input type="checkbox"/> |
| Description: Translation Services | | | | | | |
| Start Date: 10/10/14 | | | End Date: 06/30/15 | | | |
| TERMS AND CONDITIONS | | | | | | |
| https://www.colorado.gov/osc/purchase-order-terms-conditions | | | | | | |
| DOCUMENT TOTAL = \$67,332.00 | | | | | | |

CDHS COLORADO WSCA ACCOUNT APPLICATION 2014

Company Name: Colorado Dept of Human Services, Child Welfare Division
 Company Contact: JACK Hilbert E-mail Address: jack.hilbert@state.co.us
 Phone Number: 303-866-4379 Fax Number: 303-866-4453
 Address: 1575 Sherman St., 2nd Floor City: DENVER State: CO ZIP: 80203
 Billing Contact Name: JACK Hilbert Billing Contact E-mail: jack.hilbert@state.co.us
 Billing Contact Phone: 303-866-4379 Billing Contact Fax: 303-866-4453
 Billing Address (if different): _____ City: _____
 State: _____ P.O. Box: _____ ZIP: _____

Required Information:

Your Agency Funding is supplied by State ☒ County _____ City _____ Non-Profit _____ Higher Education _____

ACCOUNT SET-UP AGREEMENT

Please list top languages serviced: Spanish, Vietnamese, Korean, Chinese, Japanese, Laotian, Thai, Tagalog, Hmong
 Estimated monthly minutes for Spanish: 9500 - Other Languages: 4100 -

Required information: We offer two numeric data fields to be gathered at the time of the call. Please indicate what information you require us to gather in order to connect with an interpreter. This information will be included on your invoice and call detail records on our client portal. (i.e. employee ID, cost center, location code). Please enter N/A in Data Field 1 if you choose not to enter specific data field information.

Numeric Data Field 1: _____ Data Field 2: _____

Hours and days of Operation: 7 days/week 24 hrs/day

Type of Business (i.e. medical, social, legal): Social - Child Welfare

Number of Employees using the service: 12 (Connection Center Staff?)

Any changes to this process may incur additional charges.

PAYMENT AGREEMENT

I Julie Know authorize CTS LanguageLink to bill (Company Name) CO Dept of Human Services, Div of Child Welfare for the charges generated by telephonic interpretation services at \$.8282 per minute for Telephonic Interpretation. This rate includes third party domestic calling. Each call has a one minute minimum and billed in six second increments. I Julie Know in the name of (Company Name) CO Dept of Human Services, Division of Child Welfare agree to pay in full and within thirty (30) calendar days of the billing date the amount generated for the interpretation services. I understand that if I decide to cancel a pre-scheduled telephonic request within 24-hours of the interpretation start time, I will be billed in full for the requested duration of the assignment with a 30 minute minimum.

Terms & Conditions

Completing this application authorizes CTS LanguageLink to bill for the charges generated for telephonic interpretation at the per minute rate specified in the prevailing contract, # 96175YYY01P/WSCA, between Customer and CTS LanguageLink.

Telephonic services are charged from the time the interpreter is connected until the call is disconnected rounded up to the next 1/10th minute, except for pre-scheduled telephonic interpretation services where a 30 minute minimum applies. There are no monthly minimums, minimum usage charges, account application fees, or volume guarantees. Customer agrees to pay all invoiced charges for SERVICES within thirty (30) days of the invoice date.

Please take note that CTS LanguageLink interpreters are not allowed to schedule interpreting assignments directly with the staff at customer's location. Doing so could result in no-shows in the event that CTS LanguageLink has scheduled the same interpreter for another appointment. It is CTS LanguageLink's policy that no agency, entity or customer is authorized to contact, request or otherwise solicit services from our interpreters/contractors directly.

Service Charge Notice

Please be advised, all accounts with a past due balance will start accruing finance charges at 45 days past due as specified in # 96175YYY01P/WSCA. Accounts 60 days past due will be de-activated and services suspended. Accounts 90 days past due will be sent to collections.

*CTS LanguageLink will provide access instructions electronically within 24 hours of receiving this account application. If you need hard copy access instructions please e-mail our client relations team at clientrelations@ctslanguagelink.com

Please fax or email the completed application back to 360-433-0416

Attention: JERRY TERKELSON

Email: jerry.terkelson@ctslanguagelink.com

Authorized Signature

Julie Know
Julie Know

Date 10/2/14



COLORADO

Office of Children,
Youth & Families

Division of Child Welfare

Ann M. Rosales, MSW, Director

Attachment 2

List of Purchase Orders
For the County Compatibility Program

The following is a list of Purchase Orders related to telephone system modifications necessary to ensure compatibility with the new statewide hotline system. In addition to these Purchase Orders, counties are sending DHS invoices for work performed on their telephone systems during the December deployment of the hotline system. Information regarding these invoices will be submitted in the upcoming Request for Information responses.

Baca County Telephone Compatibility Program

PO IHFA CWEL 2015004864

10/31/14

Amount: \$7,705

Cheyenne County Telephone Compatibility Program

PO IHFA 2015005011

11/5/14

Amount: \$1,498

Conejos County Telephone Compatibility Program

PO IHFA 2015005539

11/26/14

Amount: \$21,687

Dolores County Telephone Compatibility Program

PO IHFA 2015005792

12/09/14

Amount: \$5,727

Grand County Telephone Compatibility Program

PO IHFA 2015005544

11/26/14

Amount: \$11,568

Huerfano County Telephone Compatibility Program

PO IHFA CWEL 2015004851

10/31/14

Amount: \$22,748

Jackson County Telephone Compatibility Program

PO IHFA 2015005791



12/09/14
Amount: \$5,378

Kiowa County Telephone Compatibility Program
PO IHFA 2015005006
11/05/14
Amount: \$5,997
Total Expenditures to date: \$5,997

Logan County Telephone Compatibility Program
PO IHFA 2015004324
10/24/14
Amount: \$18,731

Ouray County Telephone Compatibility Program
PO IHFA 2015005520
11/26/14
Amount: \$5,644

Phillips County Telephone Compatibility Program
PO IHFA 2015004590
10/23/14
Amount: \$10,619

Saguache County Telephone Compatibility Program
PO IHFA 2015005344
11/26/14
Amount: \$10,137

Sedgwick County Telephone Compatibility Program
PO IHFA 2015004865
10/31/14
Amount: \$5,163

Washington County Telephone Compatibility Program
PO IHFA 2015005755
12/08/14
Amount: \$20,843

Yuma County Telephone Compatibility Program
PO IHFA CWEL 2015004853
10/30/14
Amount: \$30,984

Total enumbered to date: \$ 184,429





| Agency Name and Program Description | Location, Award Amount, and Funding Category | Counties Served |
|--|--|--|
| <p>"I Have a Dream" Foundation of Boulder County (www.ihadboulder.org): After School Academic (Elementary, Middle and High School): This program provides Dreamers with academic assistance and targeted initiatives to improve literacy and STEM skills proficiency in order to close the achievement gap and prevent students from dropping out of school. Services and activities include literacy and academic support, tutoring, computer technology training, career and college preparation, and tuition assistance scholarships. Expected outcomes are to increase school attendance, school engagement, and academic performance as well as expose participants to various college and career options. One-on-One Community-Based Mentoring: The Mentoring Program provides Dreamers with positive adult role models and additional caring relationships. Carefully selected adult volunteers are matched with Dreamers most in need of additional positive role models, either because they are more at-risk for developing substance abuse problems, more prone to violence or familial strife, and more likely to drop out of school. Expected outcomes are to provide positive guidance from trusted adults to increase healthy social development, community connections, and positive life choices including avoidance of alcohol, tobacco and other drugs including marijuana. Tutoring: The Tutoring Program provides both one-on-one tutoring and homework help for Dreamers struggling. Tutors provide comprehensive resources that encourage academic success and student motivation in order to be prepared for grade-level course work and ultimately prevent students from dropping out of school. Services and activities include 1:1 tutoring in literacy and STEM subjects, and in-school study skills classes. Expected outcomes are to improve academic performance by increasing academic skills and proficiencies. Parental Outreach and Support: Dreamer parents are provided with the support, information, and skill sets needed to ensure that they will play a pivotal role in their children's success. Many Dreamers will be the first in their families to attend college. Others come from families where the parents received minimal education in their home country. In these instances, parents can often be ill-equipped to help their child succeed in secondary education and beyond. Services and activities include educating parents on the importance of academics for long-term success, one-on-one meetings with teachers to keep parents informed about their children's progress, teen substance abuse prevention education for parents, and teaching parents about the college entrance process, including financial aid application. Expected outcomes are to increase parental participation in their child's life and expectations of their child. Summer Expanded Learning: This program provides Dreamers with on-going academic development in math, science, and literacy in order to curb summer learning loss and foster academic and career curiosity, leadership development, positive personal growth, and cultural enrichment. Services and activities include literacy, arts, and STEM skills development; expeditionary learning opportunities; paid summer internships; college and workplace tours; life skills classes focusing on resisting alcohol, tobacco, other drugs including marijuana and violence; and service learning opportunities. This programming provides opportunities for pro-social involvement over the summer, at a time when both learning loss and opportunity for anti-social behavior are risk factors. The expected outcomes are to improve academic skills, leadership skills and enable positive life-style choices.</p> | <p>Location: Boulder Award: \$34,474 Violence Prevention</p> | <p>Adams, Boulder, Broomfield, Denver, Jefferson, Weld</p> |
| <p>Access Roaring Fork (www.accessrf.org): Access Roaring Fork's SecondShift program offers afterschool enrichment and academic classes for 5th through 8th graders that are focused on: exposure to the arts; health and safety; outdoor experiences; and a variety of other life skills. Core academic concepts are woven throughout the classes. The goal of the program is to bring diverse rural youth together in safe and engaging afterschool activities led by positive adult leaders, thus reducing youth crime and violence, and preventing student dropout while improving youths' academic development and impacting their physical, social and emotional well-being. Approximately 1221 students are expected to participate in SecondShift during the 2014-15 school year. Access Roaring Fork's yearlong XLR8 program provides intensive academic assistance for middle school students who are at a high risk of failing to meet required reading and math proficiency levels to move on to high school. Access' coaches provide one-to-one tutoring to help develop the academic and social skills the students need to enter and be successful in high school. Approximately 75 students are expected to participate in XLR8 during the 2014-15 school year, and 90% of students are expected to meet required proficiency levels at the end of the school year.</p> | <p>Location: Carbondale Award: \$62,500 Student Dropout Prevention</p> | <p>Eagle, Garfield, Pitkin</p> |
| <p>America SCORES Denver (www.americascor Denver.org): America SCORES Denver provides elementary school students in west Denver's low-income communities with afterschool athletic and academic activities. These activities improve literacy, build teamwork and leadership skills, connect students to their community through civic engagement projects, improve school outcomes, increase adult bonding and increase self-esteem for students. America SCORES Denver provides programming in 10 DPS elementary schools, employs 40 DPS teachers as writing and soccer coaches, and coaches 320 student-athletes every day after school.</p> | <p>Location: Denver Award: \$58,085 Violence Prevention</p> | <p>Denver</p> |
| <p>Art from Ashes (www.artfromashes.org): Phoenix Rising, AFA's poetry and spoken word program, creates supportive opportunities for youth in underserved, vulnerable neighborhoods throughout Colorado to move past their limitations and discover hope, humanity and self-determination through the power of language. The Phoenix Rising programming offers young people struggling with physical abuse and violence, poverty, racism, depression and low academic engagement a healthy alternative to violent behaviors, dropping out, incarceration and substance abuse.</p> | <p>Location: Denver Award: \$25,834 Violence Prevention</p> | <p>Adams, Arapahoe, Denver</p> |
| <p>Asian Pacific Development Center (www.apdc.org): APDC's Youth Leadership Academy (YLA) serves Asian American Pacific Islander (AAPI) refugee and immigrant youth. The YLA is an out-of-school program providing one-on-one mentoring, tutoring, life-skills training, and a character-building leadership track to help students thrive academically and socially in order to prevent involvement in delinquent, high-risk or criminal activities, such as gang involvement or substance abuse. By June 30, 2015, 50 youth will participate in the YLA with the expected outcomes of: increased school readiness and engagement, improved academic achievement, increased social and life skills (such as cultural acclimation, English language and hygiene), improved leadership skills (such as communication, public speaking and emotional intelligence), increased sense of identity, increased self-esteem and resiliency, increased bonding with adults, decreased use of alcohol/drugs and decreased juvenile delinquency.</p> | <p>Location: Aurora Award: \$39,263 Violence Prevention</p> | <p>Adams</p> |



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| <p>Aurora Community Connection (www.auroracommunityconnection.org): Aurora Community Connection (ACC) provides services for at least 190 individuals who are all low-income, second language learners, primarily Latino. Most participants are challenged by poverty and immigration status as well as language barriers created by an inability to speak English or having learned English as a second language. ACC offers the program in north Aurora. A primary component of the program is a year-round academic tutoring program for Elementary school children. At-risk youth from the community, who are low-income and 1st or 2nd generation immigrants, will tutor the children, as part of their participation in ACC's Service Learning program. Workshops, meetings or a social event is offered for youth once/month. The program includes a parent education component including training for parents related to supporting academic achievement, high school graduation, college readiness and prevention of drug and alcohol use. Parents are given the opportunity to attend English classes throughout the year that will incorporate specific skills and knowledge related to supporting children's education. A licensed teacher provides monthly training to all high schools students who volunteer as tutors. ACC offers one-on-one tutoring to at least half of the tutees and the others will work in a ratio of no larger than 1:3. For the parent training ACC uses the Paths to Scholarships curriculum as well as the parent involvement curriculum created by Dr. Waterman, Breaking Down Barriers, Creating Space, supplemented with other evidence-based curricula.</p> | <p>Location: Aurora Award: \$90,114 Violence Prevention</p> | <p>Adams, Arapahoe,</p> |
| <p>Aurora Mental Health Center (www.aumhc.org): On behalf of a large coalition of agencies and officials in the City of Aurora, Aurora Mental Health operates the Aurora Youth Options program (AYO). AYO identifies youth at risk of serious problem behaviors, determines individual risk and protective factors, and supports referral to existing community resources carefully selected to address those factors. AYO Mentoring, initially supported by the Office of Juvenile Justice and Delinquency Prevention, fills a community need to provide an evidence-based mentoring program for youth whose risk and protective factor profile reveal to be at significant risk for problem behaviors including substance abuse. While AYO and AYO Mentoring are programs of Aurora Mental Health Center, they do not provide mental health services. If it is determined that a youth screened through AYO may benefit from mental health assessment, that youth and his/her family are referred for those services.</p> | <p>Location: Aurora Award: \$52,484 Mentoring</p> | <p>Adams, Arapahoe</p> |
| <p>Big Brothers Big Sisters of Colorado (www.biglittlcolorado.org): Big Brothers Big Sisters of Colorado (BBBSC) provides mentoring for 130 youth ages 9-18 through its Community Based Mentoring program. In this program, BBBSC matches youth from low-income, single-parent families in metro Denver and Colorado Springs with screened and trained adult volunteer mentors. Once youth are matched with a mentor, BBBSC provides each match with ongoing support and access to resources and enrichment activities to ensure the mentoring relationship develops safely and positively, endures for as long as possible, and ultimately achieves positive outcomes for both the youth and mentor. The overall project goals are to reduce youth crime and violence and support youth to develop into safe, healthy, educated, connected and contributing adult members of their community through increased bonding with adults, improved school performance, increased self-efficacy/self-esteem, achievement of developmental milestones, and decreased risky behavior and delinquency.</p> | <p>Location: Denver Award: \$121,000 Mentoring</p> | <p>Adams, Arapahoe, Denver, El Paso, Jefferson</p> |
| <p>Boys & Girls Clubs of Metro Denver / BGC Colorado Alliance (www.bgcmd.org or www.coloradoboysandgirlsclub.org): TGYS funds support year-round, comprehensive, facilities-based, youth development activities in BGCs' five core programs: Character & Leadership Development, Education & Career Development, Health & Life Skills, The Arts, and Sports, Fitness & Recreation. Not just afterschool hangouts, the Clubs are unique youth development facilities dedicated to providing young people with the tools they need to overcome many of the obstacles that are present in their community. The mission of BGC is to enable all young people, especially those who need Clubs most, to reach their full potential as productive, caring, responsible citizens. BGCs builds youth development skills in three key areas: academic success (increased engagement and achievement in school/learning); good character & citizenship (increased positive character traits and positive engagement with community); and healthy lifestyles (improved healthy habits and decision-making skills, demonstrated commitment to leading a healthier lifestyle, increased positive relationships with caring, supportive adults, and positive peer group activities/norms). BGCMCD serves as the lead agency of a multi-agency partnership, providing TGYS sub-grants to 12 other BGC sites across Colorado.</p> | <p>Location: Denver Award: \$500,000 Violence Prevention</p> | <p>Adams, Alamosa, Arapahoe, Chaffee, Denver, El Paso, Fremont, Jefferson, La Plata, Larimer, Moffat, Montrose, Park, Pueblo, Routt, Teller, Weld</p> |
| <p>Bright Future Foundation (www.mybrightfuture.org): The EmpowerMENT Program provides weekly (high contact/high exposure) trainings to 30 middle school male students per school and 30 elementary school students per school for a total reach of 180 additional students. EmpowerMENT strives to achieve 4 goals: 1) Increase positive communication, assertiveness, and conflict management skills, 2) Increase knowledge regarding healthy relationships among peers and dating relationships, 3) Ability to identify 3 strategies for positively interrupting negative peer behavior. 4) Increase confidence utilizing the bystander approach to interrupt negative behavior patterns among peers. EmpowerMENT involves 3 activity segments, each 6 weeks: Activity 1: Education/training to students through the evidenced-based MVP curriculum, Activity 2: Students develop a bullying prevention curriculum targeting elementary school students. Activity 3: Students teach the developed curriculum to elementary students, engaging in a participatory leadership experience and mentor relationship. Based on the national Big Brothers Big Sisters model of mentorship, the Buddy Mentor Program provides an opportunity for the community to be actively involved with youth and strives to inspire and foster youth through consistent and trusting relationships. Through mentoring dyads, children and teens develop a sense of belonging, security, and self-empowerment. The Buddy Mentor Program is an effort to prevent violence and support the development of healthy youth by decreasing recidivism and delinquency and increasing self-efficacy/self-esteem, adult</p> | <p>Location: Avon Award: \$61,895 Violence Prevention & Mentoring</p> | <p>Eagle</p> |
| <p>Catholic Charities of the Diocese of Pueblo (www.pueblocharities.org): Catholic Charities of the Diocese of Pueblo (CCDP) is partnering with Children First and Spanish Peaks Outreach Clinic to continue and extend the Family Education and Empowerment Program, serving vulnerable families in Pueblo, Crowley, Huerfano, and Las Animas Counties. The purpose of this partnership is to effectively combine resources and provide program services in these southern Colorado counties that will reach a disparately affected population of families with children ages zero to eight years who live at or below poverty level to reduce or prevent child abuse. Program strategy is based on the premise that prevention is a proactive process and must begin in the earliest stages of life to have a positive outcome. Services provided through this collaborative partnership are evidence-based and comprehensive programming that increase awareness of the importance of early childhood and improve the quality of education and parent support systems in our communities. Services will be provided through home visitation, parenting classes, play groups, parent meetings, childcare settings and community meetings and presentations. Intended outcomes include the following: parents will have an increased awareness of child development and community resources available to them; parents will have a stronger attachment with their children, improved family management practices and improved family physical and mental health; parents will increase the frequency of engaging in educational activities with their</p> | <p>Location: Pueblo Award: \$175,060 Early Childhood</p> | <p>Crowley, Huerfano, Las Animas, Pueblo</p> |



**Tony Gramscas Youth Services Program
2014-15 Grantees**

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| <p>Chaffee County Department of Human Services (www.chaffeecountyfyi.org): The Youth @ Crossroads program addresses the risk factor of “Economic Deprivation” and “Early initiation of Problem Behavior” in 30 Chaffee county at-risk or high-risk youth (ages 13-18). Activities include facilitating evidence-based “Reconnecting Youth,” “Towards No Drug Abuse” or “It’s all About Being a Teen” programs in Buena Vista R-31 and Salida R-32-J School District high schools (regular and alternative), and twice monthly pro-social activities and community service opportunities. Expected Outcomes include a 5% increase in resilience and positive outlook; 10% decrease in favorable attitudes toward ATOD (Alcohol, Tobacco and Other Drugs) and participation in delinquent activities and an 8% decrease in 30 day ATOD use. The Youth In Action program address the risk factor of “Economic Deprivation” and “Early initiation of Problem Behavior” in 24 at-risk preschool children, and 24 at-risk middle school youth with evidence-based cross-age peer mentoring. Activities include weekly after school literacy-based mentoring sessions in both Buena Vista R-31 and Salida R-32-J school districts throughout the duration of the school year, including field trips and community service activities. Expected outcomes include: 15% increase in pro-social communication, emotion regulation and academic skills in preschool mentees, a 5% decrease in academic failure and delinquent activity, and a 5% increase in self-esteem, commitment to school and pro-social communication for middle school mentors.</p> | <p>Location: Salida Award: \$84,049 Violence Prevention</p> | <p>Chaffee</p> |
| <p>City of Aurora, Office of Youth Development (www.auroragov.org/OYD): COMPASS (Community of Many Providing After School Success) will serve 1,182 middle school students in the north Aurora schools of North, South, East and West with enrichment activities (such as music, sports, cooking), environmental education, arts programming, technology skill building, and academic support during the after school hours and summer break. Participants, ages 11-15, represent Aurora’s diversity with 64% Hispanic, 19% African American, 10% White, 5% Asian or Pacific Islander and 2% Native American. Eighty-eight percent qualify for free or reduced lunch programs. The after school activities will keep youth safe during the high crime hours of 3-6 pm and help students develop 21st century skills of problem solving, conflict resolution, creativity, responsibility, technology literacy and academic proficiency so they stay in school and avoid high risk behaviors. As a result, participants will show a significant (p<.05) improvement in school bonding, personal responsibility and overall resiliency after participation in after school programs. They will also demonstrate better school attendance and academic progress. COMPASS partners include City of Aurora Office of Youth Development, Aurora Public Schools, Downtown Aurora Visual Arts, Kids Tek and Butterfly Pavilion.</p> | <p>Location: Aurora Award: \$206,549 Student Dropout Prevention</p> | <p>Adams, Arapahoe</p> |
| <p>City of Commerce City (www.c3gov.com): The City of Commerce City, Parks and Recreation Department and Police Department provide free and low cost recreational and educational prevention programs for the youth and teens of Commerce City. Through positive adult interaction and teaching personal safety and life skills, these programs reduce crime and violence. Services are provided throughout the city to ensure those with transportation issues have opportunities to participate. Services include structured safety classes, hands on activities, overnight camps, outdoor experiences, and youth- and teen-specific drop in events. This program is structured after the National Police Activities League (PAL) and stresses the importance of positive adult role models and recreation services to reduce youth crime and violence.</p> | <p>Location: Commerce City Award: \$79,119 Violence Prevention</p> | <p>Adams</p> |
| <p>cityWILD (www.citywild.org): For the past 14 years, cityWILD has been providing tuition-free, comprehensive experiential education programs for youth (11-18 years old) in northeast Denver, from areas considered “high risk” (due to the low academic achievement, economic deprivation, and availability and experimentation with drugs/alcohol evident there). Using the outdoors as a classroom, cityWILD addresses community risk factors associated with youth crime, violence, and other delinquent behaviors to meet its organizational goals of helping students to: 1) develop leadership, social skills, and self-concept, 2) promote environmental awareness and a community ethic through service learning, 3) increase academic achievement, and 4) decrease and/or prevent their usage of alcohol, drugs, and tobacco. TGYS funding will support cityWILD’s year-round Leadership Development Program, which includes After School Programs held four afternoons in partnership with three DPS Title I schools; Weekend Adventures and Expeditions build on weekday programming through the outdoors (i.e. camping, backpacking, river rafting, rock climbing) and incorporate service-learning and opportunities for leadership; and Support Services provide students with ongoing, individualized support, including weekly school contact, homework help, job coaching, and crisis services as needed. cityWILD’s strategic approach helps students to resist the negative influences of their community environment and potential challenges of their homes.</p> | <p>Location: Denver Award: \$55,061 Student Dropout Prevention</p> | <p>Denver</p> |
| <p>Clayton Early Learning (www.claytonearlylearning.org): The Play & Learn program assists low-income, primarily Latino immigrant parents of children 3 years old and younger, as well as caregivers in a parenting role in five high-need Denver neighborhoods to understand child development and take an active role in supporting their children’s learning. Additional goals are to improve children’s achievement of developmental milestones, and increase parents’ level of social support. Families participate in parent-child activity sessions held twice a week for two hours, providing socialization and learning experiences for both parents and children, in addition to monthly parent meetings. Individual assistance helps parents access other needed community services to insure that children make progress in achieving developmental milestones. Expected long-term outcomes are to increase children’s success in school, and reduce the incidence of child abuse and neglect and youth violence.</p> | <p>Location: Denver Award: \$99,729 Early Childhood</p> | <p>Denver</p> |
| <p>Colorado Parent & Child Foundation (www.cpcfonline.org): The Colorado Parent and Child Foundation (CPCF) promotes and supports high-quality early childhood education programs and family initiatives which inspire parent involvement and facilitate school readiness. CPCF provides resource development, quality and fidelity monitoring, training and technical assistance, evaluation, strategic alliances, advocacy, and leadership to all HIPPY (Home Instruction for Parents and Pre-school Youngsters) and PAT (Parents As Teachers) programs operating in Colorado.</p> | <p>Location: Denver Award: \$500,000 Early Childhood</p> | <p>Adams, Arapahoe, Boulder, Denver, Dolores, El Paso, Fremont, Jefferson, La Plata, Larimer, Mesa, Montezuma, Montrose, Routt, and Weld</p> |
| <p>Colorado Seminary/University of Denver (www.du.edu/bridgeproject): The Bridge Project’s Building a Path for Success (BPS) program allows high school students to reach their potential and leave high school prepared for post-secondary opportunities or employment. The BPS program engages families and volunteers and provides the resources to build a foundation of support for students in Denver’s public housing neighborhoods.</p> | <p>Location: Denver Award: \$64,551 Student Dropout Prevention</p> | <p>Denver</p> |



**Tony Grampas Youth Services Program
2014-15 Grantees**

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| <p>Colorado Uplift (www.ColoradoUpLift.org): Colorado UpLift implements two out-of-school time programs for urban, at-risk youth ages 9-21. These two programs are called After School and Adventure. The purpose of the After School program is to mentor students and engage them in positive leadership and learning activities that will help them learn character and avoid the negative influences of the inner-city that affect crime and violence. Implemented activities and services include one-on-one mentoring, leadership classes and service learning projects. Expected outcomes include positive character development and successful outcomes such as high school graduation and post-secondary enrollment. The Adventure program builds resiliency using an outdoor classroom that keep youth away from other risky behaviors. Implemented services and activities include a summer day camp, team-building workshops and outdoor sports and fitness activities. Expected outcomes include life skills and leadership development as well as fewer incidences of crime and violence.</p> | <p>Location: Denver Award: \$125,500 Violence Prevention</p> | <p>Denver</p> |
| <p>Colorado Youth at Risk (www.coyar.org): Colorado Youth at Risk (CYAR) will provide mentoring services to 40 students at Manual and East High Schools. CYAR will recruit and match 40 youth with 40 recruited, screened and trained adult mentors who will begin their mentoring relationship by end of the school-year. This long-term program helps support youth so that they will graduate high school, which in turn prevents youth crime and violence in Colorado. These 40 Steps Ahead students are part of a larger community of 160 other CYAR students/mentors all already enrolled in mentoring programs (non-TGYS funded mentoring programs).</p> | <p>Location: Denver Award: \$79,511 Mentoring, Student Dropout Prevention</p> | <p>Adams, Arapahoe, Denver</p> |
| <p>Colorado Youth for a Change (www.youthforachange.org): The Colorado Youth for a Change Educational Intervention program's goal is to increase the 4-year graduation rate among off-track students. CYC does this by using evidence-based interventions including case management; monitoring grades, attendance and behavior; connecting students with adult supports; providing strategies for time management; assisting with credit recovery; and providing study periods with tutoring options - all with a focus on three primary areas (academic, behavior, engagement).</p> | <p>Location: Denver Award: \$100,000 Student Dropout Prevention</p> | <p>Denver, Adams</p> |
| <p>Colorado Youth Matter (www.coloradoyouthmatter.org): CYM serves as an Intermediary Partner agency to support the implementation of the the evidence-based positive youth development program, Wyman's Teen Outreach Program (TOP). TGYS funding supports Colorado Youth Matter in coordinating and convening the CO TOP Network, provide professional development to Network members, and cover costs associated with program implementation. The CO TOP Network is expected to grow to include at least 6 network partner organizations with over 20 TOP Clubs, facilitated by over 15 educators. TOP Network partners will improve academic outcomes, life skills, and reduced problem behaviors among Colorado youth participating in the program; youth participants are expected to report on-time high school graduation, improved academic outcomes and life skills (reduced dropout rates, improved attendance, ongoing positive relationships with their peers, healthy choices, involvement in service), and reduced risky behavior (crime participation, risky sexual activity).</p> | <p>Location: Denver Award: \$134,298 Student Dropout Prevention</p> | <p>Adams, Boulder, Denver, El Paso, La Plata, Larimer, Logan, Mesa, Montrose</p> |
| <p>Community Partnership Family Resource Center (www.cpteller.org): Community Partnership Family Resource Center's goals are to strengthen families and prevent child abuse and neglect in rural Teller County. These goals will be achieved by implementing strengthening families protective factors in the evidence-based Parents as Teachers home visitation program, and by providing developmental and health screenings, emergency assistance, family development self-sufficiency plans, appropriate referrals, and a resource network. These services are provided to 40 adults and at least 45 children, targeting all genders and races from isolated, low-income families with children aged 5 and under. The proven outcomes of this programming include increasing parental knowledge and understanding of age-appropriate child development, improving positive parenting skills/practices, improving parenting capacity and parent-child relationships, detecting developmental delays and health issues early, improving family health and functioning, building strong communities with thriving families and children who are healthy, safe and ready to learn, increasing school readiness and school success for children, increasing parental involvement in child care and education, and improving child health and development, including progress toward achieving developmental milestones.</p> | <p>Location: Divide Award: \$53,738 Early Childhood</p> | <p>Park, Teller</p> |
| <p>Denver Children's Advocacy Center (www.denvercac.org): Denver Safe from the Start - Sun Valley is a bilingual, bicultural school-based program designed to prevent child abuse and neglect, and promote school readiness. It is unique in its three-fold focus on educating parents, teachers and the children themselves. With over eight years of program delivery in schools serving high-risk populations, Denver Safe from the Start has consistently demonstrated its effectiveness in meeting its core goals of equipping parents and teachers with the knowledge and resources to protect and nurture children in their care, while also providing children with basic self-protective skills.</p> | <p>Location: Denver Award: \$75,924 Early Childhood</p> | <p>Denver</p> |
| <p>Denver Urban Scholars (www.denverurbanscholars.org): Denver Urban Scholars (DUS) facilitates academic success and positive social development among Metro Denver youth considered higher-risk for school failure, dropout and delinquency. DUS operates three programs from middle school (Stepping Stones), through high school (Milestones) and into college (Capstone) in which clinical case management, one-to-one mentoring and academic support services are integrated in partnership with schools and other community agencies. Expected outcomes: 90% of DUS seniors will graduate from high school; 95% of students will progress to the next grade level on time; increased adult bonding will correlate to increased grade point average (GPA); students will show a high or increased school bonding; 95% of graduates will enroll in college; 80% of college students will earn college credits and be eligible for a second year.</p> | <p>Location: Denver Award: \$73,428 Mentoring</p> | <p>Adams, Arapahoe, Denver, Jefferson</p> |
| <p>Denver Youth Program (www.metrodenverpartners.org AND www.GRASPYouth.org): Metro Denver Partners' Gang Rescue and Support Project (GRASP) is designed to reduce youth violence and gang involvement and increase positive youth development. GRASP provides gang-involved youth from primarily Denver, Aurora, Commerce City and unincorporated Adams County with the following intervention services: peer support/intervention group meetings; individual case management services; tattoo removal; access to pro-social recreational, community service and cultural activities; gang-related trainings for staff from other agencies and nonprofits; community outreach/education; and gang-related crisis intervention services. Based on previous evaluation results, it is anticipated that youth who complete this program will self-report statistically significant changes in their attitudes towards delinquent behavior (violence, fighting, weapons, stealing and property offences) in GRASP's pre and post-tests.</p> | <p>Location: Denver Award: \$60,000 Violence Prevention</p> | <p>Adams, Arapahoe, Denver, Jefferson, Weld</p> |



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| <p>ECDC/African Community Center of Denver (www.acc-den.org): On TRAC! (Training for Refugees Accessing College): On TRAC! focuses on refugee youth financial, career, and educational planning, leadership and character development, and service learning that promotes high school graduation and higher education application. Activities include trips to universities, parent support, service learning placements, and program collaboration with area youth leadership programs. On TRAC! curriculum focuses on making healthy choices today for a successful tomorrow and specifically addresses the impact of alcohol, tobacco, and marijuana use on the students' futures. Program outcomes evidence confidence in higher education application, 100% admission and entrance into higher education for the semester long programs, increased parental understanding in their youth's educational endeavors, and increased understanding of the impact of ATOD use on a healthy and successful future. Career Discovery Program: ACC has developed a comprehensive set of programs that invite youth participants, particularly 18 to 24 year olds, to establish healthy lives and strive for successful futures in their new community. Participants will meet monthly for career discovery and planning discussions, to take training programs related to specific job skills development, to apply for relevant education programs, to pursue jobs of choice, and to create education and career plans supported by their peers. Career Discovery will also educate youth on marijuana laws and the impact of alcohol, tobacco, and other drug use on successful employment. With skilled Job Developers, Career Counselors, and 100s of employer partners, ACC is committed to helping interested refugee youth obtain employment within three months of beginning career exploration. International CITY: ACC's afterschool program has operated in varying capacities since 2005, consistently with the goals of helping refugee youth connect with their peers, develop confidence, improve academic success, and overcome challenges faced as they enter the U.S in order to lead healthy lives in their new community. The program integrates male and female specific programming, tutoring support, enrichment activities (physical activities, music creation, and meditation), bullying and violence prevention, and field trips. International CITY engages youth in developing healthy habits and lifestyle choices through healthy enrichment activities and will introduce curriculum related to the prevention of alcohol, tobacco, and other drug use. Outcomes of improved academic grades, increased confidence, increased understanding of ATOD use in the U.S., and improved problem solving skills are tracked.</p> | <p>Location: Denver Award: \$241,678 Student Dropout Prevention, Violence Prevention</p> | <p>Adams, Arapahoe, Denver</p> |
| <p>Environmental Learning for Kids (www.elkkids.org): Environmental Learning for Kids' Denver Youth Naturally (DYN) program, ELK's core program for youth ages 9-13, is a year-round, multi-year learning experience that immerses students in science education and leadership development. ELK's Youth in Natural Resources (YNR) program, prepares youth ages 14-25 to graduate high school and enter college and the workplace by using a combination of environmental education, career development, mentorship, and leadership training activities (3-5 per month). YNR provides hand-tailored college campus visits, helps to facilitate summer employment for youth through graduation, and assists with the college and financial aid application process. The goals of both programs are: 1) To promote environmental stewardship of Colorado's natural resources; 2) To diversify science and environmental professionals; 3) To increase career success for participants; and 4) To cultivate and develop self-respect, leadership, community participation, and life skills in participating youth. ELK's anticipated outcomes for the DYN and YNR programs are: Increased academic performance in STEM subjects; Reduced truancy and drop-out rate; Increased adult bonding through mentoring; Increased self-esteem and pursuit of leadership roles; Improvement in social behavior and attitudes; Increase in environmental stewardship ethic, Increased life skills; Increased capacity for critical thinking and problem solving; and Increased number of students pursuing post-secondary education.</p> | <p>Location: Denver Award: \$75,000 Student Dropout Prevention</p> | <p>Adams, Arapahoe, Denver</p> |
| <p>Family Star (www.familystar.net): Home-Based and Center-Based programs with Parents as Teachers curriculum and Montessori Curriculum respectively: Family Star provides a series of activities to strengthen families through health, mental health, nutrition and family support. Family Star conducts developmental screening on all students so that any developmental delays are identified and addressed early to assist in school readiness. Family Star supports children's and family health by understanding their health status, linking families to systems of care and ensuring that families maintain on-going health care. Parent Educators and Child Family Advocates work with parents to identify needed resources or supports, set goals and access community resources to resolve challenges such as homelessness, unemployment, substance abuse or violence in the home and more. These services ensure that a child's home life supports their ability to focus, learn, create and socialize in a classroom environment. Parents at Family Star centers are offered biannual home visits, biannual parent/teacher conferences, daily check-ins with teaching staff, monthly family nights and annual events designed to get the community together. The home-based program strengthens families that have been previously underserved. Five Parent Educators provide weekly home visits to focused on child development, parenting skills, support and resources. Family social activities are offered twice a month. Parents in both programs are offered opportunities to take on leadership roles. Parent committees plan programs and events of interest to the community. Parent Policy Council meets monthly to set policy, approve new hires and make decisions that affect programs.</p> | <p>Location: Denver Award: \$30,000 Early Childhood</p> | <p>Denver</p> |
| <p>Family Visitor Programs (www.familyvisitor.org): Family Visitor Programs provides families who have experienced adverse childhood experiences with evidence-based Healthy Families America home visitation services focused on strengthening the parent-child relationship and optimizing child growth and development to prevent child abuse and neglect. The program has four goals: (1) To build and sustain community partnerships to systematically engage overburdened families in home visitation services prenatally at birth until the child is three to five years old.; (2) To cultivate and strengthen nurturing parent-child relationships; (3) To promote healthy childhood growth and development; and (4) To enhance family functioning by reducing risk and building protective factors. Expected outcomes include: reduced child maltreatment; increased utilization of prenatal care and decreased pre-term, low weight babies; improved parent-child interaction and school readiness; decreased dependency on TANF and other social services; increased access to primary care medical services; and increased immunization rates.</p> | <p>Location: Glenwood Springs Award: \$198,433 Early Childhood</p> | <p>Eagle, Garfield, Pitkin</p> |



**Tony Grampas Youth Services Program
2014-15 Grantees**

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| <p>Florence Crittenton Services (www.flocritco.org): Florence Crittenton Services respectfully requests TGYS funding to sustain and enhance a multi-generational strategy that positively impact youth attitudes towards and/or use of Alcohol, Tobacco, and Other Drugs, including marijuana, through two core programs: (1) Florence Crittenton High School and (2) Student and Family Support Program. The academic setting provides a unique opportunity for students at the highest risk of dropout to remain on track academically. The wraparound support strengthens youth and those in their orbit to shape their behaviors and help them make better decisions for their future, including choices around ATOD/Marijuana use and dependency. Our Theory of Change states that strength-based, comprehensive, and holistic approaches are most effective for creating positive change with vulnerable youth. Hence, academics and wraparound are core programs for youth success.</p> | <p>Location: Denver Award: \$145,375 Student Dropout Prevention</p> | <p>Adams, Arapahoe, Denver, Jefferson</p> |
| <p>Friends First, Inc. (www.friendsfirst.org): The STARS Mentoring Program (STARS) uses an evidence-based peer mentoring model to engage teen mentors in leadership, positive youth development and relationship building. Teen mentors receive training and support from FRIENDS FIRST program coordinators and then serve as mentors to younger teens who are at risk of engaging in high-risk and anti-social behaviors, such as tobacco, alcohol and substance abuse, as well as truancy, bullying and violence. The STARS program also incorporates the evidence-based Active Parenting of Teens curriculum, providing parent workshops at target schools to support parents/guardians in understanding the issues their teens face and improve communication between parents/guardians and their children so that participants are fully supported, at home and in school, throughout the program. STARS in-service learning projects are the culmination of the program, and provide experiential learning opportunities to participating teens. These may include community service projects, during which students see firsthand the consequences of high-risk behavior; or college campus/company visits, where students have the opportunity to explore school and career options. In addition to these curricula, the STARS program integrates assemblies through which partner organizations and some of the nation's top speakers address topics on high-risk behaviors, such as bullying and violence, as well as the pro-social behaviors and tools for overcoming them.</p> | <p>Location: Littleton Award: \$150,000 Violence Prevention</p> | <p>Boulder, Denver</p> |
| <p>Full Circle of Lake County, Inc. (www.fullcircleleadville.org): To reduce youth crime and violence and increase perception of harm of marijuana in Lake County Colorado, Full Circle of Lake County provides Alcohol, Tobacco, and Other Drug (ATOD) prevention programming to youth through three adolescent programs: Outdoor Leadership Club, Full Circle Girls Circle and Boys Council, and a Restorative Justice program at Lake County Middle/High School. The goals of the programs are to: (1) increase resilience, positive life skills, positive choices, decision-making and decrease substance abuse, and (2) Decrease the number of suspensions for violent and disruptive behaviors and decrease the use of drugs, especially marijuana.</p> | <p>Location: Leadville Award: \$67,164 Student Dropout Prevention</p> | <p>Lake</p> |
| <p>Generation Schools Network (www.generationschools.org): Daily Advocacy classes, a critical component of the Generation Schools Network educational model, are designed to foster students' social and emotional growth as well as their academic success. Through Advocacy, teacher mentors called "Advocates" help students cultivate protective factors that empower them to create happy, healthy and successful futures and avoid violence, substance abuse, and crime. By building trusting relationships with teachers and peers and becoming more engaged in the school and their community, students are positioned for improvements in: academic performance, attendance, behavior, graduation rates, self-efficacy, and life skills.</p> | <p>Location: Denver Award: \$50,000 Student Dropout Prevention</p> | <p>Arapahoe, Denver</p> |
| <p>Goodwill Industries of Denver (www.goodwilldenver.org): Goodwill Industries of Denver's (Goodwill) Youth Career Development Programs decrease youth crime and violence by increasing students' connection to school. Goodwill provides services for students at 13 Denver metro area and Northern Colorado high schools (Aurora Central, Hinkley, Abraham Lincoln, East, South, George Washington, Greeley Central, Greeley West, Adams City, Martin Luther King Jr. Early College, Northridge, Place Bridge Academy, and New America School). Goodwill Youth Programs connect approximately 3,000 students to their school and community, increasing graduation rates and preparing at-risk youth for self-sufficiency through a classroom-based career and life skills curriculum, mentoring, and individualized case management.</p> | <p>Location: Denver Award: \$75,000 Student Dropout Prevention</p> | <p>Adams, Arapahoe, Denver, Weld</p> |
| <p>Groundwork Denver (www.GroundworkColorado.org): The Green Team program is a positive youth development program built on the platform of youth employment. The program, which is focused in Denver's lowest-income neighborhoods, includes a service learning program (12-13 year olds), a teen leadership program (14-17 year olds), and a career path program (18-22 year olds). The services provided include both hard and soft job skills training, nutrition and exercise education, leadership training, financial literacy training, and career and post-secondary education exploration and support, all in a positive youth development framework. The expected long-term outcomes include youth who are engaged citizens; youth who are prepared for educational and career success; youth who are ambassadors for healthy eating and active living; and youth understand and take action to address issues in their communities, all of which build the protective factors to prevent youth crime and violence.</p> | <p>Location: Denver Award: \$75,000 Violence Prevention</p> | <p>Denver</p> |
| <p>Gunnison County (www.GCSAPP.net): The Choice Pass Program engages and educates youth in grades 6 through 12 in positive youth development activities. Upon completion of an initial drug screen and a pledge to remain alcohol and drug, participants are enrolled in Choice Pass. Choice Pass community events and multiple community incentives support students in upholding their pledge and creates positive culture. Attendance at community events leads to outcomes including safe, healthy, and engaged youth as well as lowering substance use rates. Gunnison County provides world café dialog events throughout the school year, Active Parenting of Teens Sessions, and Social Marketing Campaigns. Through these services, Gunnison County engages and educates parents about how to have conversations with their adolescents about substance use and abuse. Expected outcomes include a 10% increase in the number of youth participants who state that their parents talk with them about the dangers of drugs and alcohol and youth participants reporting a 10% decrease in perception of parental approval of drug use.</p> | <p>Location: Gunnison Award: \$49,982 Violence Prevention</p> | <p>Gunnison</p> |
| <p>Gunnison Hindsdale Youth Services, Inc. (www.gunnisonmentors.com): Gunnison Valley Menotrs (GVM) provides community-based, school-based, academic and Partners Plus Youth Mentoring and Alternative Activities including Summer Youth Partner (SYP) in Gunnison and Hindsdale Counties. GVM's model of structured mentoring provides one-to-one mentoring partnerships to youth utilizing a variety of mentoring strategies including life and leadership skills development, stress-management and stress-reduction, educational, and recreational activities for youth and their families. SYP is a leadership skills based day camp held in both Gunnison and Lake City for 8 weeks, and serves 100 youth ages 6 to 11.</p> | <p>Location: Gunnison Award: \$58,744 Mentoring, Violence Prevention</p> | <p>Gunnison, Hindsdale</p> |



**Tony Gramscas Youth Services Program
2014-15 Grantees**

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| La Llave Family Resource Center, Inc.: La Llave Family Resource Center provides Parents As Teachers (PAT) to underserved areas in the San Luis Valley, and provides Family Development and Advocacy home visitation services based on Family Support America principles to families with children age 3 and older. Parents As Teachers helps parents improve parenting skills, understand child development, and helps children become school-ready. Family Development-credentialed workers use a shared-power model to assist families in becoming more self-reliant by teaching goal-setting and goal-achieving skills in a safe environment. Fifty unduplicated families receive one of these home visitation services, with anticipated outcomes being improved parenting and self-reliance, as well as decreasing referrals for out-of-home-placement. Additionally, the PAT program is expanding into Costilla and Conejos counties. | Location: Alamosa Award: \$83,051 Early Childhood | Alamosa, Conejos, Costilla, Rio Grande, Saguache |
| Mental Health America of Colorado (www.mhacolorado.org): The Check Your Head (CYH) Program reduces youth violence (i.e. suicide and self-injury) and other destructive behaviors (i.e. bullying) in the Denver metro area and helps youth succeed in school. The program uses the arts associated with hip hop (poetry, dancing, spoken word, and singing) to build protective factors against suicide and other violence-related issues via creative self-expression and relationship building in a safe environment. CYH is an in-school enrichment course for 6 weeks at 6 partner organizations that serve at-risk youth. Additionally, CYH provides trainings to organization personnel and primary caregivers to give them tools to work with youth. The expected outcomes of the program include reducing youth violence by helping youth learn about mental wellness and positive outlets for stressors in their lives, enhancing participants' self-esteem and self-efficacy through Positive Youth Development-focused programming and activities, and giving adults who work with youth the tools and resources to help students manage mental health and wellness and prevent youth violence. | Location: Denver Award: \$50,959 Violence Prevention | Denver |
| Mesa Valley County School District 51 (www.mesa.k12.co.us): Sources of Strength is a strength- based suicide prevention program that focuses on peer leadership with supportive adult advisors. SOS has empirically validated outcomes of a reduction in substance use and attitudes towards use in youth. In School Suspension is another portion of the continuum of supports Mesa Valley County School District 51 has developed to reduce second offense substance code of conduct violations in Mesa County Valley high schools. | Location: Grand Junction Award: \$155,533 Student Dropout Prevention | Mesa |
| Mi Casa Resource Center (www.MiCasaResourceCenter.org): Mi Casa Resource Center's Youth & Family Development programs provide school-based academic and enrichment programming during the out-of-school time hours to help middle school and high school-aged youth develop skills for academic success and healthy decision-making. Mi Casa programs include academic support and intervention; enrichment focused on technology learning, career exploration, financial literacy and leadership development; and parent and family engagement programs. For the middle school youth most at-risk for substance abuse, academic failure, and other negative behaviors, Mi Casa offers life skills training and preventative case management services. Mi Casa serves 800 youth and 100 parents/caregivers. Program outcomes among core participants include increased academic performance, school day attendance, self-efficacy, positive interactions with adults, and social skills, as well as decreased suspensions - all of which will ultimately contribute to a decrease of youth crime and violence. | Location: Denver Award: \$85,000 Student Dropout Prevention | Denver |
| Mile High Youth Corps (www.milehighyouthcorps.org): Mile High Youth Corps' YouthBuild and Land Conservation programs provide 118 youth with job-readiness training and life skills classes to ensure 83 young adults will gain meaningful employment and/or pursue higher education upon program completion and earn an AmeriCorps education award that can be used for postsecondary education. Expected outcomes for the Land Conservation program are: 89% of youth to complete their program; 88% will earn an AmeriCorps education award; and 100% will serve in a leadership role. The purpose of the YouthBuild program is to help low-income, out-of-school urban youth achieve their educational and career goals. The program engages 35 youth in learning construction skills and building homes for low-income families while also engaging in GED courses, life skills classes and job readiness training. Expected outcomes for the program are: 66% will show gains in literacy/ math skills; 20 youth will complete the program and earn their GED; and 85% of graduates will be placed in a career or post-secondary education within one quarter of program completion. | Location: Denver Award: \$50,000 Violence Prevention | Adams, Arapahoe, Boulder, Broomfield, Denver, Dolores, El Paso, Jefferson, Park, Pueblo, Summit |
| Mountain Resource Center, Inc. (www.mrcco.org): Mountain Resource Center's Family Education goals are to prevent child abuse, to foster safe, nurturing families where children are healthy and thriving, and to prepare children for starting school ready to learn! Goals are accomplished through early childhood parent/child classes, parenting workshops, a home visitation program that includes developmental and health screenings, emergency assistance and family development self-sufficiency plans, and resources for families that need additional support. The outcomes will be an increase positive parenting skills, achievement of developmental milestones, improved school performance, and increased family self-reliance. | Location: Conifer Award: \$60,848 Early Childhood | Clear Creek, Jefferson, Park |
| North Range Behavioral Health (www.wcpreventionpartners.org): Strengthening Families Program: For Parents and Youth 10-14 (SFP 10-14), offered by Weld County Prevention Partners of North Range Behavioral Health, is a parent, youth, and family skills-building curriculum designed to prevent teen substance abuse and other behavior problems, strengthen parenting skills and build family strengths. The program is delivered, in both Spanish and English, with seven sessions for parents, youth, and families using realistic videos, role-playing, discussions, learning games, and family projects. This evidence based program has been shown to reduce problem behaviors, delinquency, substance abuse, improve social competencies and school performance among youth while increasing the ability of parents/caregivers to set appropriate limits and show affection to and support of their children. | Location: Greeley Award: \$96,101 Violence Prevention | Weld |



**Tony Grampas Youth Services Program
2014-15 Grantees**

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| <p>Onward! A Legacy Foundation, School Community Youth Collaborative (www.onwardfoundation.org AND www.scyclistsens.org): High School Leadership Montezuma (HSLM) is a youth-oriented leadership development program that serves 20-25 high school juniors and sophomores annually. Through a service-learning framework, the students research, organize and implement a community service project. The youth increase leadership skills and learn about local community organizations and government in Montezuma and Dolores Counties. Youth Leadership Council (YLC) is a high school youth-directed after-school program that advocates for change to improve the lives of people in the community. As a team, students design a plan of action to organize and implement a community service project or event using their leadership skills to impact change in their community. Youth Adult Partnership (YAP) Training matches youth with community agency boards and councils who are interested in having a youth voice on their leadership team. Youth then serve with the adult partnering agencies. Media Ready is a tobacco and alcohol prevention program delivered through a peer mentoring model. High school students are trained to teach a 10-session course to middle school students on how to analyze media messages around tobacco and alcohol and to create positive attitudes around prevention concerning risky behaviors.</p> | <p>Location: Cortez Award: \$41,283 Violence Prevention</p> | <p>Dolores, Montezuma, Ute Mtn Ute Reservation</p> |
| <p>Partners in Routt County (www.partnersrouttcounty.org): Partners in Routt County's (PRC) One-to-One Mentoring program serves youth ages 6 to 17 that are experiencing identified risk factors such as: poverty, abuse, neglect, family incarceration, substance abuse, and delinquency. Each youth (Junior Partner) is carefully matched with an adult volunteer (Senior Partner) that is recruited, screened, trained, and supervised by a PRC Case Manager. Senior Partners, serving as friends, advocates, and role models, make a commitment to spend three hours a week with their Junior Partner for 12 months as well as fulfill other partnership agreement requirements such as attending group activities, life-skills workshops and completing community service. Goals include serving 100 youth by the end of June 2015, with 80% completing 12 month partnerships and 75% completing the whole Partnership Agreement. Expected outcomes include increased social and communication skills, self-esteem, decision-making skills, attitudes against ATOD use, and decreased individual delinquency and acceptance of interpersonal violence.</p> | <p>Location: Steamboat Springs Award: \$27,098 Mentoring</p> | <p>Routt</p> |
| <p>Playworks Education Energized (www.playworks.org/colorado): One of the primary goals of Playworks' five component youth program is to decrease bullying in Colorado schools and the violence that goes with it. Playworks places a well-trained adult coach in one school to run the program each day for the entire school year. In the first year of funding, the program will serve 13,484 kids in 24 low-income schools with an in depth partnership. 15 to 20 students are recruited and trained at each partner school to participate in the Junior Coach Leadership Program to become youth leaders.</p> | <p>Location: Denver Award: \$200,000 Violence Prevention</p> | <p>Adams, Arapahoe, Denver</p> |
| <p>Rocky Mountain Parents as Teachers (www.rmpat.org): The purpose of Rocky Mountain Parents As Teachers (RMPAT) is to give parents of young children the information, support and encouragement they need to help their children develop optimally during the crucial early years of life. The goals of the program are to increase parents' knowledge of their child's emerging development and age-appropriate child development, to improve parenting capacity, parenting practices and parent/child relationships, to provide early detection of developmental delays and health issues and to improve family health and functioning. RMPAT's services include monthly home visits (or twice monthly if the family has 2 or more risk factors) by a trained parent educator, annual developmental, social/emotional, vision, hearing and health screenings, monthly group connections and referral to a network of both need-based and desire based resources. Expected outcomes are improved child health and development, prevention of child abuse and neglect, increased school readiness and increased parent involvement in their children's care and education.</p> | <p>Location: Denver Award: \$41,640 Early Childhood</p> | <p>Adams, Arapahoe, Boulder, Denver, Douglas, Jefferson</p> |
| <p>Rocky Mountain Youth Corps (www.rockymountainyouthcorps.org): Rocky Mountain Youth Corps programs provide a 24/7 job training experience where youth complete priority service projects for public benefit while gaining positive life skills, self-efficacy, healthy lifestyles, and job and career success. The Assets for a Healthy Adolescence (AHA) program instills long-term behavioral and positive lifestyle changes in youth participants through a three-tiered experiential program model that is incorporated into the corps model. The AHA approach incorporates evidence-based education lessons into the daily corps schedules, allows for experiential implementation of new life skills habits, and culminates with individual and group reflections for deeper internalization of the experience on their long-term lifestyle changes. Ultimately, AHA reduces crime and violence in youth, resulting in healthy and productive transitions from adolescence to adulthood.</p> | <p>Location: Steamboat Springs Award: \$63,405 Violence Prevention</p> | <p>Clear Creek, Eagle, Garfield, Gilpin, Grand, Jackson, Lake, Moffat, Pitkin, Rio Blanco, Routt, Summit</p> |
| <p>Safehouse Progressive Alliance for Nonviolence, Inc. (www.safehousealliance.org): The Peers Building Justice (PBJ) Program is a collaborative youth leadership development and violence prevention project by Safehouse Progressive Alliance for Nonviolence (SPAN) and Moving to End Sexual Assault (MESA) in Boulder County. The purpose of the PBJ Program is to increase youth engagement and leadership in the prevention of youth dating violence, increase positive interpersonal relationships among youth, and increase community awareness and readiness to respond to teen dating violence in Boulder County. The services and activities that accomplish these goals include the promotion of youth-adult mentor relationships, social justice and violence prevention training of high school Campus Organizers, evidence-based curriculum presentations to middle and high school students, and youth-led community-wide trainings and awareness campaigns. The PBJ Program integrates a Positive Youth Development approach to engaging youth in activities that promote protective factors and reduce risk factors related to teen dating violence. 15 youth Campus Organizers, 5 adult mentors, and 1,700 middle/high school students, parents, and teachers participate in PBJ Program activities during the 2014-2015 academic year. Program participants increase self-efficacy, self-esteem, and knowledge and skills of healthy dating practice.</p> | <p>Location: Boulder Award: \$79,025 Violence Prevention</p> | <p>Boulder, Broomfield</p> |
| <p>San Miguel Resource Center (www.sanmiguelresourcecenter.org): The purpose of the San Miguel Resource Center's (SMRC) Violence Prevention Program is to reduce youth crime and violence in rural, isolated San Miguel County and the West End of Montrose County. The comprehensive 8-12 week prevention program is offered to the area's nine schools by conducting over 200 in-class sessions to 1,301 students in grades 2nd-12th. SMRC uses research-based curricula, including "Second Step" for grades 1-3, which teaches young kids age appropriate skills such as identifying feelings, empathy building, emotion management, and problem solving. SMRC teaches social emotional skills as well as "Olweus Bullying Prevention" for grades 4-8, teaching skills for each grade level such as identifying bullying, assertiveness, reporting, bystander empowerment, and friendship building skills to prevent bullying. SMRC uses a curriculum with grades 6-12 which is a combination of "Safe Dates" by Olweus for older students and teen dating, and sexual violence prevention programming. SMRC also incorporates lessons from "Civil Schools" and "Start Talking", which teaches skills for recognizing bullying, harassment, acquaintance teen rape and dating violence, assertiveness, and teaches positive skills such as consent, healthy relationship recognition, and relationship communication skills. All programs build on and reinforce skills learned in lower grades. This curriculum improves interpersonal problem-solving skills and reduces interpersonal violence. Additionally, the program addresses risk factors for drug use including aggressive behavior, poor prosocial skills, and academic difficulties. Social-emotional learning is also addressed, along with self-efficacy and peer relationships, all of which are protective factors against a variety of risky behaviors, including substance use. <i>Kind Club for middle school girls is a curriculum that aims to help girls be supportive of one another and</i></p> | <p>Location: Telluride Award: \$39,852 Violence Prevention</p> | <p>Montrose, San Miguel</p> |



**Tony Gramscas Youth Services Program
2014-15 Grantees**

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| Su Teatro Cultural and Performing Arts Center (www.suteatro.org): Su Teatro Cultural and Performing Arts Center provides a culturally relevant out-of-school theater program for Latino youth. The program will build self-esteem and self-efficacy, improved school performance, and increase positive relationships. The program involves 8 hours per week of theatrical training, traditional academic assessments and public performances. | Location: Denver Award: \$38,750 Violence Prevention | Denver |
| Summer Scholars (www.summerscholars.org): Summer Scholars provides comprehensive summer and after-school learning programs to assist at-risk young learners attending elementary schools located within disadvantaged neighborhoods. Summer Scholars helps students (1) to achieve measurable literacy improvement, (2) to build positive pro-social skills and behaviors for ongoing success, and (3) to develop the habits of a life-long learner. Summer Scholars provides rigorous literacy instruction, tailored to meet the individual needs of each child, a variety of enrichment activities, and recreational programs to give students a well-rounded out-of-school time experience that is educational, engaging and effective. Expected outcomes include 1) At least three-fourths of participants will move up at least one level in fundamental literacy skills by the conclusion of each program, as measured by DIBELS sub-tests; 2) At least 28 percent of participants will be reading at grade-level by the conclusion of each program, as measured by DIBELS ORF; 3) At least 65 percent of participants will demonstrate improvements in interpersonal skills and behaviors, as measured by the Social Competence Scale. | Location: Denver Award: \$130,186 Violence Prevention | Denver |
| Summit County Government, Youth and Family Services (www.co.summit.co.us): Summit County Government Youth and Family Services (SCYF) and Summit School District (SSD) provide a continuum of services for preventing student drop out in secondary grades, preventing youth crime and violence, and decreasing drug use. SCYF provides Teen Café, an after-school group mentoring program, and Summit County Mountain Mentors, a one-on-one mentoring program in which youth are matched with an adult mentor. These programs increase self-esteem and adult bonding, as well as improve school outcomes. Summit School District (SSD) improves school outcomes through the Reconnecting Youth curriculum at Summit High School. Youth complete one semester of the Reconnecting Youth class. SSD also increases adult bonding and improves school outcomes through the Pre Collegiate program at Summit High School. Through the Pre-Collegiate program, youth are provided a mentor, tutoring, and tours of colleges and universities. | Location: Frisco Award: \$48,361 Mentoring, Student Dropout Prevention | Summit |
| TEENS, Inc. (www.teensinc.org): TEENS, Inc.'s Chinook West High School is dedicated to preventing students from dropping out of school and reducing area youth crime and violence by providing 22-25 rural, at-risk 9th to 12th graders who have been unsuccessful in the traditional high school setting a place where they can reignite their enthusiasm for learning, master the life skills they need to participate in a democratic society, and work toward a diploma or GED. After School Programs are designed to increase protective factors that mitigate the likelihood of involvement in youth crime, violence, and substance use by providing 430 Peak to Peak area youth, from 6th graders to youth 21 years of age, a variety of pro-social leadership, recreation, and youth employment programs that keep youth safe during unsupervised out-of-school hours and increase leadership, life, and job-related skills. TEENS, Inc. also leads The Peak to Peak Prevention Coalition which is committed to reducing early initiation in substance use and reducing youth crime and violence through a Substance Abuse Mental Health Services Administration (SAMHSA) evidence-based program, Communities that Care. Expected outcomes are increased perceived risk of binge drinking and regular marijuana use, high retention rates (88% graduate or earn a GED); increased attachment to school; improved attendance rates/grades; increased perceived risk of substance use; increased life effectiveness skills; increased adult bonding, and resiliency; increased educational aspirations; increased self-efficacy/self-esteem; decreased alcohol, | Location: Nederland Award: \$82,779 Student Dropout Prevention | Boulder, Denver, Gilpin |
| The Conflict Center (www.conflictcenter.org): The Conflict Center (TCC), in partnership with Project PAVE, provide a multi-faceted, comprehensive approach to prevent youth violence. Through their Collaborative for Advancing Relationship Education in Schools (CARES) Project, youth are provided education and skill-building which empowers them to carry prevention messages to their peers and communities. A total of 2,600 youth and adults are provided with the following services: Emotional Intelligence and Critical Decision Making (EICDM) classes; Path to Healthy Relationships (Path) classes; Teen Dating Violence 101 (TDV) presentation by Project PAVE's Youth Community Educators Program (YCEP); Choose Respect Club; and 15 youth will be recruited and trained as YCEP educators. Through their partnership, Project PAVE and TCC provide elements of each of their programs separately and work on a combined curriculum that can be evaluated and compared over the three year grant period. The CARES Project will result in increased awareness and use of skills in the areas of managing and communicating emotions; understanding and practicing positive decision making; challenging gender-role stereotypes; raising awareness about resources; promoting services for victims and perpetrators of teen dating violence; improving teens' peer-to-peer support skills; and practicing healthy communication and relationship skills. | Location: Denver Award: \$124,828 Violence Prevention | Denver |
| The Matthews House (www.theMatthewsHouse.org): The Matthews House Empowering Youth, Strengthening Families and Building Community Programs serve low-income male and female youth, ages 14-21, and families with children ages 0-18. The Empowering Youth Program empowers at-risk youth to take control of their lives, decrease risk taking behaviors, shape positive futures for themselves and become healthy, self-sufficient adults. The Strengthening Families Program reduces the number of families entering the child welfare system and provides the necessary services for those already involved to regain custody of their children. The Building Community Program provides early prevention services for families, and reduces poverty and child abuse and neglect. All programs include Transition Facilitation (case management), One-to-one Mentoring/Family Coaching, Experiential Education/Activities, Leadership Development, Social Activities, After school Academic and Non-Academic activities, Early Childhood Activities and Parenting classes. Expected outcomes are increased life skills, decreased delinquency, decreased recidivism, increased self-esteem, attainment of education and employment goals, increased parenting skills, progress in reaching early childhood milestones, maintenance of stable, safe housing, reduction in child abuse and neglect and increased positive physical and mental health. | Location: Fort Collins Award: \$111,006 Early Childhood & Violence Prevention | Larimer |
| Turning Point Center for Youth and Family Development, Inc. (www.turningpnt.org): The Crisis Intervention Program provides a multi-faceted approach to meeting the needs of a broad target population. Using a case-management model, the program provides 24 hour crisis intervention, a 24 hour hotline, assessment and referral, individual and family advocacy, life skills curricula, substance abuse education and intervention, and alternatives to suspensions and expulsions. | Location: Fort Collins Award: \$232,992 Violence Prevention | Larimer, Weld |



**Tony Gramscas Youth Services Program
2014-15 Grantees**

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| <p>Victim Offender Reconciliation Program of Denver (www.vorpofdenver.org): The purpose of Face2Face (formerly known as Community Group Conferencing) is for youth to increase their awareness of how vandalism, theft, burglary, or a similar crime hurts their community, themselves, and their family, and to hold them accountable for their actions so they will avoid future incidents of crime and violence. The program will serve 20 primarily low-income Denver youth, ages 10-18, who are 70% male and 30% female, and 45% Latino/a, 40 % African American, 5% White, and 10% other. During two facilitated sessions, offender and victim meet with community representatives, facilitators and support members to discuss the crime, its impact, and agree on actions to repair the harm. The second session consists of follow-up to assure completion of the agreement and a closing ritual to provide positive feedback for prosocial behaviors to the participants. With this program, VORP aims to reduce youth crime and violence and decrease racism in the criminal justice system by maintaining six-month recidivism rates at 14% or below, and by ensuring that six- and twelve-month recidivism rates for youth of color are comparable to those for White youth.</p> | <p>Location: Denver Award: \$75,137 Restorative Justice</p> | <p>Adams, Arapahoe, Denver</p> |
| <p>Whiz Kids Tutoring (www.whizkidstutoring.com): Whiz Kids serves 800 students ages 7-14 in Adams 14, Denver, Douglas, Arapahoe, Jefferson, and Montrose Counties who receive Free and/or Reduced Lunch and who have been identified by their classroom teachers as needing literacy support. Whiz Kids operates 50 tutoring sites in urban churches and schools located near students' homes. Whiz Kids offers tutoring sessions one hour per week for 25 weeks, two all-day enrichment events that bring youth, families and tutors together to promote literacy and positive youth development, and a weekend camp for middle school students in the spring. The curriculum focuses on improving students' core literacy skills through reading and math activities and homework, with the goal of reducing youth crime and violence and alcohol, tobacco, and other drug use through improved school performance, improved school engagement, increased self-efficacy and life skills, decreased delinquency/ improved pro-social attitudes, and increased bonding with adults.</p> | <p>Location: Denver Award: \$57,895 Violence Prevention</p> | <p>Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas, Jefferson, Montrose</p> |
| <p>YESS Institute (www.yessinstitute.org): The YESS Institute supports its dropout prevention/peer mentoring program at three Denver area high schools. Program goals include: increasing the school connectedness of high school youth at-risk for dropping out of school (mentees); improving the academic performance of mentees; enhancing the social/emotional skills of mentees; and enhancing the leadership skills of mentors. Program activities include: extensive and ongoing training and supervision of mentors; matching of mentors/mentees based on a shared cultural zip code; weekly academic tutoring sessions; weekly academic skill building trainings; weekly peer mentoring sessions; weekly check-ins with mentees and their parents to report progress; and a rigorous quasi-experimental, cross-site evaluation process. It is expected that mentees will meet the following outcomes: 60% will improve GPA compared to prior year; 80% will report increased engagement with positive peer groups based on pre-post test; mentees reporting substance use on pre-test will report 10% reduction on post-test; those with prior disciplinary referrals will reduce referrals 10% compared to prior year; and 80% will demonstrate increase in positive decision making skills based on pre/post-test.</p> | <p>Location: Denver Award: \$80,000 Student Dropout Prevention</p> | <p>Denver</p> |
| <p>YMCA of Boulder Valley (www.ymcabv.org): Y MCA of Boulder Valley's Middle School Program decreases engagement in risk behaviors of youth aged 11-14 by providing educational and recreational before and after-school activities and social and emotional support. All programs are strength-based and grounded in the Search Institutes 40 Developmental Assets with activities that foster leadership, social responsibility, self-confidence, resiliency, character, and building the "soft" skills needed to succeed as adults. Specific activities include leadership development, social skills, homework help, performing and visual arts, team sports, cycling and skateboarding. Through this program, youth will become healthy, successful in school, and have the skills necessary for self-sufficiency and success as an adult.</p> | <p>Location: Lafayette Award: \$67,034 Before & After School</p> | <p>Boulder</p> |
| <p>YWCA of Boulder County (www.ywcaboulder.org): The Latina Achievement Support (LAS) program provides dropout intervention services to Latina girls in grades 9-12 in five Boulder Valley School District high schools. The program aims to improve school performance, increase adult bonding, increase self-esteem / self-efficacy, and increase life skills through academic tutoring, adult and peer mentoring, community service, technical education, test preparation (Accuplacer and ACT), career exploration and preparation, field trips, retreats and leadership training opportunities. The expected long-term outcome is to prevent Latinas from dropping out of high school, ultimately reducing youth crime and violence.</p> | <p>Location: Boulder Award: \$71,251 Student Dropout Prevention</p> | <p>Boulder</p> |



COLORADO

**Office of Children,
Youth & Families**

Division of Child Welfare

**Tony Grampas Youth Services Program
2014-2017 Grant Cycle
Youth Marijuana Prevention Funding Announcement**

On behalf of the Tony Grampas Youth Services Program Board, the Tony Grampas Youth Services Program (TGYS) at the Office of Children, Youth and Families in the Colorado Department of Human Services is pleased to announce the recipients of the Youth Marijuana Prevention funding for the upcoming 2014-2015 State Fiscal Year. Funding in future years throughout the three-year grant cycle is contingent upon the TGYS appropriation each year. These recipients are specific to the funding allocated to TGYS through SB14-215.

In its recent Request for Application, TGYS application review committees identified 81 agencies scoring as Qualified for funding. Through appropriations from the Master Settlement Agreement and General Fund, TGYS was able to fund 42 of these applications. Based on the additional \$2 million provided to TGYS through SB14-215 for programs targeting youth marijuana prevention, TGYS will extend funding to 21 of these Qualified agencies, for a total of \$1,869,031 in grant awards.

Agencies approved for TGYS Youth Marijuana Use Prevention funding for the 2014-2015 State Fiscal Year:

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| America SCORES Denver | Art From Ashes | Aurora Community Connection |
| Aurora Mental Health Center | City of Commerce City | Colorado Seminary/University of Denver - The Bridge Project |
| Colorado Youth at Risk | Colorado Youth for a Change | ECDC/African Community Center of Denver |
| Florence Crittenton Services | Friends First, Inc. | Full Circle of Lake County, Inc. |
| Gunnison County | Gunnison Hindsdale Youth Services | Mesa Valley County School District 51 |
| Onward! A Legacy Foundation, School Community Youth Collaborative | Restorative Justice Community Council | San Miguel Resource Center |
| Summit County Government, Youth and Family Services | Turning Point Center for Youth and Family Development, Inc. | Whiz Kids Tutoring |

All applicants will be individually notified of the funding decisions, including approved award amounts.