

DEPARTMENT OF XXX
FY 2017-18 JOINT BUDGET COMMITTEE HEARING AGENDA

Wednesday, December 21, 2016
9:00 am – 12:00 pm

9:00-9:10 INTRODUCTIONS AND OPENING COMMENTS

9:10-10:20 OFFICE OF EARLY CHILDHOOD

Child Care Licensing and Administration

- 1 Please provide information on child care licensing in the State of Colorado, including: the number of licensed and unlicensed child care providers; an explanation of the licensing standards for providers and the impact these standards have providers' abilities and willingness to obtain licensure; and the types of licensing inspections performed and by which department each one is performed.
- 2 Please discuss why the cost of child care in Colorado is so high compared with other states across the nation.
- 3 Please discuss how the department enforces rules and regulations for child care facilities, including how fees and fines are issued and collected for both licensed and unlicensed child care facilities.
- 4 Does the department license homes that provide care to family members? At what point does a person who provides child care in a Family, Friends, and Neighbors setting need to be licensed?

Child Care Development Funds

- 5 What is the federal reauthorization period of the Child Care and Development Block Grant and the CCDF program?
- 6 Given that the amount of federal Child Care Development Funds (CCDF) identified in the Long Bill establishes a spending limit, and that the department is annually funding programs in excess of the actual or projected amount of federal block grant funds it anticipates receiving, please present the department's plan for long-term sustainability of programs currently funded through CCDF.
- 7 Please provide information on the process the department uses to prioritize the programs funded by CCDF and the associated requests for funding.

Colorado Child Care Assistance Program

- 8 Please discuss the eligibility requirements for the Colorado Child Care Assistance Program (CCCAP) and the population demographics (including income) of those who receive the subsidy. Further, discuss the counties' role in eligibility determination and the impact on program expenses as a result of counties electing to serve families with incomes higher than the 165.0 percent of the federal poverty limit threshold.
- 9 Does the department supervise CCCAP administration by Native American families/tribes? Are there disparities in access to the subsidy by these families?
- 10 What is the intended target population of CCCAP?
- 11 What sources of funding are used for CCCAP, including federal, state, and local funds sources? Who determines how and for whom each of these fund sources can be used? How are Temporary Assistance to Needy Families (TANF) funds currently used to support this program and how might they be used to sustain it?
- 12 How do the state and federal government define "quality" in terms of child care; and do these definitions differ from each other?
- 13 How many counties are opting out of state established tier-reimbursement rates? For what reasons are counties opting out?
- 14 Which counties will be impacted the most by tiered-reimbursement and why?
- 15 Please provide an overview of Colorado Shines, including how quality ratings are determined and how the departments publish provider ratings to increase public awareness.
- 16 Please provide an update on the CHATS point of service system.

Early Childhood Suspensions and Expulsions

- 17 How should the department address the issue of suspensions and expulsions in early childhood settings?
- 18 In an early childhood setting, what does "expulsion" mean? What causes typically trigger an expulsion? Does an expulsion trigger a link to additional services for families? Is there a rule about how these incidents must be handled?
- 19 How is a determination of expulsion made? Is it defined in statute?
- 20 What type of training does provider staff receive to help them better respond to these children and that would allow the children to be more successful?
- 21 Are children receiving services through the Early Childhood Mental Health Specialists program referred to community mental health centers?

- 22 Please discuss early childhood suspensions and expulsions within the context of the transition of children with intellectual and developmental disabilities from Part C to Part B of the Individuals with Disabilities Education Act.
- 23 What concerns does the department have about data privacy with regard to gathering suspension and expulsion data in early childhood settings?
- 24 Please provide feedback on the Staff recommendation concerning suspensions and expulsion in early care settings.

Home Visitation Programs

- 25 Please provide a summary of all home visitation programs throughout the state, including 2 GRO, and explain whether or not each program is evidence-based. In addition, please explain the impact Tobacco Master Settlement funding will have on each program.

10:20-10:35 BREAK

10:35-11:40 DIVISION OF CHILD WELFARE

Child Welfare Programs and Funding

- 26 Please provide an in-depth discussion about what is driving the increase in child welfare referrals.
- 27 Please explain the county child welfare block grant allocation formula and the frequency at which the county allocations are recalculated.
- 28 Please provide by-county data on child welfare referrals, assessments, open involvements, and out of home placements. How does the distribution of these workload measures compare with annual county block grant allocations? How are these measures used in the allocation formula?
- 29 Please discuss the department's sustainability plan for Title IV-E Waiver interventions if the federal waiver program is not reauthorized.
- 30 How do the 5-year Title IV-E Waiver funds compare with what the State earned from Title IV-E prior to the waiver? If Title IV-E Waivers are not reauthorized by the federal government, what does the State anticipate to earn in Title IV-E revenue after the waiver expires?
- 31 How many new county level child welfare staff positions were created from allocations to county from the County Level Child Welfare Staffing block grant? How many of these positions have been filled? If there are vacancies, please provide reasons why. For those positions that have been filled, has there been any turnover? If yes, please provide reasons why.

- 32 Please discuss how the expansion of the workforce at the county level has impacted county need for support, technical, and management staff.
- 33 Is it possible to collect data in Trails about the type of drug used by the parent in instances of open child welfare cases?
- 34 In what type of case would the use of recreational marijuana lead to a referral, assessment, or open child welfare case? What impacts from marijuana use have counties seen on children?

Tony Grampsas Youth Services Program

- 35 What oversight does the department provide for the Tony Grampsas Youth Services (TGYS) Program? How does the department determine if the programs funded through TGYS Program grant awards are having a positive impact on the people served?
- 36 How were the eligible applicants for Tony Grampsas Youth Services Program grants, as defined in statute, determined? Specifically, why is the program restricted to nonsectarian schools?

11:40-12:00 GENERAL QUESTIONS

- 37 Why is there not a request for a community provider rate adjustment included in the department's budget request?
- 38 Does the department anticipate any changes to federal law that will impact any programs supervised or administered by the department?
- 39 Please explain what type of training was funded through the Training line item in the Executive Director's Office, and why this training is no longer needed.
- 40 Section 24-75-1104.5 (1.3) (a.5) (II), C.R.S., requires the amount of money received in April 2017 and allocated to programs for FY 2017-18 be reduced by \$15.0 million in order to reduce the accelerated payment prior to the reduction of the April 2018 payment due to the elimination of the strategic contribution payment. Please discuss the impact on the Departments program of the FY 2017-18 funding reduction pursuant to Section 24-75-1104.5 (1.3) (a.5) (II), C.R.S.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

- 1 Provide a list of any legislation that the Department has: (a) not implemented, or (b) partially implemented. Explain why the Department has not implemented or has only partially implemented the legislation on this list. Please explain any problems the Department is having implementing any legislation and any suggestions you have to modify legislation.
- 2 If the Department receives federal funds of any type, please respond to the following:
 - a. Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed

description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.

- b. Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?
- 3 Does the Department have any HIGH PRIORITY OUTSTANDING recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated June 30, 2016 (link below)? What is the department doing to resolve the HIGH PRIORITY OUTSTANDING recommendations?

http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf
- 4 Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign? Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state or federal departments to coordinate the campaigns?
- 5 Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?
- 6 For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate these reversions occurring? How much and in which fund sources do you anticipate the reversion being?
- 7 [Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of "additional litigation costs" such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency's appropriation.]

Please discuss your agency's position on the Department of Law's proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you expect the changes to positively or negatively impact your department? Please explain.

- 8 What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.
- 9 Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?
- 10 Is the SMART Act an effective performance management and improvement tool for your Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?
- 11 Please identify how many rules you have promulgated in the past two years. With respect to these rules, have you done any cost-benefit analysis pursuant to Section 24-4-103 (2.5), C.R.S., regulatory analysis pursuant to Section 24-4-103 (4.5), C.R.S., or any other similar analysis? Have you conducted a cost-benefit analysis of the Department's rules as a whole? If so, please provide an overview of each analysis.
- 12 What has the department done to decrease red tape and make the department more navigable/easy to access?
- 13 What is the number one customer service complaint the department receives? What is the department doing to address it?

DEPARTMENT OF HUMAN SERVICES
FY 2017-18 JOINT BUDGET COMMITTEE HEARING AGENDA

Wednesday, December 21, 2016

9:00 am – 12:00 pm

9:00-9:10 INTRODUCTIONS AND OPENING COMMENTS

- Reggie Bicha, Executive Director, Department of Human Services
- Mary Anne Snyder, Director, Office of Early Childhood, Department of Human Services
- Robert Werthwein, Director, Office of Children, Youth & Families, Department of Human Services
- Sarah Sills, Director, Division of Budget and Policy, Department of Human Services

9:10-10:20 OFFICE OF EARLY CHILDHOOD

Child Care Licensing and Administration

- 1. Please provide information on child care licensing in the State of Colorado, including: the number of licensed and unlicensed child care providers; an explanation of the licensing standards for providers and the impact these standards have providers' abilities and willingness to obtain licensure; and the types of licensing inspections performed and by which department each one is performed.**

The types of programs licensed by the Office of Early Childhood include: Child Care Centers, Children's Resident Camps, Day Treatment, Family Child Care Homes, Neighborhood Youth Organizations, and School-Age Child Care Centers. The Department has no way of knowing the number of unlicensed child care providers.

Table 1 breaks number of licensed facilities by license type.

Table 1:
Open License and Licensed Capacity Counts by License Type on December 2, 2016¹

License Type	Number of Facilities	Aggregate Licensed Capacity
<i>Centers</i>	1,435	113,986
<i>Homes</i>	2,252	16,143
<i>Preschool</i>	611	21,518
<i>School Age</i>	982	81,584
<i>Other</i>	144	23,942
Total	5,424	257,173

Data source: Trails

The State Board of Human Services promulgates child care rules (rules) governed by 12 CCR 2509-8, Volume 7, and based on minimum health and safety standards for children. The standards include training requirements, provider qualifications, health and fire safety, age appropriate equipment, and materials.

The Department has created multiple pathways to qualify as a child care provider. Most of the required provider trainings are available at no charge on the Professional Development Information System (PDIS). Additionally, an applicant may request for the Department to waive a rule if it poses an undue hardship. The Department is authorized per statute to consider the request. Providers must renew their license on an annual basis.

The Colorado Department of Human Services (CDHS) completes child care inspections for all licensed program types. All programs are inspected prior to licensure. Once licensed, all programs receive an annual licensing inspection at minimum. The types of inspections performed by CDHS licensing inspectors include:

¹ The Office of Children, Youth and Families regulate 24-hour facilities. 24-hour facilities include: Foster Care Homes, Specialized Group Facilities, Child Placement Agencies, and Residential Child Care Facilities.

- **Original:** The inspection following an application for a new license (including a change of address) and includes an inspection of the entire indoor and outdoor area, staff and children's files, policies, and emergency procedures.
- **Renewal:** The inspection following a time limited license including a 6-month provisional license and a probationary license. It includes an inspection of the entire indoor and outdoor area, staff and children's files, policies, and emergency procedures.
- **Supervisory:** The annual inspection of all licensed child care facilities and includes an inspection of the entire indoor and outdoor area, staff and children's files, policies, and emergency procedures.
- **Complaint:** The investigation of specific allegations that are related to rules and regulations. Complaints are received by the Department from persons in the community including parents of enrolled children, staff or other concerned persons. A limited inspection of the indoor and outdoor area is completed.
- **Stage II:** An investigation to determine if violations of rules and regulations contributed to child abuse and neglect. This follows a county child welfare investigation.
- **Injury Accident:** A follow up investigation related to injuries children received while in care that required medical treatment.
- **Change of Service:** An inspection that occurs when a licensee has a change to the existing license including capacity or use of specific rooms.
- **Consultation:** A visit by a licensing specialist to provide technical assistance.

The Colorado Department of Public Health and Environment (CDPHE) completes inspections for compliance with health and sanitation standards for all licensed child care facilities, except Family Child Care Homes. Child care programs are required by CDPHE to have a health inspection every two years. CDPHE rules are promulgated by the State Board of Health, and CDHS and CDPHE consult when promulgating rules to prevent duplication.

2. Please discuss why the cost of child care in Colorado is so high compared with other states across the nation.

Accurately establishing how Colorado ranks in terms of the price of child care is difficult. A single ranking for the price Colorado families pay can be deceiving. In the popular *Parents and the High Cost of Child Care 2016* annual report, Colorado ranks the most expensive for Center-Based Infant Care, but 23rd for Center-Based School-Aged Children. However, Care.com's 2016 ranking has Colorado as the 17th most expensive state for child care.

The price families pay for child care varies substantially by geography, age, and type of setting. The price parents pay for child care in Colorado is a problem. This was recognized by

the Colorado Children's Campaign, the Colorado Women's Foundation, and Qualistar Colorado in their report, *Child Care Affordability in Colorado: An Investigation into Child Care Costs and Recommended Strategies for Improving Affordability (December 2014)*. The report identified the following:

- Personnel costs are a primary factor contributive to the cost of child care.
- High quality child care is expensive to provide.
- Attempts to improve affordability by sacrificing quality would be counterproductive to the State's goals for young children.
- Child care affordability is particularly out of reach for families headed by single mothers.
- Promising strategies are available for improving child care affordability.

Personnel costs are the largest expense for child care facilities. The cost of labor is driven by two factors: the number of staff required and the wage paid per worker.

Adult-to-child ratios and group size are a critical factor in ensuring child safety and in fostering positive child development (Caring for our Children, 2011). However, this impacts the number of staff a child care facility needs. Colorado's child care adult-to-child ratio and group size regulations have not changed since 1991, and are less stringent than nationally recommended rates, however they are well within the norm. For example, 37 states have more stringent ratio requirements for infants. Colorado requires one adult for every five infants. Ten states have the same ratio requirement as Colorado.

3. Please discuss how the department enforces rules and regulations for child care facilities, including how fees and fines are issued and collected for both licensed and unlicensed child care facilities.

The Department makes every effort to ensure child care facilities have the tools they need to be successful and compliant with licensing requirements. For example, the Department produces administrative guides to clarify rules, provides educational resources that assist them prior to licensing and technical assistance at the request of the providers.

The Department enforces rules and regulations through federally required annual licensing inspections of child care facilities. In addition, the Department responds to all complaints and partners with local child welfare staff to follow up on any facility violations after an investigation of child abuse and neglect in a child care setting. The Department is responsible for pursuing enforcement action when a facility fails to comply with regulations. This

includes demotion of a license to a probationary status or revocation of the license. Child care facilities have the right to appeal any action taken on their license through the Colorado Administrative Court. In cases of imminent danger to children, a license may be summarily suspended.

Fees for child care facilities are required by State statute at section 26-6-105, C.R.S. (2016) and are set by administrative rules. Child care annual licensing fees range from \$27 for a family child care home to \$585 for a facility licensed for 251 children or more. Fees are collected for license applications and the annual renewal. The Department notifies each licensee, in writing, 90 days prior to the renewal date of the license. If a fee remains unpaid, overdue notices are mailed to the licensee. Any unpaid fees may result in a negative licensing action that will compel the licensee to pay the required overdue fee.

Fines are issued for egregious violations (i.e. failing to report suspected or known child abuse) and for unlicensed child care only after a number of attempts have been made to bring the facility into compliance. These fines are assessed only after a hearing by the Colorado Administrative Courts. The child care provider may pay the fine in one lump sum or arrange a payment schedule.

4. Does the department license homes that provide care to family members? At what point does a person who provides child care in a Family, Friends, and Neighbors setting need to be licensed?

Individuals caring for their own children and one additional sibling group unrelated to the caregiver (i.e. a neighbor's children) are exempt from licensing per state statute 26-6-102(32), C.R.S. (2016). Any time a child care provider cares for two or more unrelated sibling groups, that provider needs to be licensed, such as an individual caring for the children of two or more families in their neighborhood.

As defined in rule 7.701.11B4, a license is not required for occasional care of children with or without compensation, which means child care that happens infrequently and irregularly with no apparent pattern.

Child Care Development Funds

5. What is the federal reauthorization period of the Child Care and Development Block Grant and the CCDF program?

The Child Care and Development Fund (CCDF) was originally established in 1996. It was last reauthorized in 2014 through the year 2020.

6. Given that the amount of federal Child Care Development Funds (CCDF) identified in the Long Bill establishes a spending limit, and that the department is annually funding programs in excess of the actual or projected amount of federal block grant funds it anticipates receiving, please present the department's plan for long-term sustainability of programs currently funded through CCDF.

The Department based future projections using the following assumptions: counties will continue to fully expend the annual direct service allocation, the Department will continue to invest in quality programming at the current level of spending authority, and federal, State and local available funding will not change. Based on these projections, the available balance of unspent CCDF funds will be depleted by FY 2019-2020. It is impossible to accurately predict the needs of this program and associated funding beyond 2020. In the meantime, the Department is monitoring the federal landscape and economic conditions to determine the best path forward.

7. Please provide information on the process the Department uses to prioritize the programs funded by CCDF and the associated requests for funding.

Every three years, the Department submits a CCDF State Plan to the federal government for approval. The CCDF State Plan must include the Department's funding priorities as well as meet the required minimum investments in quality and direct services child care subsidy. The Department publicly vets each proposed CCDF State Plan with multiple stakeholder groups. For the most recent State Plan submitted in 2015, the Department hosted five statewide public meetings and a webinar for providers, county staff, Early Childhood Councils (ECCs), parents, and the public to review the draft state plan and to provide public comment. The Department also posted the State Plan on its website with an opportunity to submit comments electronically. The most recent State Plan was supported by the Early Childhood Sub-Policy Advisory Committee (Sub-PAC) and the Early Childhood Leadership Commission (ECLC).

Colorado Child Care Assistance Program

- 8. Please discuss the eligibility requirements for the Colorado Child Care Assistance Program (CCCAP) and the population demographics (including income) of those who receive the subsidy. Further, discuss the counties' role in eligibility determination and the impact on program expenses as a result of counties electing to serve families with incomes higher than the 165.0 percent of the federal poverty limit threshold.**

State statute defines eligibility at C.R.S. 26-2-805, (2016). Families are eligible for CCCAP if they meet the following criteria: income, eligible activity (work, education, job training, etc.), citizenship, proof of current residence (not required if homeless), and children under 13 needing child care for an eligible parent. While counties are required to serve families with income at or below 165% of Federal Poverty Level (FPL), they can opt to raise the FPL limit and serve families up to 85% up to the State Median Income (SMI).

Additionally, while the universe of eligible families can be adjusted through county options, the population served falls within what is generally considered to be lower income levels. Between October 2015 and September 2016, the average (mean) annual income for families receiving CCCAP subsidies was \$15,662. Figure 1 that follows displays the distribution of income over this time period.

Figure 1. Distribution of CCCAP Annual Family Income October 2015 to September 2016



Data source: Child Care Automated Tracking System

Another way to conceptualize the distribution of income in CCCAP is the portion of families that fall within various percentages of the Federal Poverty Level (FPL). Table 2 displays this data for the same time period as the income data in Figure 1.

Table 2: Percent of Families Receiving CCCAP October 2015 to September 2016 by FPL

At or below 100% FPL	64.9%
Between 101% and 165% FPL	25.5%
166% FPL and Above	9.6%

Data source: Child Care Automated Tracking System

The discretion that counties have beyond 165% FPL represented \$6,267,646.50 in direct service dollar over this time period which is equivalent to 7.1% of the total allocation from State Fiscal Year 2016-17.

9. Does the department supervise CCCAP administration by Native American families/tribes? Are there disparities in access to the subsidy by these families?

The Mountain Ute and Southern Ute tribes receive separate CCDF grants from the federal government. Native American families who live on tribal lands receive subsidy through their tribal allocation. Native American families not residing on tribal lands who meet the criteria for CCCAP receive subsidy through their county CCCAP allocation. Since the Department does not supervise CCCAP administration by Native American tribes, it has no information about disparities in access to subsidies for families who live on tribal lands.

10. What is the intended target population of CCCAP?

Counties must serve families at or below 165% of the Federal Poverty Level and can opt to serve families up to 85% State Median Income (SMI). CCCAP assists low-income families that are homeless, working, searching for work or in school with child care. Families who are enrolled in the Colorado Works Program and those providing foster care may also use CCCAP services.

11. What sources of funding are used for CCCAP, including federal, state, and local funds sources? Who determines how and for whom each of these fund sources can be used? How are Temporary Assistance to Need Families (TANF) funds currently used to support this program and how might they be used to sustain it?

Table 3 illustrates the funding sources used for CCCAP.

Table 3: FY 2016-17 CCCAP Funding		
	Funding Amount	Funding Source
Federal Funds	\$ 54,598,906	Child Care and Development Fund
Federal Funds	\$ 100,000	Title XX Social Services Block Grant
General Fund	\$ 23,931,865	State General Fund
Local Funds	\$ 9,762,470	County Share/Maintenance Of Effort
Total	\$ 89,593,241	All

There are federal minimums that must be spent on quality and child care subsidy. The State of Colorado identifies the allocation for each of these sources in the CCDF State Plan, which is approved by the Administration for Children and Families (ACF).

The counties can request to transfer TANF funds to supplement child care. However, the sum of all transfers statewide cannot exceed 30% of the State's TANF allocation within a State Fiscal Year. The Department must approve the transfer of TANF funds.

12. How do the state and federal government define “quality” in terms of child care; and do these definitions differ from each other?

The State and federal government use the same definition of quality. The federal CCDF allows funds to be spent on these activities:

- Developing, implementing or enhancing a tiered quality rating system.
- Improving the supply and quality of child care services for infants and toddlers.

- Establishing or expanding a statewide system of Child Care Resource & Referral (CCR&R) services.
- Facilitating compliance with requirements for inspection, monitoring, training, and health and safety standards.
- Evaluating and assessing the quality and effectiveness of child care services within the State.
- Supporting accreditation.
- Supporting State or local efforts to develop high-quality program standards relating to health, mental health, nutrition, physical activity, and physical development.

13. How many counties are opting out of state established tier-reimbursement rates? For what reasons are counties opting out?

Fourteen of the sixty-four counties opted out of the State-established tiered reimbursement rates in FY 2016-17. The primary reason reported was to pay less than the State established reimbursement rates. However, all counties that opted out needed to provide justification for how they ensure equal access to high-quality child care for those receiving subsidy.

14. Which counties will be impacted the most by tiered-reimbursement and why?

The fifty counties that implemented the State established tiered reimbursement rates, will pay more for higher quality care.

Those communities that followed the State recommended rates will have a better chance of increasing the number of licensed child care providers of high quality in their communities who accept children through the CCCAP program. If this holds true these communities should benefit from having more children better prepared for kindergarten, which is an evidence-based strategy for reducing multigenerational poverty.

15. Please provide an overview of Colorado Shines, including how quality ratings are determined and how the departments publish provider ratings to increase public awareness.

Overview of Colorado Shines

Colorado launched Colorado Shines in February 2015, becoming the 5th state to integrate a quality rating and improvement system with child care licensing. Colorado Shines is meant to assess, enhance, and communicate the level of quality in licensed early learning programs serving children birth to five years of age (child care centers, family child care homes, and

district and charter-based preschool programs). Participation in Colorado Shines is free of charge to providers.

Colorado Shines is a point and block system where Level 1 and Level 2 are building blocks to quality and Levels 3 through 5 are quality levels where points are earned through an onsite assessment and document review.

How the quality levels are determined

- Level 1 demonstrates that a program is licensed. Programs that wish to gain a higher rating can voluntarily apply for and provide evidence to meet the higher level requirements.
- Level 2 demonstrates that providers have taken additional steps towards building quality by completing a self-assessment related to quality indicators and meet staff training requirements.
- Program ratings of levels 3 - 5 are attained through higher levels of points across five categories related to program quality: (1) workforce qualifications and professional development; (2) family partnerships; (3) leadership, management and administration; (4) learning environment; and (5) child health.

All licensed child care providers are in the Colorado Shines. 31% of providers are rated at a level two or above.

Publication of Ratings

For families seeking child care, the Colorado Shines website is a free resource (www.coloradoshines.com). The website provides tools for families to make informed decisions on their child care choice. The Colorado Shines website offers information about location, licensing status, quality rating and whether a facility accepts CCCAP.

It is also a free support for child care businesses to promote their quality rating and the type of care they offer. Providers can build their online profile, including the communities they serve, pictures and logo, as well as their early childhood education mission or philosophy. In addition, the Department recently developed a marketing toolkit for providers, accessible online, that includes templates for letters to the editor and press releases, sample print advertisements, sample social media tools, logos and banners, offered in both English and Spanish.

16. Please provide an update on the CHATS point of service system.

In FY 2014-15, the General Assembly approved the Department's request to modernize the Child Care Automated Tracking System (CHATS). Multiple analyses indicated the system was not sustainable and it was necessary to transition to a more efficient platform. The Joint Technology Committee (JTC) provided \$2.9 million in federal funding over a 2-year period to modernize the existing system. The Department awarded a contract to Deloitte Consulting for the design of CHATS Modernization and to Vertiba for replacement of the current Point of Service (POS) attendance tracking system. Vertiba is scheduled to complete the new POS attendance tracking mobile platform application by fall of 2017.

Early Childhood Suspensions and Expulsions

17. How should the department address the issue of suspensions and expulsions in early childhood settings?

While the Department regulates child care centers, they are private businesses that can determine who they serve. The Department's efforts to reduce suspensions and expulsions are focused in three major areas:

1. Beginning in February 2016, the Department promulgated child care rules to specifically prevent suspensions and expulsions and promote social and emotional development in alignment with new federal regulation. According to the rules, child care providers must develop and implement procedures on positive instruction, supporting positive behavior, discipline and consequences, including how they will:

- Cultivate positive child, staff and family relationships;
- Create and maintain a socially and emotionally respectful early learning and care environment;
- Implement strategies supporting positive behavior, pro-social peer interaction, and overall social and emotional competence in young children;
- Provide individualized social and emotional intervention supports for children who need them, including methods for understanding child behavior; and developing, adopting and implementing a team-based positive behavior support plan with the intent to reduce challenging behavior and prevent suspensions and expulsions; and,
- Access an early childhood mental health consultant or other specialist as needed.

2. In 2006, the Early Childhood Mental Health (ECMH) specialists program was established with 17.0 FTE, one full time position funded at each Community Mental Health Center. In

FY 2015-16, the program increased the number of FTE to 34.0 to continue to build statewide capacity. The ECMH specialist program is actively engaged in efforts to prevent suspensions and expulsions. As part of program-level consultation, ECMH specialists work directly with child care providers in their classrooms and focus on improving interactions, relationships with parents, and provider effectiveness. ECMH specialists also provide child-specific consultation to help child care providers and parents understand and respond to challenging behaviors that may be the result of a developmental concern, a relationship issue, trauma, or adjustment. Making referrals to other services is part of program and child level consultation.

3. The Department procured a vendor to provide recommendations titled *Early Childhood Suspension and Expulsion: Study Design Recommendations (September 2016)* to identify a process and survey tool that if funded would generate data on suspensions, risk of expulsion and expulsion rates to inform policy, training of providers, effective interventions for children at risk, and parent engagement efforts. This study was funded through Colorado Project LAUNCH, a workgroup that is overseen by the Early Childhood Leadership Commission.

18. In an early childhood setting, what does “expulsion” mean? What causes typically trigger an expulsion? Does an expulsion trigger a link to additional services for families? Is there rule about how these incidents must be handled?

Expulsion is defined as “permanent removal from participation in a child care program because of behavioral issues, excluding those children who were referred or placed directly into a special education program or another more appropriate setting that involved the child’s family and placed the best interests of the child and family first,” according to the *Early Childhood Suspension and Expulsion: Study Design Recommendations* produced for the Department in September 2016.

Rules regulating child care facilities (7.703.31) require child care providers to engage with an early childhood mental health consultant (ECMH specialist) or other specialists and “provide individualized social and emotional intervention supports, including methods for understanding child behavior, and developing, adopting and implementing a team-based positive behavior support plan with the intent to reduce challenging behaviors and prevent suspensions and expulsions.” If a child is expelled, the family may make a complaint to child care licensing about the rule violation.

While the Department does not gather data on the frequency or causes of expulsion, the challenging behaviors most frequently identified in children referred to the ECMH specialists

program and deemed at risk of expulsion in FY 2015-16 include: aggressive behavior, hitting, biting, being hurtful to other children and adults, breaking things, being easily frustrated, impulsive, screaming and crying.

Expulsions can trigger recommendations for additional services when the ECMH specialist is involved or when a child care provider gives the parent suggestions about additional services that might help the child.

19. How is a determination of expulsion made? Is it defined in statute?

Individual child care facilities determine the circumstances under which they would initiate an expulsion. This is not specified in statute, but a process is outlined in administrative rule.

20. What type of training does provider staff receive to help them better respond to these children and that would allow the children to be more successful?

In 2016, the Department promulgated rules to specifically prevent suspensions and expulsions and promote social and emotional development per new federal regulation.

Child care rule requires all staff working with children to complete a minimum of fifteen hours of training each year beginning with the start date of the employee. Beginning in 2016, at least three hours per year must focus on social emotional development.

The Department offers various training resources for child care providers. Providers can take online courses on the Colorado Shines Professional Development Information System (PDIS) at no charge. Local Early Childhood Councils (ECCs) host in-person trainings for providers in their catchment areas. Early Childhood Mental Health specialists provide trainings to specific child care facilities and to the community at large on a variety of topics such as temperament, how to respond to biting and other challenging behaviors, building resilience as a child care provider, working with parents, and others. In addition, community colleges and higher education institutions also offer training.

21. Are children receiving services through the Early Childhood Mental Health Specialists program referred to community mental health centers?

Yes, following parental consent, ECMH specialist services require that referrals be made to the local Community Mental Health Center or other community mental health provider for children identified as needing more intensive mental health treatment. The ECMH specialist

works with the family to understand the need for the referral and then follows up to ensure that the family has the support they need to connect with the new provider.

22. Please discuss early childhood suspensions and expulsions within the context of the transition of children with intellectual and developmental disabilities from Part C to Part B of the Individuals with Disabilities Education Act.

School districts determine eligibility for Part B preschool special education services before age three, and if the child is eligible, the school district and family create an Individual Education Plan (IEP). This IEP must be implemented no later than the child's third birthday. If there are social emotional or behavioral concerns that would possibly result in a higher risk of suspension or expulsion, they are addressed in the IEP.

23. What concerns does the department have about data privacy with regard to gathering suspension and expulsion data in early childhood settings?

Currently, the Department does not collect data on suspensions and expulsions. Should this become a requirement, the Department would have very little concern about data privacy. This data, similar to any data that would be collected on suspensions and expulsions, is protected using employee role-based access and secure login within the Department's data systems. This model is also used to protect Department data governed by Health Insurance Portability and Accountability Act (HIPAA), which is inclusive of personally identifiable information and personal health data.

24. Please provide feedback on the Staff recommendation concerning suspensions and expulsion in early care settings.

The Department believes that collecting data on expulsions only, without suspension or risk of expulsion data, is not sufficient. Expulsion is considered a lag measure. It is too late to address the root cause of the young child's challenging behavior and prevent expulsion.

The Department appreciates staff's thoughtful recommendations. The recommendations propose structural and systematic changes that include establishing a collection system, creating new committees and new programs. The Department recommends an interim step be pursued prior to initiating systematic changes. Taking time to understand the scope of the problem, causes to understand and effectively target prevention resources and support, data is needed from a defined representative sample on the utilization of suspensions and expulsions. This includes understanding which children are at risk for suspension and/or

expulsion and why, what conditions lead to providers taking the step to expel a child, what interventions reduce and prevent suspensions and expulsions, and what the family experiences.

The Department proposes pursuing the recommendations offered in the *Early Childhood Suspension and Expulsion: Study Design Recommendations (September 2016)*. The estimated cost of \$150,000 includes methods for a representative convenience sample of child care providers, focus group questions for providers and directors of programs, and focus group questions for parents. Findings will generate rates of suspension and expulsion to be used to inform policy and quality practices in child care.

The Department further proposes that the Early Childhood Leadership Commission continue to be the oversight body.

Home Visitation Programs

25. Please provide a summary of all home visitation programs throughout the state, including 2GRO, and explain whether or not each program is evidence-based. In addition, please explain the impact Tobacco Master Settlement funding will have on each program.



The Department funds five home visiting programs, all of them evidence-based. Voluntary home visiting provides individualized support focused on the parent and parent-child relationship in the safety of a family's home. It builds on family strengths, teaches them about child development, shares new ways to be successful in their role, helps families make the best use of sometimes limited means, and links them to health, education, and other community resources. Home visitors work with parents who are pregnant and/or parenting young children. Evidence-based home visiting programs have been rigorously evaluated and are consistently demonstrated to be one of the most effective social programs ever studied. These programs contribute to positive outcomes for children and families and significant cost savings for taxpayers. Voluntary participation in evidence-based home visiting is also linked to higher rates of employment, greater participation in education and job trainings, higher monthly incomes, and reductions in the use of welfare and cash assistance programs. The Results First Initiative, a partnership between the Colorado Office of State Planning and Budgeting (OSPB) and the Pew Charitable Trust, reviewed four Colorado home visiting programs and revealed the benefit to cost ratio to be as high as \$6.10 per \$1 invested.

Most Colorado home visiting programs are funded through the Department utilizing Federal, State, and Master Tobacco Settlement funds. Foundation and county funded programs are not

included in this overview. The five evidence-based home visiting programs funded through the Department are Healthy Steps, Home Instruction for Parents of Preschool Youngsters (HIPPY), Nurse-Family Partnership (NFP), Parents as Teachers (PAT), and SafeCare. The continuum offers families the opportunity to choose a program best matched to their specific needs, such as maternal and child health, optimal child development and school readiness, or positive parenting skills and the prevention of maltreatment.

Home visiting is offered in all 64 counties and serves approximately 7,554 families per year. 21 counties offer only the Nurse-Family Partnership model, which limits eligibility to low-income, first-time parents who enroll within 30 days of a child's birth. Therefore many families who would benefit from home visiting do not have access to home visiting programs. Figure 2 illustrates how each Home Visiting program is evidence-based.

Figure 2

OEC Evidence-Based Home Visiting Programs				
				
SafeCare	Nurse-Family Partnership	Healthy Steps	Parents As Teachers	Home Instruction for Parents of Preschool Youngsters
<u>Target Population</u> At-risk families with children birth-5 years in need of parent support, & who do not have child welfare court involvement.	<u>Target Population</u> Low income ($\leq 200\%$ of federal poverty level), first time parents who enroll within 30 days postpartum.	<u>Target Population</u> All families with children birth-3 years. Colorado prioritizes low-income families identified by their doctors as high risk & rural families.	<u>Target Population</u> Families with children prenatal-5 years, low income, single parents, low educational attainment, & children with disabilities.	<u>Target Population</u> Families with children 3-5 years, low income, low educational attainment, limited English proficiency, single & teen parents.
<u>Description</u> In-home, direct skills training for parents & caregivers in the areas of home safety, child health, & parent-child interactions. Provide resource & referral information.	<u>Description</u> Health promotion to support delivery of healthy babies. Promote parenting knowledge & strong mother-child relationships. Support parents to reach goals in education & employment.	<u>Description</u> Services provided at clinic & home. Focus on child safety, health & development. Includes positive parenting techniques to address challenging child behaviors.	<u>Description</u> Increase parent knowledge of early childhood development & increase school readiness. Support parents to reach goals in education & employment.	<u>Description</u> Peer-to-peer model. 30 week curriculum with a focus on early literacy. Includes group meetings to build community.
<u>Provider</u> Majority have Bachelor's Degree	<u>Provider</u> Nurse	<u>Provider</u> Majority have Behavioral Health Degree	<u>Provider</u> Majority have Bachelor's Degree	<u>Provider</u> Parent of a preschooler
<u>Results First</u> Benefits to Cost Ratio N/A*	<u>Results First</u> Benefits to Cost Ratio \$3.80	<u>Results First</u> Benefits to Cost Ratio \$2.60	<u>Results First</u> Benefits to Cost Ratio \$1.50	<u>Results First</u> Benefits to Cost Ratio \$6.10

*The Department opted to exclude SafeCare from the Results First Initiative because the program was in pilot phase.

Summary of 2 Generations Reaching Opportunity (2GRO) FY 2017-18 Decision Item

2GRO is an innovative two-generation (2Gen) strategy that will augment evidence-based home visiting programs in one or more communities by forging a sustainable path out of poverty for parents with young children. 2GRO is evidence-informed approach consistent with Governor Hickenlooper's priority to support families using two-generation strategies and will serve 125 – 175 families per year. Core components of the two-generation approach are education, employment pathways, economic assets, health and well being, and social capital.

This two-generation program was based on research from the Annie E. Casey Foundation (AECF) Centers for Working Families® showing that clients who receive bundled services are three to four times more likely to achieve a major economic outcome (such as staying employed, earning a vocational certification, associate's degree or buying a car) than clients receiving only one type of service.

Despite an array of programs that support efforts to combat poverty (such as GED services, Pell grants, workforce services, Colorado Works and other public assistance, home visiting, family support programs, and subsidized child care), Colorado has 190,000 children living in poverty. The 2GRO initiative will partner community leaders in Health and Human Services, Workforce Services, Higher Education, the Community College System, Early Childhood and Preschool Programming, the non-profit sector, and state staff to re-align local systems to better support low-income families. Its focus is to help families obtain services designed to increase their earning capacity through higher education and new employment. As caregivers pursue education or training, children will concurrently receive high-quality education, child care and school readiness supports.

The 2GRO partners will connect families to financial literacy and programs that build and protect family assets, such as workforce programs and health insurance. Social capital will be built through parent group meetings, mental health consultation, and by connecting families to resources that build strong parent-child relationships and promote parent engagement in early childhood.

Community college advisors will help parents understand Pell Grants and scholarships and facilitate access to short-term college certificate programs in high-demand industries to provide a fast path to middle wage jobs. Skills for budgeting and money management will help families afford returning to school and plan for reductions in state benefits as their incomes rise. Assistance with resume writing, interviewing, and employer expectations will help families sustain employment. Services provided through 2GRO will also help employees seeking a highly trained workforce and will contribute to economic growth in Colorado.

2GRO is also consistent with recommendations from a 2014 U.S. Department of Labor (USDOL) evaluation report, *What Works in Job Training: A Synthesis of the Evidence*. This report states “Lower-skilled individuals and those with multiple barriers to employment benefit from coordinated strategies across systems, and flexible, innovative training strategies that integrate the education, training, and support services they need to prepare for and succeed in the workplace.”

The Department of Human Services believes 2GRO will increase children’s success in school, increase parental education and employment, and increase family wages and the potential to pay taxes, while decreasing public benefits utilized by families after they find employment.

The 2GRO request includes an evaluation component to determine if project goals of improving child and parent education, improving parental employment, and improving the efficiency and effectiveness of community programs tasked with reducing poverty, were met.

Tobacco Master Settlement Funding

The Tobacco Master Settlement impacts the Nurse Home Visitor Program (NHVP), which provides funding for 85% of the Nurse-Family Partnership (NFP) home visiting capacity of 3,515 families. NFP reaches approximately 30% of low-income first-time parents across all Colorado counties. In anticipation of the fiscal cliff and for long-term program sustainability, House Bill 16-1408 was enacted on May 4, 2016. This bill modified and streamlined the allocation of the Tobacco Master Settlement funds and designated 26.7% of the total Tobacco Master Settlement annual allocation to NHVP beginning in 2016-17 and every year thereafter. It also removed the annual limitation of 5% maximum roll forward of unexpended funds annually. The intent of HB 16-1408 was to ensure sustainability of the Nurse Home Visitor Program until 2027.

10:20-10:35 BREAK

10:35-11:40 DIVISION OF CHILD WELFARE

Child Welfare Programs and Funding

26. Please provide an in-depth discussion about what is driving the increase in child welfare referrals.

During the last several years, the Department has engaged in substantial efforts to raise awareness and increase reporting of child abuse and neglect.

In 2015, as part of Governor Hickenlooper's child welfare plan "Keeping Kids Safe and Families Healthy," the Department, in partnership with more than one hundred community partners throughout the state launched a multi-year child abuse and neglect public awareness campaign to engage all Coloradans in the recognition and reporting of child abuse and neglect. This campaign promoted the new Colorado Child Abuse and Neglect Hotline 1-844-CO-4-KIDS (1-844-264-5437). This comprehensive effort includes shared messaging, grassroots outreach, media relations, billboards, television commercials, social media, and toolkit materials to help county agencies and community partners raise awareness. The State expanded the number of professionals required to report suspicions of child abuse and neglect and developed on-line training for mandatory reporters.

Every year the campaign reaches over 100 million impressions encouraging Coloradans to get involved and play a role in the prevention of child abuse and neglect. During FY 2015-16, the campaign delivered over 127 million impressions which have undoubtedly influenced an increase in calls from concerned Coloradans reporting suspected child abuse and neglect.

The increase is due to growth in the child population of the State and has accelerated as a result of these public awareness efforts.

27. Please explain the county child welfare block grant allocation formula and the frequency at which the county allocations are recalculated.

Each year, the Child Welfare Allocations Committee (CWAC) reviews and votes on the allocation formula. CWAC consists of eleven members, eight of whom are appointed by a statewide association of counties (one of whom must be a representative from the county that has the greatest percentage of the state's child welfare caseload) and three members who represent the Department.

Pursuant to 26-5-104, C.R.S. (2016), "(3) Allocation formula. (a) For state fiscal year 1997-98, and for each state fiscal year thereafter, the state department, after input from the child welfare allocations committee, shall develop formulas for capped and targeted allocations that shall include, effective for state fiscal year 1998-99, the estimated caseload for the delivery of those specific child welfare services to be funded by the moneys in such capped or targeted allocations."

The Child Welfare Block Allocation formula currently has seven factors and three incentives. Each driver and incentive is summarized in Table 4 with their data sources reported. Seven factors (or drivers) distribute 98.0% of the block allocation. Each factor distributes a specific

percentage of the total amount distributed as follows in Table 4: Child Welfare Block Allocation Formula.

Table 4: Child Welfare Block Allocation Formula

Factor	Definition	Percentage
1 - Child/Adolescent Population Ages 0-17	Number of children and adolescents under the age of 18 as projected by the State Demography Office, Department of Local Affairs for the reporting period. Data reflect the most current projections available.	15%
2 - Child Poverty	Number of children and adolescents under the age of 18 by county as estimated by the U.S. Census Bureau Small Area Income & Poverty Estimates (SAIPE). Data reflect the most current estimates available.	10%
3 - Average Program Services Cost with Administrative Services	A 3-year rolling average of payments made for 100% Child Welfare County Administration, 80/20 Child Welfare County Administration (including Random Moment Sampling and Emergency Assistance Maintenance of Effort, Special Circumstances Child Care, and Case Services for Foster Care).	40%
4 - Average Foster Care Paid Days	A 3-year rolling average of days paid for child maintenance or room and board for foster care placements during the reporting period.	15%
5 - Average Congregate Care Paid Days	A 3-year rolling average of days paid for child maintenance or room and board for congregate care placements during the reporting period.	5%
6 - Average Subsidized Adoption Days Paid	A 3-year rolling average of days paid for child maintenance for subsidized adoptions and relative guardianships during the reporting period.	10%
7 - Average New Adoptions	A 3-year rolling average of the number of adoptions finalized in the reporting period; includes adoptions that are Medicaid Only.	5%

The remaining 2% of the block allocation is distributed through performance on three incentive measures. Each incentive distributes 1/3 of the total 2% and incentive performance is determined on a quarterly basis. Definitions and goals for each incentive are shown in Table 5: Child Welfare Block Allocation Incentives Formula.

Table 5: Child Welfare Block Allocation Incentives Formula

Incentive	Definition	Goal
1 - Permanency	Percentage of children in traditional cases who achieved permanency during the period.	95%
2 - Absence of Maltreatment Recurrence	Percentage of children without recurrence of maltreatment within six months.	94.6%
3 - Timeliness of Assessment Closure	Percentage of assessments closed within 60 days.	90%

The formula also includes a maximum year-to-year reduction of 3% to any single county. Finally, 4% of the allocation for balance of state counties is held in reserve to help mitigate end-of-year over-expenditures for these counties.

28. Please provide by-county data on child welfare referrals, assessments, open involvements, and out of home placements. How does the distribution of these workload measures compare with annual county block grant allocations? How are these measures used in the allocation formula?

Table 6 that follows provides a three-year annual average of county level data on child welfare referrals, assessments, open involvements and out of home placements. It also provides each county's fiscal year (FY 2015-16) allocation and expenditures.

The allocation formula is not based on a caseworker's activities or "workload," however 40% of the allocation is driven by administrative costs including caseworker salaries. The allocation considers the cost of out of home care, but does not include the cost associated with keeping children safe who are not in out of home care. The closest workload factors that relate to the allocation are "Average Foster Care Paid Days" and the "Average Congregate Care Paid Days" (as shown in the table in response to question #27). These two components, combined, make up 20% of the child welfare block allocation formula.

Table 6: Colorado County Child Welfare Data for FY 2013 through FY 2016

Three Year Average (FY 2013-14; FY 2014-15; FY 2015-16)					FY 2015-16	FY 2015-16
County	Referrals *	Assessments *	Open Involvement Caseload*	Out of Home Placement **	Allocation	Expenditure
Adams	9027.7	3417.7	2059.0	549.0	\$ 34,865,283	\$ 32,166,921
Alamosa	482.3	290.3	275.0	62.3	\$ 2,446,758	\$ 2,747,131
Arapahoe	9577.0	3730.7	2258.3	441.3	\$ 32,353,004	\$ 28,398,892
Archuleta	263.0	78.3	86.7	6.0	\$ 831,087	\$ 683,129
Baca	68.0	19.7	18.7	5.3	\$ 350,292	\$ 230,612
Bent	96.7	50.3	46.7	11.0	\$ 597,101	\$ 405,960
Boulder	4466.7	1655.3	604.7	133.3	\$ 15,272,723	\$ 16,129,777
Broomfield	703.7	206.0	114.3	30.7	\$ 2,431,259	\$ 2,188,083
Chaffee	229.0	78.3	84.0	19.0	\$ 860,269	\$ 986,042
Cheyenne	26.3	10.7	8.7	2.0	\$ 228,843	\$ 158,959
Clear Creek	139.0	66.0	60.3	10.0	\$ 747,721	\$ 1,055,379
Conejos	100.7	43.7	87.3	20.7	\$ 767,688	\$ 758,444
Costilla	70.0	41.0	51.0	15.3	\$ 384,338	\$ 734,234
Crowley	66.0	21.3	41.3	13.3	\$ 412,473	\$ 435,359
Custer	18.0	10.0	3.0	1.3	\$ 228,538	\$ 249,804
Delta	349.3	148.0	140.7	39.0	\$ 1,981,954	\$ 2,222,922
Denver	9143.7	3353.0	2563.0	917.3	\$ 52,630,976	\$ 57,655,904
Dolores	22.7	16.7	7.3	2.3	\$ 227,577	\$ 158,472
Douglas	3353.0	1056.0	450.0	97.0	\$ 8,167,171	\$ 6,429,850
Eagle	540.0	191.7	97.0	9.3	\$ 1,958,620	\$ 1,884,113
El Paso	14250.3	5195.7	2683.3	753.0	\$ 43,336,131	\$ 45,705,785
Elbert	225.3	83.0	89.7	15.7	\$ 1,342,199	\$ 1,314,149
Fremont	1092.7	497.0	457.7	101.3	\$ 4,141,749	\$ 3,950,277
Garfield	906.7	440.3	216.7	41.0	\$ 3,161,087	\$ 3,375,034
Gilpin	73.7	36.0	32.0	10.3	\$ 494,763	\$ 809,796
Grand	125.7	40.7	25.0	4.3	\$ 581,911	\$ 621,958
Gunnison	188.3	73.7	50.7	11.3	\$ 770,679	\$ 742,887
Hinsdale	9.3	2.3	1.0	0.0	\$ 30,977	\$ 39,195
Huerfano	172.7	113.3	88.0	22.7	\$ 687,033	\$ 1,059,049
Jackson	8.3	3.3	3.0	0.3	\$ 226,721	\$ 149,089
Jefferson	7552.7	3551.7	1849.7	539.0	\$ 28,684,668	\$ 29,989,604
Kiowa	25.3	11.3	15.7	6.3	\$ 228,160	\$ 215,134
Kit Carson	158.3	59.0	35.3	7.3	\$ 389,689	\$ 514,508

Three Year Average (FY 2013-14; FY 2014-15; FY 2015-16)					FY 2015-16	FY 2015-16
County	Referrals *	Assessments *	Open Involvement Caseload*	Out of Home Placement **	Allocation	Expenditure
La Plata	946.3	274.0	259.3	38.7	\$ 2,298,667	\$ 551,403
Lake	157.3	48.0	26.0	5.7	\$ 610,361	\$ 2,137,731
Larimer	6467.3	1714.3	1953.3	177.0	\$ 16,362,376	\$ 16,606,637
Las Animas	254.7	116.0	114.7	40.0	\$ 1,211,700	\$ 1,317,977
Lincoln	84.7	36.7	51.3	13.7	\$ 936,564	\$ 1,071,995
Logan	517.7	188.7	179.3	39.7	\$ 2,370,909	\$ 2,718,667
Mesa	3660.0	1565.0	807.7	223.7	\$ 13,733,926	\$ 13,937,717
Mineral	2.7	0.7	2.3	0.3	\$ 28,898	\$ 41,719
Moffat	435.3	159.7	95.7	16.3	\$ 1,161,148	\$ 1,207,805
Montezuma	388.0	239.0	126.3	20.0	\$ 1,757,468	\$ 1,847,683
Montrose	696.3	258.3	264.7	50.3	\$ 3,061,393	\$ 3,388,817
Morgan	544.0	194.0	237.7	59.7	\$ 3,236,173	\$ 2,989,829
Otero	368.3	160.3	139.0	44.0	\$ 1,567,124	\$ 1,491,486
Ouray	30.3	10.3	9.0	2.0	\$ 229,411	\$ 153,036
Park	169.7	57.0	28.3	5.7	\$ 688,335	\$ 650,835
Phillips	70.3	24.0	16.7	5.7	\$ 278,114	\$ 362,221
Pitkin	160.0	50.3	24.7	1.3	\$ 418,968	\$ 381,561
Prowers	206.7	118.0	85.3	10.0	\$ 1,099,285	\$ 925,580
Pueblo	2042.7	986.7	873.0	319.3	\$ 13,474,786	\$ 13,076,156
Rio Blanco	116.3	66.3	54.0	9.3	\$ 613,043	\$ 622,354
Rio Grande	226.0	95.0	85.3	16.0	\$ 1,111,041	\$ 1,152,171
Routt	229.7	110.0	35.3	4.3	\$ 758,735	\$ 787,292
Saguache	122.3	71.3	59.3	6.7	\$ 651,863	\$ 758,212
San Juan	5.3	1.0	3.7	0.7	\$ 29,262	\$ 17,797
San Miguel	70.0	25.7	17.0	3.3	\$ 281,981	\$ 286,900
Sedgwick	46.7	15.0	5.0	0.3	\$ 229,336	\$ 201,965
Summit	218.3	71.3	36.3	6.0	\$ 813,709	\$ 964,424
Teller	426.0	164.3	90.0	20.3	\$ 1,816,012	\$ 1,556,365
Washington	67.3	29.3	26.7	4.3	\$ 506,908	\$ 375,198
Weld	5254.3	1755.0	916.3	158.7	\$ 18,950,859	\$ 8,954,162
Yuma	206.7	105.0	70.3	9.0	\$ 698,701	\$ 609,512

Data Source:

* Colorado Child Welfare Results Oriented Management Reports

** Colorado Child Welfare Trails system

29. Please discuss the department's sustainability plan for Title IV-E Waiver interventions if the federal waiver program is not reauthorized.

Sustainability has been a focus since the inception of the Colorado Title IV-E Waiver Demonstration Project (waiver). The Department and the Administration of Children and Families' (ACF) intention is to use the extra funds provided in the waiver as seed money to fund positive, sustainable change in child welfare practice. The waiver's goal is to reshape how the child welfare system supports families by reducing reliance on costly congregate care and foster care placements. This includes reinvesting the unspent funds into increasing access to trauma-informed treatment, preventive services, and home-based care.

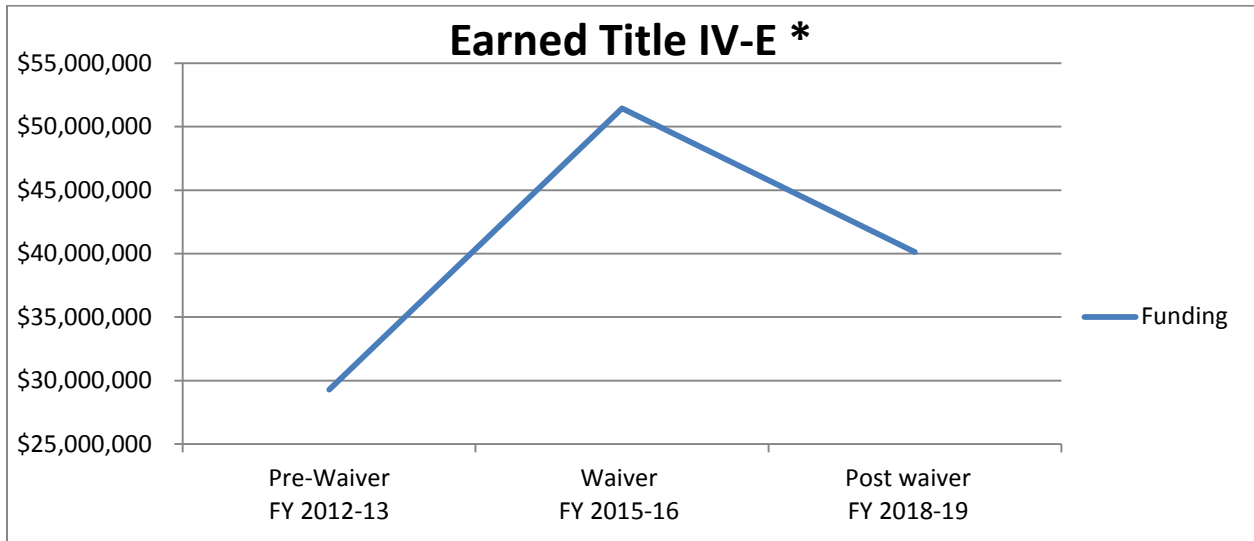
Intervention sustainability is the largest conversation that the project contributors (State, county, and stakeholders) are focusing on this year. Identifying and addressing systemic barriers is an ongoing part of waiver oversight. Some examples of sustainability activities underway are: efforts to blend child welfare and Medicaid dollars to pay for the trauma interventions (parsing out medical insurer billable services and child welfare process services); a seven (7) county consortium was awarded a Substance Abuse and Mental Health Services Administration (SAMHSA) grant to further their resiliency center work; exploring a potential demonstration extension as a transitional support; and an exploration of which waiver intervention has the greatest impact per cost.

Once the waiver ends, counties will have to rely on their existing Child Welfare Services and/or Family and Children's Programs allocations to serve Colorado's children and families. It is the expectation of the Department and the ACF that five years of extra funds from Colorado's waiver will be enough time and funds for the counties to incorporate the needed change to reshape existing practice.

30. How do the 5-year Title IV-E Waiver funds compare with what the State earned from Title IV-E prior to the waiver? If Title IV-E Waivers are not reauthorized by the federal government, what does the State anticipate to earn in Title IV-E revenue after the waiver expires?

Table 7: Earned Federal Title IV-E Funds shows a comparison with what the State earned in federal Title IV-E funding prior to the waiver, in the second year of the waiver and anticipated earnings post waiver.

Table 7: Earned Federal Title IV-E Funds



*Excludes State administration, training, and Trails earned Title IV-E as federal reimbursement for these expenditures are calculated outside of the waiver.

In FY 2012-13 (prior to the waiver), Colorado earned \$29.3 million for out of home maintenance and county administration. In FY 2015-16, Colorado earned \$51.5 million in Title IV-E while in the waiver. Approximately \$11.3 million of the \$51.5 million Title IV-E earned in FY 2015-16 was to fund waiver interventions which include Family Engagement, Kinship Support, Permanency Roundtables, Trauma-Informed Assessment, and Trauma-Focused Treatment.

Unless Colorado is granted a one-year extension from the federal government, the Department anticipates an estimated \$9 to \$12 million reduction in Title IV-E funding used in the Child Welfare Block for waiver interventions in FY 2018-19. Any extension beyond FY 2018-19 will require congressional approval to remove the current sunset.

31. How many new county level child welfare staff positions were created from allocations to county from the County Level Child Welfare Staffing block grant? How many of these positions have been filled? If there are vacancies, please provide reasons why. For those positions that have been filled, has there been any turnover? If yes, please provide reasons why.

All 184.25 positions were filled as of November 1, 2016.

Turnover data specific to the 184.25 FTE is not tracked. However, as reported in the November 1, 2016 Request for Information #14 (RFI #14) to the Joint Budget Committee, the counties reported an overall statewide turnover of 293 county child welfare staff out of 2,020 total county child welfare supervisor, caseworker and case aide positions. RFI #14 also included detailed reasons provided by each county for these vacancies.

32. Please discuss how the expansion of the workforce at the county level has impacted county need for support, technical, and management staff.

For each FTE allocated to a county under SB 15-242, the county received \$5,000 for administrative setup costs for the first year and \$1,000, per FTE, each subsequent year thereafter for administrative support.

The Department is not aware of an increased need for administrative and managerial supports at the county level. However, through SB 16-201, the Child Welfare Allocations Committee (CWAC) is recommending increased technical support in the form of additional training funds at the county and State level.

33. Is it possible to collect data in Trails about the type of drug used by the parent in instances of open child welfare cases?

Beginning in July 2017, the modernized statewide automated child welfare information system (Trails) will capture the specific substance type.

34. In what type of case would the use of recreational marijuana lead to a referral, assessment, or open child welfare case? What impacts from marijuana use have counties seen on children?

When a county receives a referral alleging substance misuse or abuse including, but not limited to, marijuana, counties screen-in a referral for assessment when the allegation meets criteria set forth in 12 CCR 2509-2, 7.103.6. This rule directs the county to consider the parental misuse/abuse of prescription medication, alcohol, and/or other substances that impairs a parent's ability to meet their child's needs. The interventions are focused on the substance's direct impact to the infant, child or youth, and/or the substance's impact on the parent's ability to provide a safe, secure, and nurturing environment for their infant, child or youth.

Reports of recreational marijuana use that may lead to child welfare involvement include, but are not limited to, when:

- Use of marijuana by a parent, guardian, relative or adult who cares for the child threatens or results in harm to the child's health or welfare;
- A newborn tests positive for marijuana at birth;
- There is a reasonable suspicion that pediatric exposure or ingestion of marijuana has threatened or resulted in harm to the child's health or welfare; and/or
- The manufacture, distribution, production, cultivation practices of marijuana is suspected of creating an environment that is injurious to the child through exposure to a specific hazard.

The federal Adoption and Foster Care Analysis and Reporting System (AFCARS) data from federal fiscal years (FFY) 2012 through 2016 indicates counties have experienced an upward trend in removals (children placed in out of home care) related to parental drug use. AFCARS does not indicate which substances are involved, so the Department is unable to extrapolate marijuana use specifically.

Tony Grampas Youth Services Program

35. What oversight does the department provide for the Tony Grampas Youth Services (TGYS) Program? How does the department determine if the programs funded through TGYS Program grant awards are having a positive impact on the people served?

Through a contract with Colorado State University (CSU), the Department determines if the programs funded through the Tony Grampas Youth Services Program (TGYS) are having a positive impact on the people served. This contract requires CSU to provide evaluation tools with pre- and post- tests to all grantees, collect data from the grantees, and compile the data into an annual TGYS report as well as a report for each grantee. CSU provides information from the annual report to the TGYS Board through in-person presentations and in written reports. The most recent report for FY 2015-16 was presented to the TGYS Board on November 18, 2016. These reports can be found on the TGYS website located at <https://sites.google.com/a/state.co.us/cdhs-dcw/home/programs/TGYS>.

In addition, the Department provides oversight to TGYS by conducting on-site visits to monitor and provide technical assistance to all grantees. The statutorily required TGYS Board also assists the Department in providing this oversight.

36. How were the eligible applicants for Tony Grampsas Youth Services Program grants, as defined in statute, determined? Specifically, why is the program restricted to nonsectarian schools?

The Tony Grampsas Youth Services Program (TGYS) was originally created in statute through HB 00-1342. The restriction on nonsectarian schools was a part of the original legislation. The Department is not aware of the legislative history of this provision.

26-6.8-101, C.R.S. (2016) provides definitions of terms used in the statutes governing TGYS (26-6.8-101 through 106, C.R.S.). 26.8-101(2), C.R.S. defines "Entity" which can receive TGYS funding as "...a local government, a Colorado public or nonsectarian secondary school, a group of public or nonsectarian secondary schools, a school district or group of school districts, a board of cooperative services, an institution of higher education, the Colorado National Guard, a state agency, a state-operated program, or a private nonprofit or not-for-profit community-based organization."

11:40-12:00 GENERAL QUESTIONS

37. Why is there not a request for a community provider rate adjustment included in the department's budget request?

The Department did not request a community provider rate adjustment in the FY 2017-18 budget request based on the State's current budget situation. The State budget did not have sufficient General Fund for an increase, and a decrease was not needed to balance the budget.

38. Does the department anticipate any changes to federal law that will impact any programs supervised or administered by the department?

The Department anticipates potential changes to federal law affecting funding specifically related to:

- Changes in the Affordable Care Act and/or Medicaid and Medicare funding could have sweeping impacts. A reduction in the number of Coloradans who have health insurance would increase pressure on existing Substance Abuse Prevention and Treatment and Mental Health Services Block Grant funds as well as General Fund appropriated to substance use disorder and mental health treatment. Changes in Medicaid or Medicare funding could affect funding for care in the Veterans Community Living Centers, Mental Health Institutes and Regional Centers.
- Elimination of the Social Services Block Grant has been contemplated by Congress in recent years. If it were to be repealed, it would mean a loss of \$26 million of funding, used

for child welfare services, administrative expenses for Adult Protective Services, and Colorado Child Care Assistance Program funding that provides assistance to low-income families enrolled in the Colorado Works Program.

39. Please explain what type of training was funded through the Training line item in the Executive Director's Office, and why this training is no longer needed.

The Department no longer provides Executive Development Institute (EDI) and Leadership Development Institute (LDI) training to external entities. The Staff Training line item in the Long Bill is a cash funded line that allowed the Department to charge external entities to attend Department training events. Removal of this spending authority in the line is a technical cleanup intended to remove a line that has not been used in at least five years.

The Department provides its employees training via the newly implemented Cornerstone Online Learning Management System. The Department also provides leadership development training for its current employees, and managerial training for newly hired and promoted supervisors.

40. Section 24-75-1104.5 (1.3) (a.5) (II), C.R.S., requires the amount of money received in April 2017 and allocated to programs for FY 2017-18 be reduced by \$15.0 million in order to reduce the accelerated payment prior to the reduction of the April 2018 payment due to the elimination of the strategic contribution payment. Please discuss the impact on the Departments program of the FY 2017-18 funding reduction pursuant to Section 24-75-1104.5 (1.3) (a.5) (II), C.R.S.

The Department has two programs funded by Tobacco Master Settlement Fund, which includes the Tony Grampasas Youth Services (TGYS) and the Nurse Home Visitor Program (NHVP).

TGYS

The Tobacco Master Settlement Funds for the Tony Grampasas Youth Services (TGYS) Program is based on the statutorily defined rate of 7.5% of the State's share of the Tobacco Master Settlement Agreement (MSA). The rate is defined by 24-75-1104.5(1.7)(e), C.R.S. (2016).

The next 3 year grant cycle will begin in FY 2017-18. TGYS currently has 79 grantees. The reduction of \$1,125,000, or 7.5%, would reduce the amount of funding for each grantee and/or the number of grantees that can be funded in the upcoming grant cycle.

The TGYS Board will make final funding decisions, including amounts and priorities. Some grantees, particularly those for which this is the sole or major funding source, would not be able to serve as many children and youth and/or may need to reduce staff or other cost after a reduction of funding.

NHVP

The Tobacco Master Settlement annual allocation for the Nurse Home Visitor Program (NHVP) is based on the statutorily defined rate of 26.7% of the State's share of the Tobacco Master Settlement Agreement (MSA). The rate is defined by 24-75-1104.5 (1.7)(a), C.R.S.

House Bill 16-1408 increased the percentage of Tobacco Master Settlement funds allocated to the NHVP and eliminated the cap on the amount that can be rolled forward each year. The goal of the statute change was to keep the NHVP, which provides annual awards to 22 local implementing agencies, sustainable until 2027 in light of projected declines in total Tobacco Master Settlement revenue.

The impact of a reduction of \$4,005,000 in FY 2017-18 would be decreased service capacity and/or decreased funding to local implementing agencies in FY 2021-22. This reduction will impact the programs' sustainability over the long term in all 64 counties.

ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED

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

Office of Community Access and Independence

Colorado Veterans Community Living Centers (CVCLC)

HB 16-1112 established a pilot program to train veterans how to train their own service dogs. As required by HB 16-1112, the Department issued a Request for Proposals (RFP) to create the pilot program and the vendor has been selected. Although HB 16-1112 anticipated the Department contracting with two non-profit agencies, only one bidder responded to the RFP.

2. **If the Department receives federal funds of any type, please respond to the following:**
- a. **Please provide a detailed description of any federal sanctions or potential sanctions for state activities of which the Department is already aware. In addition, please provide a detailed description of any sanctions that MAY be issued against the Department by the federal government during FFY 2016-17.**

Office of Economic Security

Division of Employments and Benefits

Work Participation Rate (WPR): The Department has received notice from the U.S. Department of Health and Human Services that Colorado did not meet the Work Participation Rate (WPR) for the Temporary Assistance for Needy Families (TANF) program in federal fiscal years 2012-2015. The federal Administration for Children and Families notified the Department on December 15, 2016, "The Federal government calculates the base penalty amount by applying the regulations at 45 CFR 261.50 to the data submitted by the Department. Because Colorado was subject to a penalty for failure to meet the participation rate in the immediately preceding fiscal year, the base penalty is last year's penalty amount plus two percent of the FY 2015 adjusted state family assistance grant. The Federal government (Administration for Children & Families) then reduces the penalty based on the degree of the State's noncompliance, in accordance with regulations at 45 CFR 261.51."

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

- b. **Are expecting any changes in federal funding with the passage of the FFY 2016-17 federal budget? If yes, in which programs, and what is the match requirement for each of the programs?**

The Offices of Behavioral Health, Community Access and Independence and Early Childhood expect changes in federal funding with the passage of the federal fiscal year 2016-17 budget. These expected changes are shown in Table 8: FFY 2016 Federal Budget – Anticipated Changes.

Table 8: FFY 2016 Federal Budget - Anticipated Changes

Office	Grant Name	FFY 2015-16 Amount	FFY 2016-17 Anticipated Amount	Anticipated Change from FFY 2015-16	Match Requirements
Office of Behavioral Health	Mental Health Services Block Grant	\$8,482,852	\$8,373,549	(\$109,303)	No Match Requirements
Office of Behavioral Health	Homeless Path Grant	\$1,019,638	\$1,019,000	(\$638)	3 to 1 Federal to State and local match requirement
Office of Community Access and Independence	Older Americans Act	\$16,296,960	Potential increase due to federal reauthorization changes to hold harmless clause. Amount unknown.	Unknown	5% of grant for program expenditures and 25% for administrative expenditures
Office of Early Childhood	Community Based Child Abuse Prevention	\$671,301	\$803,124	\$131,823	No match requirement
Office of Early Childhood	Individuals with Disabilities Education Act (IDEA Part C)	\$6,925,712	\$7,264,385	\$338,673	No match requirement

Office	Grant Name	FFY 2015-16 Amount	FFY 2016-17 Anticipated Amount	Anticipated Change from FFY 2015-16	Match Requirements
Office of Early Childhood	Child Care and Development Fund	\$73,238,719	\$72,994,694 This award was issued under a continuing resolution and is subject to change when the federal budget is finalized.	(\$334,025)	The matching grant portion of the award (\$28,614,301) is subject to match at the Federal Medical Assistance Percentage (FMAP) rate.

3. Does the Department have any **HIGH PRIORITY OUTSTANDING** recommendations as identified in the "Annual Report of Audit Recommendations Not Fully Implemented" that was published by the State Auditor's Office and dated June 30, 2016 (link below)? What is the department doing to resolve the **HIGH PRIORITY OUTSTANDING** recommendations?

http://leg.colorado.gov/sites/default/files/documents/audits/1667s_annual_report_-_status_of_outstanding_recommendations_1.pdf

The Office of the State Auditor identified 8 recommendations as a “high priority” for the Colorado Department of Human Services: SNAP (2), TANF (2), Child Care (2), and Vocational Rehabilitation (2). Of the following recommendations, the Department is currently tracking 2 recommendations as partially implemented and 4 recommendations as fully implemented since June 30, 2016. Note the Colorado Department of Labor and Employment will respond to the 2 high priority recommendations for the Vocational Rehabilitation Program.

Office of Economic Security

Supplemental Nutrition Assistance Program (SNAP)

2015-053A (implemented): The Program received confirmation from the federal Food and Nutrition Services Division (FNS) in November 2016 stating that they are closing the payment error rate (PER) corrective action plan (CAP) as long as Colorado’s PER stays below the national average. The Program held monthly CAP meetings and monthly

Colorado Food Assistance Matters meetings, got all 10 of the large counties to implement a version of pre-authorization reviews, conducted webinars, and implemented mandatory statewide training in order to achieve compliance with this recommendation.

2015-053B (implemented): The Program conducted statewide training in May 2016 and had 3 counties not complete that training. The Program re-opened the training for those counties in September 2016. All 64 counties have now completed the mandatory training, which produced a 9.8 point increase in knowledge statewide from the pre-assessment to the post-assessment.

Temporary Assistance for Needy Families (TANF)/Colorado Works Program

2015-055A (partially implemented): The Program began monitoring the counties for compliance with correctly reporting work countable activity hours in the Colorado Benefits Management System (CBMS) in March 2016 and will continue its monitoring through 2020. Monitoring includes case file reviews performed by the Office of Performance and Strategic Outcomes that includes elements identified in the audit report, county- and State-level reports worked by Program and county staff to ensure complete and accurate data entry for the federal work participation rate (WPR), and management evaluations that are performed regularly by Program staff to also address elements identified in the audit report.

2015-055B (implemented): The Program provided county caseworker trainings statewide. Training included several sessions at the Professional Development Academy in May 2016 that continue to be addressed in the Building and Expanding Foundations classes, several Coaching for Success regional trainings held around the State from January 2016 through July 2016, and several Thursday Think Tank web-based trainings held from July 2015 through May 2016 that cover case management activities.

Office of Early Childhood

Colorado Child Care Assistance Program (CCCAP)

2015-056A (implemented): Counties are notified of required trainings regarding compliance with the CCCAP program and attendance is tracked through attendance sheets to ensure that a representative from each county attends. Trainings are based on issues identified in the audit report, issues identified through the Quality Assurance (QA) process, and on recent rule and legislative changes. Counties that are out of compliance are notified of the requirement and offered subsequent dates for the training. The most recent example is training in August 2016 for new rules that went into effect in September 2016, which all counties ultimately attended.

2015-056B (implemented): The rule requiring counties to conduct audits of their own cases has been removed, effective in September 2016. Counties are now required to respond to the Program with audit resolutions based on their QA findings. Program staff follow up on the QA findings to ensure that counties make the necessary corrections and confirm that updates were also made in the Child Care Automated Tracking System (CHATS).

- 4. Is the department spending money on public awareness campaigns? What are these campaigns, what is the goal of the messaging, what is the cost of the campaign? Please distinguish between paid media and earned media. Do you have any indications or metrics regarding effectiveness? How is the department working with other state departments to coordinate the campaigns?**

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

- 5. Based on the Department's most recent available record, what is the FTE vacancy and turnover rate by department and by division? To what does the Department attribute this turnover/vacancy?**

Table 9 illustrates the Department of Personnel and Administration FY 2015-16 Classified Employee Turnover data for the turnover rate for the Department of Human Services.

Table 9: DPA FY 2015-16 Classified Employee Turnover

Department of Human Services: Summary of Classified Staff Turnover for FY 2015-16 by Division										
FY 2015-16 Separations By Division				Separation Type			Employees in Quartile of Class Salary Range			
Division	Separations	Total Employees	Turnover Rate	Voluntary ³	Involuntary	Retire	1st	2nd	3rd	4th
COLO. MENT HEALTH INST F LOGAN	66	327	20.2%	41	6	19	27	20	15	4
COLO. MENT HEALTH INST PUEBLO	195	1,288	15.1%	132	31	32	140	28	17	10
DEPARTMENT OF HUMAN SERVICES ¹	204	1,541	13.2%	134	32	38	127	29	28	20
DIRECTOR OF STATE NURSING HOME	1	10	10.0%	1	0	0	0	0	1	0
DIV OF YOUTH CORRECTIONS	227	1,191	19.1%	170	40	17	190	19	8	10
FITZSIMONS STATE NURSING HOME	65	314	20.7%	45	16	4	31	14	13	7
GRAND JUNCTION REGIONAL CTR	48	295	16.3%	24	7	17	30	3	12	3
OBH-COMMUNITY BEHAVIORAL HLTH	3	70	4.3%	2	0	1	2	0	1	0
PUEBLO REGIONAL CENTER	75	247	30.4%	51	21	3	69	2	4	0
WHEAT RIDGE REGIONAL CENTER	143	484	29.5%	105	26	12	105	20	14	4
STATE VET CENTER AT HOMELAKE	14	94	14.9%	11	2	1	11	2	0	1
VET NURSING HOME AT FLORENCE	37	179	20.7%	27	8	2	29	6	1	1
VET NURSING HOME AT RIFLE	43	139	30.9%	34	6	3	27	6	4	6
WALSENBURG VET NURSING HOME	0	1	0.0%	0	0	0	0	0	0	0
Department Total²	1,121	6,180	18.1%	777	195	149	788	149	118	66

¹Department of Human Services data includes the Executive Directors Office, the Office of Administrative Solutions, the Office of Early Childhood, the Office of Economic Security, and Child Welfare

²Source DPA FY 2015-16 Classified Employee Turnover. The "Total Employees" count may differ slightly between Department and Agency based reports. This is due to employees who are in multiple agencies within one department. In this scenario, the employee would be counted in each Agency's headcount, but only once in the Department's headcount

³Voluntary Separation includes retirement, promotion, and personal reasons including: flexible schedule, shorter commute, and ability to meet family obligations

The Department of Human Services FTE can be described as non-direct care and direct care FTE. Non direct care FTE are administrative staff, typically working in an office setting while direct care FTE are working in 24/7 facilities at the Regional Centers, Mental Health Institutes, Youth Corrections, and the State Veterans Community Living Centers. The Department attributes turnover/vacancies to the following for non-direct care and direct care FTE:

Non-direct Care FTE

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

Direct Care FTE

Similar to non-direct care, the Department attributes turnover/vacancy rates for direct care staff to employees transferring to other State agencies or private sector employers, often due to the opportunity for a pay increase or promotion. For example, direct care employees can often find work with other health care providers at a higher rate of pay, a better benefits

package, and with a more easily cared for population, making it more difficult to hire and retain employees within the Department. For direct care staff specifically, we find that staff are hired with little experience. As they gain experience many direct care FTE leave seeking higher salaries elsewhere in nursing and law enforcement. Direct care staff turnover can also occur due to staff concerns about the risk of working with high acuity patients and residents who often have significant behavioral challenges, with the potential risk of injury. Finally,

The reasons for employee turnover are gathered through a variety of means, both informal and formal. The information provided is largely through conversations with employees who have given notice of their resignation to their hiring authority.

- 6. For FY 2015-16, do any line items in your Department have reversions? If so, which line items, which programs within each line item, and for what amounts (by fund source)? What are the reasons for each reversion? Do you anticipate any reversions in FY 2016-17? If yes, in which programs and line items do you anticipate this reversions occurring? How much and in which fund sources do you anticipate the reversion being?**

See Attachment D: CDHS FY 2015-16 Reversions & FY 2016-17 Anticipated Reversions detailing each General Fund FY 2015-16 reversion reported on the Schedule 3 submitted on November 1, 2016. The table also illustrates the anticipated reversions in FY 2016-17, where applicable. The table excludes unutilized spending authority of cash, reappropriated, and federal funds. The table also excludes over-earned federal funds.

- 7. [Background Information: For FY 2017-18, the Department of Law has submitted a request to change the calculation of legal services appropriations as well as the monthly billing system for legal services provided to state agencies. Specifically, the proposal would: 1) calculate the number of budgeted legal services hours for each agency as the average of actual usage in the prior three years; 2) include a two-year average of “additional litigation costs” such as court reporting, travel for depositions, expert witness costs, etc., in the appropriation for legal services (these costs are not currently included in the appropriation and are often absorbed from other personal services and operating expenses line items); and 3) convert from monthly billing based on the actual hours of service provided to monthly billing based on twelve equal installments to fully spend each client agency’s appropriation.]**

Please discuss your agency’s position on the Department of Law’s proposed changes to the legal services system, including the potential impacts of the changes on your agency budget. That is, does your department support the proposed changes? How would you

expect the changes to positively or negatively impact your department? Please explain.

The Department does not support the Department of Law's (DOL) budget request to change the calculation of legal services appropriations and their monthly billing system. While the Department understands the challenges DOL faces with the current system, the benefit of the changes to the Department are unclear.

The Department appreciates the need for consistency in the revenues received by the DOL for its personnel costs, but it does not support moving to a one-twelfth billing methodology as it does not provide transparency from the Department perspective of how the dollars are actually being spent. The Department understands that it will still receive monthly reports from DOL specifying the hours used and believes that the billing should align with the usage of hours.

The DOL proposal to calculate the number of budgeted legal hours based on a rolling three year average similar to other common policies is a reasonable approach assuming departments are able to continue to direct the work of the DOL attorneys. The Department also wants to ensure the flexibility afforded pursuant to 24-75-112-(1)(i), C.R.S. (2016) is maintained. The statute allows for "...up to ten percent of the amount appropriated for legal services may instead be expended for operating expenses, contractual services, and tuitions for employee training" and is not addressed by the DOL proposal.

8. What is the expected impact of Amendment 70 (minimum wage increase) on Department programs? Please address impacts related to state personnel, contracts, and providers of services.

Amendment 70 increases the minimum wage in Colorado from \$8.31 per hour to \$12 per hour between 2017 and the 2020, and calls for annual adjustments thereafter based on increases in the cost of living (as determined by the Consumer Price Index for Colorado).

Impact to on State Personnel Costs

The primary effect to the Department of Human Services of Amendment 70 will be an increase in personal services costs to the Department. Based on current hourly wage rates, the Department anticipates the cost impact for 2017 through 2020 to be as follows in Table 10: Amendment 70 Cost Impact Colorado Department of Human Services.

Table 10: Amendment 70 Cost Impact Colorado Department of Human Services			
Year	Minimum Wage	Cost Impact	Number of Employees Impacted (Based on Existing Employees as of November 2016)
2017	\$9.30	\$322.40	1
2018	\$10.20	\$9,409.92	15
2019	\$11.10	\$65,732.16	58
2020	\$12.00	\$252,002.40	97

The cost in 2017 is fairly minor because most CDHS employees already make more than \$9.30/hour. As the Amendment 70 minimum wage amount increases by \$.90/hour each year through 2020, the cost to the Department increases. Additionally, there will be a cost increase each year beyond 2020 as the minimum wage is adjusted for increases in the cost of living.

The cost impact discussed does not include any compression pay impact that will likely occur in the latter years of the Amendment 70 implementation. Additionally, the cost analysis does not take into account how any cost of living or merit-based pay increases awarded in future years would change the impact.

Impact to on Contracts and Service Providers

The Department anticipates the minimum wage increases as a result of Amendment 70 may affect service providers with administrative support staff. Some contractors may also see increased costs for child care workers, youth advisors, interns, residential placement providers, and other community based programs.

9. Please provide an update on the Department's status, concerns, and plans of action for increasing levels of cybersecurity, including existing programs and resources. How does the Department work with the Cybersecurity Center in the Office of Information Technology?

The Office of Information Security, within the Governor's Office of Information Technology (OIT), provides security governance, security architecture, risk management, compliance assessment support, and security operations functions for the Department of Human Services.

The Department works with OIT's Information Security Office (cybersecurity center) on a regular basis. All Information Technology (IT) projects have a security review prior to implementation. Existing IT systems are expected to be compliant with the State's cybersecurity policies and have an annual review. The Department's HIPAA Privacy Officer works with the Information Security Office to coordinate privacy and security training to meet the State's requirements and to incorporate additional protected health information training. CDHS is working with the Information Security Office to plan an independent privacy and security gap assessment in 2017. The gap assessment will affirm the appropriate privacy and security controls have been applied to our IT environment or identify areas for improvement if applicable.

The Office of Information Security has input into the 5-year plans for the Department and has worked to prioritize projects benefiting the Department such as: the Enterprise Firewall Refresh project, new quarterly security awareness trainings, and an enterprise security log collection and correlation engine. Additionally, OIT implemented a mandatory two-step verification of identity for Google e-mail users across the executive branch agencies, which is expected to reduce phishing attempts by 90%.

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

10. Is the SMART Act an effective performance management and improvement tool for your Department? What other tools are you using? Do your performance tools inform your budget requests? If so, in what way?

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

By monitoring measures in C-Stat, CDHS can determine what is working and what needs improvement. By managing the impact of day-to-day efforts, CDHS is able to make more informed, collaborative decisions to align our efforts and resources to affect positive change for the people we serve. CDHS also uses C-Stat measures to manage county and contractor performance. For example, C-Stat measures are included as pay points in community behavioral health contracts, and counties are held accountable for 21 county-facing measures.

The foundation of budget and legislative requests is often shaped through data-driven discussions in C-Stat monthly meetings. For instance, funding for and development of the Colorado Adult Protective Services (CAPS) data system was first realized as a need in the C-Stat meetings. Other examples include investments in crisis mental health services.

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

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

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

Executive Director Rules

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

The Executive Director promulgated 1 permanent rule packet between November 1, 2014 and November 30, 2016 regarding the Procedures for Applying for and Awarding of Gambling Addiction Grants.

State Board of Human Services

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

The State Board of Human Services promulgated 61 permanent rule packets between November 1, 2014 and November 30, 2016. Those packets covered 329 revisions and 145

repeals. There were 18 emergency rules within this same time frame that were later promulgated as permanent, these permanent rules are included in the 61 total.

Cost-benefit analyses are completed upon request through Department of Regulatory Agencies. During the above mentioned timeframe there was only one request which was completed on October 26, 2015 for 10 CCR 2506-1 to update the State Claims Plan to Implement Claim Cost Effectiveness.

No analysis of the Department's rules have been conducted as a whole, however as part of the Pits and Peeves initiative the Department reviewed every rule on the books between 2011 and 2014. From November 1, 2014 through November 30, 2016, over 329 revisions were made and more than 145 sections repealed within the 62 rule packets.

Juvenile Parole Board

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

There were no rules promulgated from November 1, 2014 through November 30, 2016.

Adoption Intermediary Commission

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

There were no rules promulgated from November 1, 2014 through November 30, 2016.

12. What has the department done to decrease red tape and make the department more navigable/easy to access?

Department of Human Services

Throughout the Department, many activities have taken place to decrease red tape and make the Department more navigable and easy to access. Activities that span the Department include the memo series, rule review and reduction, website redesign, and the implementation of C-Stat, the Department's performance management system.

Office of Administrative Solutions

CDHS has replaced the agency's web site, making it customer friendly and easy to access services through web interfaces that are easy to use and do not require downloading a mobile application. Examples include: the Program Eligibility and Application Kit (PEAK) used to apply for assistance, Colorado Shines to assist parents in finding high quality child care, Colorado Adult Protective Services (CAPS) to enable county caseworks performing elder abuse and neglect field work, and the use of Chromebooks in Youth Corrections facilities for youth to securely access online educational resources. Internally, the Department has implemented a new eClearance system and redesigned and automated the background process.

Office of Behavioral Health

The Department's Office of Behavioral Health has implemented the following to decrease red tape and make the Department easier: streamlined invoicing, establishment of a Compliance Unit, and a reorganization of the work units. Additionally, the Colorado Mental Health Institute at Pueblo has engaged the Department of Corrections and the Division of Youth Services on the campus to coordinate planning for exercises and disasters and share resources. Also, the Office of Behavioral Health's Crisis hotline/warmline contractor opened both chat and text features as part of the hotline in the Spring of 2016 in efforts to increase accessibility. The Office engages in regular review of rules and consolidation when this is feasible based upon the program area to which the rule applies.

Office of Community Access and Independence

Aging and Adult Services

The Division of Aging and Adult Services, State Unit on Aging, reviewed its Volume 10 regulations and made revisions to Rule in FY 2015-16 to remove unnecessary regulations. Additionally, the State Unit on Aging monitors changes to federal requirements in the Older Americans Act that increases flexibility in service delivery for consumers.

The Adult Protective Services (APS) program has proposed new rules that streamline the case planning, reassessment, and case closure process for APS cases. In addition, the APS program has a policy e-mail box that is monitored by staff multiple times each day to provide timely responses to county department and public questions about the APS program.

Disability Determination Services

Working in partnership with the Social Security Administration (SSA), Disability Determination Services is utilizing video teleconferencing equipment to allow for

administrative hearings to be conducted out of SSA field offices to reduce the travel for Colorado applicants and beneficiaries.

Regional Center Operations

The Regional Centers worked with the Department's Employment Affairs staff to implement hiring "blitzes" to quickly hire new staff allowing applicants to turn in their application, and complete most required steps in the hiring process in one day.

Regional Center have used their Community Support teams, made up of Regional Center staff, to offer training to Community Centered Boards (CCBs) to help the CCBs determine if referring their clients to the Regional Centers is appropriate and to help the CCBs navigate that process.

The Division for Regional Center Operations maintains a blog page (<http://regionalcentersforum.weebly.com/>) to provide stakeholders with current information affecting the Regional Center system. Topics include the Regional Center Task Force and implementation of the recommendations, as well as a monthly blog post by the Office of Community Access and Independence Office Director. Archived information dates back to March 2014. Stakeholders can also use the site to provide feedback to the Division.

Office of Early Childhood

Under new requirements of the federal Child Care and Development Block Grant Act, the Department has implemented, and continues to implement, consumer education initiatives to ensure information is more easily available and accessible. This includes:

- Redesigned www.coloradoofficeofearlychildhood.com to include user-based navigation. All content on the website has been rewritten to ensure it is consumer friendly. In addition, new information has been added regarding the menu of programs families may be eligible for (TANF; Women, Infants and Children (WIC); Home Visiting; Individuals with Disabilities Education Act (IDEA) programs etc.).
- Developed materials for county departments of human/social services to distribute to families eligible for the Colorado Child Care Assistance Program (CCCAP), to direct them to other family and child supports for which they may be eligible.
- Updating the Colorado Shines child care facility search to include licensing history and inspection reports, in addition to information currently available (quality ratings, location, languages-spoken, CCCAP participation).

- Updating child care licensing and administration administrative guides, application materials, notification letters, resources and tools to improve the customer experience of licensed child care providers. These materials are written in a user-friendly way and the Department is translating all child care licensing and administration materials into Spanish.

In addition to the steps taken around consumer education, the Department has taken the following actions that also decrease red tape:

- Child care providers can now access free, on-demand trainings online through the Professional Development Information System (PDIS).
- The Department passed child care licensing rules that included technical cleanup and additional clarification to streamline processes and ensure alignment with federal regulations. The Department also developed and distributed an administrative guide on rules regulating family child care homes and child care centers.
- Child Care Licensing and Administration completed a lean event to improve the child care rule waiver process. The process allows child care providers to request reprieve from specific licensing rules that cause undue hardship for the operation of their business, or to the families that utilize their program. The lean process improvement event resulted in recommendations to significantly reduce wait times (currently about 60 days), to increase the use of electronic communications and reduce dependence on paper and printed materials, and to reduce the staff resources required to review requests. The Office will begin implementation of the recommendations in January 2017.
- The Department is in the process of building an online child care licensing application that will provide quick, easy access for potential child care providers.
- The Early Intervention program, housed within the OEC, revised rules to better align with federal regulations and to provide clarity around work being done with families by Community Centered Boards (CCBs).

Office of Children, Youth and Families

Division of Child Welfare (DCW)

The Department undertook a Rule Reduction Review project in years 2011-2014 that included a review of all Departmental rules in an effort to repeal obsolete or redundant rules while revising remaining rules to ensure that rules are clear, concise, consistent, and current. This three-year process that followed this review began again in 2015.

In January 2015, the Department worked with the State Board of Human Services to revise Code of Colorado Regulations, #12 CCR 2509-1, 2, 3, and 7.

In 2016, the Department utilized its new Memo Series as a way to communicate the utilization of a risk-based approach in determining which cases should be reviewed by a Child Protection Team. In a separate Memo, the Department provided clarification and exceptions for when a Review, Evaluate and Direct (RED) Team process is used to screen referrals of abuse and/or neglect. In regards to both areas, these Memos were developed with stakeholder and county department engagement to address capacity concerns expressed by county departments.

The Community Performance Center is a public facing website that allows the Department to share data with the community to help ensure the best outcomes for Colorado's most vulnerable children and their families.

The purpose of the Executive Director's Child Welfare Executive Leadership Council (CWELC) is to advise the Colorado Department of Human Services regarding policy, budget and program issues that impact the safety, permanence and well-being of Colorado's children and families. The Executive Council will report on progress in achieving its stated goals. Members are appointed by and serve at the pleasure of the Executive Director of the Department of Human Services. The CWELC consists of several steering committees that help guide the implementation of initiatives that significantly impact the children and youth involved in the child welfare system.

Division of Youth Corrections (DYC)

The Division has made significant improvements in family engagement through the review and enhancement of policies and procedures that supports a family friendly approach. The Division ensures that families are invited and participate in on-going multi-disciplinary meetings, which is measured via the C-Stat process. The Division has enhanced the ability for youth to communicate with their family through greater access to telephone, video visitation via I-Pads, and more visiting opportunities seven days per week at each of the State-operated facilities.

Domestic Violence Program (DVP)

On January 1, 2016, DVP implemented revised rules for the 46 community-based domestic violence advocacy programs. The revised rules clarified language to make the rules align with current best practices in the domestic violence field. Additionally, in 2015 DVP implemented the Client Assessment, File, and Event (CAFÉ) Database to collect data, run reports, and submit invoices, data reports, and other compliance items to DVP. DVP staff

provided extensive training and technical assistance to support the implementation and use of the CAFÉ.

Office of Economic Security

The Office of Economic Security (OES) continues to take steps to decrease red tape and make programs more accessible to vulnerable Coloradans seeking assistance:

- The Food and Energy Assistance Division is working with the Attorney General's Office to streamline the rulemaking process specific to the Supplemental Nutrition Assistance Program (SNAP). Efforts are underway to align State rules to federal regulations while maintaining a stakeholder process for policy options and waivers.
- In conjunction with the Office of Administrative Courts, the Department is seeking to transition its bifurcated hearing process for SNAP to a single agency process, enabling the State to resolve a long-standing compliance issue tied to untimely hearings.
- The Employment and Benefits Division conducts joint county visits as required by Management Evaluation review of the Colorado Works and Adult Financial programs. This evaluation is part of state supervision for these programs and ensures compliance with the federally-approved Colorado Works Work Verification Plan. These visits assist the counties in understanding state processes, funding mechanisms, and navigating administrative requirements.
- The OES Division of Child Support Services (CSS) continues to make the child support program more accessible by allowing online payment options (e.g. on-line payments via credit/debit cards; PayNearMe). Additionally, in an effort to improve communication, CSS is in the process of implementing a text messaging program to remind non-custodial parents owing child support, with their permission, that child support is due.
- Programs conduct ongoing reviews of State rules to reduce red tape and clarify existing rules, as appropriate.

13. What is the number one customer service complaint the department receives? What is the department doing to address it?

Community Behavioral Health (CBH) within the Office of Behavioral Health

The number one complaint received by Community Behavioral Health regarding the public mental health system is that a person is being held against their will under the Care and Treatment of Persons with Mental Illness Act, 27-65-101 et seq., C.R.S., Vol. 21, 21.280. CBH investigates credible complaints, and educates callers regarding their rights under State Rule, as well as alternative avenues for filing complaints.

Attachment A: CDHS Public Awareness Campaign Information (Common Question #4)

Office	Campaign Name	Brief Description of Campaign Goals	Total FY 2016-17 Campaign Budget	Paid Media	Earned Media	Outcomes	Coordination and Collaboration with other state departments
Behavioral Health	Crisis Response System-Marketing	Increasing public awareness about the Department's behavioral health Crisis Response System, including educating the public about crisis services and how to access them.	\$600,000 (includes \$180,000 that was included for media campaign messaging and strategy.)	\$420,000 – television, online marketing and social media, paid-internet search.	4,184,418 impressions - Television, print, radio social media and on-line. - Valued at \$41,278.	On-line Marketing and Social media impressions delivered was 31,881,758 and 25,796 total clicks during the 16 week campaign. Paid-Internet Search (pay-per-click) campaign ran from September 14, 2015 - June 30, 2016 delivering 108,012 impressions and a total of 6,509 clicks. See Attachment B - Crisis Response System-Marketing report titled Cactus Colorado Crisis Services FY 16 Media Campaign Recap for additional details.	Provided training and campaign materials to the Colorado Department of Higher Education, Colorado Department of Human Services-Refugee Services, Colorado Community College System, Colorado Department of Education, Colorado State Firefighters Association and Department of Health Care Policy and Financing. The Department is exploring additional marketing campaign coordination opportunities with the Colorado Department of Public Health and Environment (CDPHE).
Behavioral Health	Primary Substance Use Prevention "Speak Now!" Campaign	Educate parents and caregivers about the dangers of substance use.	\$125,000 for marketing out of the base grant. May receive an additional \$75,000 based upon a carry over request which is contingent upon federal approval.	\$72,320 - online marketing, social media, indoor/outdoor posters and transit.	4,000,000 impressions - Television, print, radio and on-line. - Valued at \$30,807.	See Attachment C - Speak Now FY2015-16 Final Post Buy Media Report for reports of indications and metrics regarding effectiveness.	Colorado Department of Public Health and Environment (CDPHE) to coordinate campaigns and share information.
Community Access and Independence	Colorado Brain Injury Program (CBIP)	Increase visibility and awareness of brain injury services and supports.	\$120,000, which includes all of the \$70,000 brand development project and half (\$50,000) of the brand launch and marketing campaign.	N/A	N/A	The contractor has proposed preliminary metrics to gauge the effectiveness of various campaign strategies.	Departments of Education, Judicial, Health Care Policy & Financing, and Public Health & Environment for support for our campaign once it's underway.

Attachment A: CDHS Public Awareness Campaign Information (Common Question #4)

Office	Campaign Name	Brief Description of Campaign Goals	Total FY 2016-17 Campaign Budget	Paid Media	Earned Media	Outcomes	Coordination and Collaboration with other state departments
Early Childhood	Race to the Top – Early Learning Challenge (RTT-ELC)	Department launched a communications strategy in April 2015 to: (1) increase awareness of the Colorado Shines Quality Rating and Improvement System (QRIS) among early care and learning programs, parents and caregivers, professionals, and the public, (2) drive the adoption of quality initiatives by early care and learning programs, and (3) enroll the highest needs children in high quality child care and preschool programs.	This strategy was designed and implemented with the support of a vendor, SE2, under a contract valued at \$770,000. The contract is funded through RTT-ELC and was amended to extend to June 30, 2017.	The paid media budget was exhausted in Fall 2016. The RFP for paid media in 2017 is valued at \$450,000. The Department recently issued a Request for Proposal (RFP) to secure a vendor to provide paid media services through December 2017. The maximum budget is \$450,000 and will be funded through RTT-ELC. Anticipated media services will include television, radio, print, digital and the addition of out-of-home advertising (examples include billboards, bus placards, and grocery cart advertising). The Department expects to execute this contract in January 2017.	Earned media is included in the current contract, ending June 30, 2017.	In 2017, we will measure the different in parent and child care provider's knowledge of the importance of early childhood, and quality in early childhood programs. We will also measure brand awareness for Colorado Shines. Deliverables secured through this investment were produced in both English and Spanish languages, and included communications strategy and planning, website content and design, social media, marketing materials (flyers, brochures, toolkits), earned media, paid media (television, radio, print and digital), presence at community events, and monthly tracking and reporting. The impact of the communications strategy will be evaluated in early 2017.	The Department's contract includes funding to support the development of marketing materials for the Colorado Shines Professional Development and Information System (PDIS). This system is currently administered by the Colorado Department of Education.
Children, Youth and Families	Colorado Child Abuse and Neglect Reporting Hotline System	Public Awareness Campaign to engage all Coloradans in the prevention of child abuse and promote the Colorado Child Abuse and Neglect Hotline 1-844-CO-4-KIDS (1-844-264-5437). The primary goals of the campaign are to market the statewide child abuse and neglect hotline to the general public and mandatory reporters; and educate mandatory reporters and the general public, on how to identify and report suspected child abuse and neglect.	The Department received an appropriation of \$1,393,250 in FY 2016-17 General Fund to support one full-time employee and the continued implementation of the campaign.	\$1,029,564 resulting in 127,770,000 impressions (television, radio, out-of-home, print and digital.) The campaign includes shared messaging, grassroots outreach, earned media, paid media, social media and extensive toolkit of materials to help campaign partners raise awareness.	\$131,004,000 resulting in 46,011 impressions (television, radio, out-of-home, print and digital.)	The campaign has annually delivered over one million impressions annually since the campaign's launch. During FY 2015-16, the campaign delivered over 127 million impressions. The online mandatory reporter training has been completed more than 75,000 times to date. Prior to the launch of the campaign to the general public, it was estimated that 75% of reports of child abuse and neglect in Colorado came from mandatory reporters, 15% came from family members, and only 10% came from the general public. As of October 31, 2016, 65% of those calls related to the safety and well-being of a child during this calendar year have come from mandatory reporters. As of October, 31, 2016, 172,177 calls from concerned Coloradans have been received through the Colorado Child Abuse and Neglect Hotline System, with approximately 18% of those calls originating from the toll-free 1-844-CO-4-KIDS hotline.	In 2015, the Colorado Department of Human Services, in partnership with more than one hundred (100) community partners throughout the state and Governor Hickenlooper, launched a multi-year Colorado Child Abuse and Neglect Public Awareness Campaign.

Attachment A: CDHS Public Awareness Campaign Information (Common Question #4)

Office	Campaign Name	Brief Description of Campaign Goals	Total FY 2016-17 Campaign Budget	Paid Media	Earned Media	Outcomes	Coordination and Collaboration with other state departments
Economic Security	Low Income Energy Assistance Program (LEAP)	The LEAP Public Awareness Campaign targets low income families who may need assistance paying for heating expenses between November and April annually.	The annual cost of the LEAP public awareness campaign is \$160,000.	The cost of the Paid Media campaign is \$135,295. All campaign activities are paid media. Specific Public Awareness Campaigns include, bus shelter panels, spot radio schedules, Spanish radio stations, mobile click-to-call campaign statewide and social marketing on Facebook.	N/A	For FY 2016-17, the campaign has produced the following results: 1. Increase impressions among the Latino target audience by 2%. 2. Increase outreach to senior centers and similar locations 3%. 3. Increase proactive posts and engagements on Facebook by 2%.	Collaboration with the Department of Revenue to promote the Property Tax Rent Heat Rebate program within the LEAP campaign.
Economic Security	Child Support Services (CSS)	Child Support services has a one-time messaging project around the Colorado Works Child Support Pass-Through initiative (SB 15-012). This effort is to identify and develop messaging for the clients and workers affected by the legislation.	CSS messaging campaign costs approximately \$25,000 annually.	N/A	N/A	CSS campaign metrics to assess effectiveness are being developed.	N/A

Attachment B:

CACTUS/Colorado Crisis Services/ FY16 Media Campaign Recap 08.04.16

CACTUS /

COLORADO CRISIS SERVICES /

FY16 MEDIA CAMPAIGN RECAP

08.04.16



FY16 ACTIVITY RECAP / BUDGET

Total FY16 Budget = \$600,000

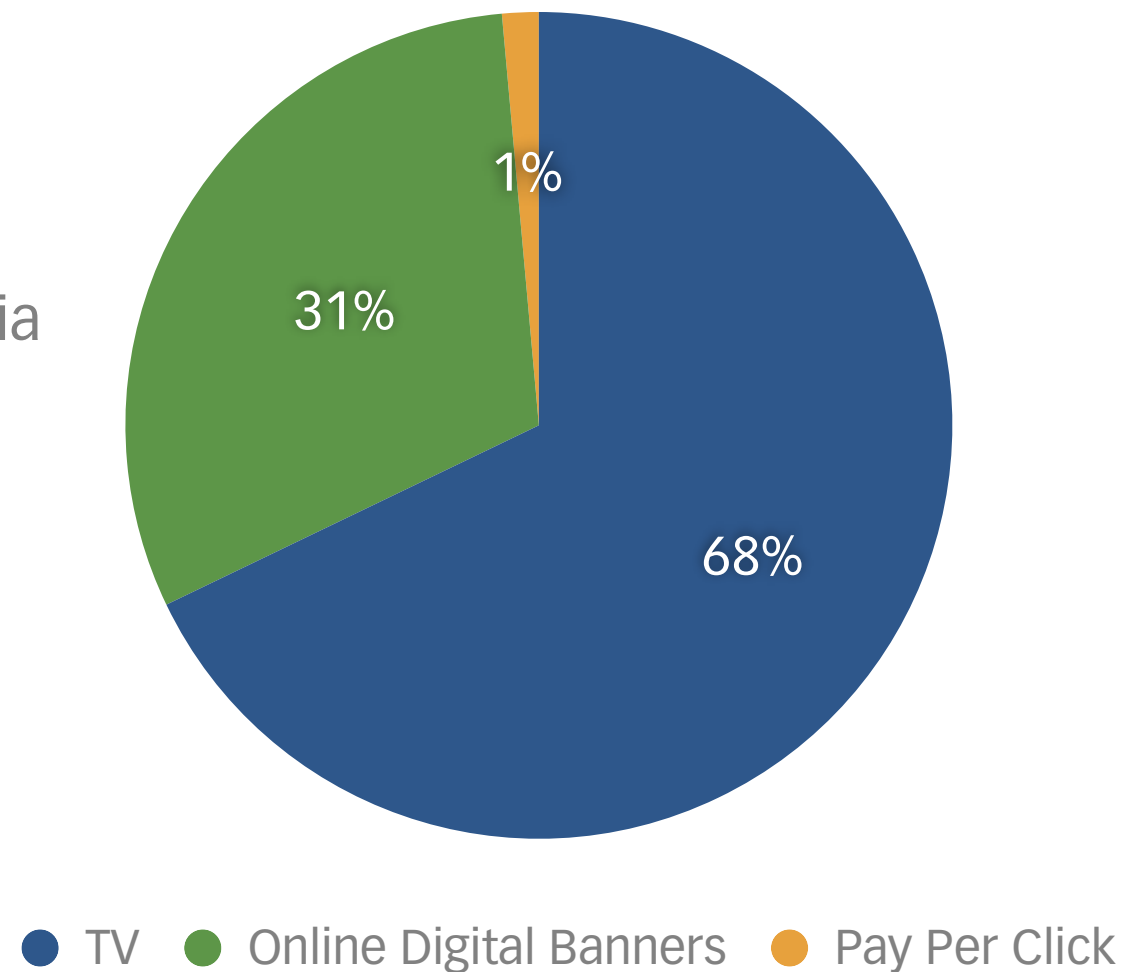
FY16 Media Budget = \$420,000

FY16 Other (Agency Fees and Production Budget) = \$180,000

FY16 ACTIVITY RECAP / PAID MEDIA

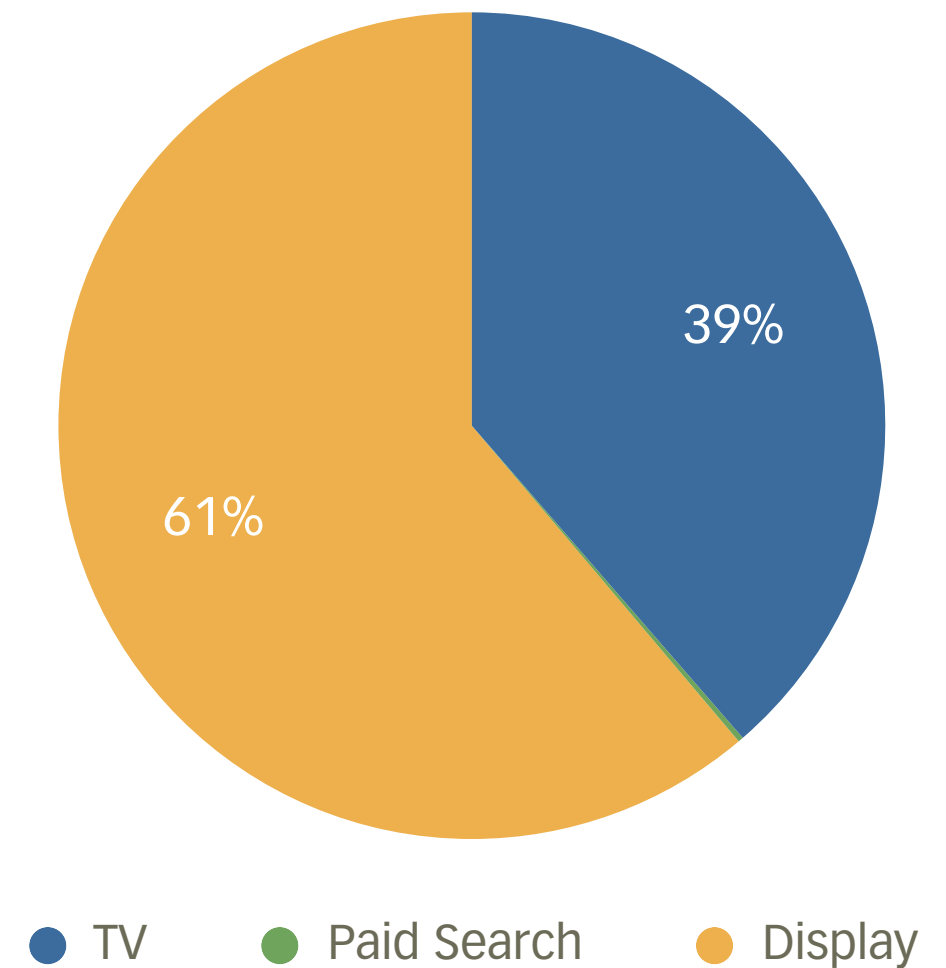
Paid Media Spend

FY16 Media Spend = \$420,000



Paid Media Impressions

FY16 Media Impressions = 52.1MM



FY16 ACTIVITY RECAP / PAID ACTIVITY

MASTER MEDIA PLAN /

DATE: 6.9.15
CLIENT: Colorado Crisis & Support Services
PROJECT: Year 2

		JULY				AUGUST					SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER				JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE						
Paid Media	Buy Detail	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20
STATEWIDE SUPPORT																																																					
TV																																																					
Denver, Colorado Springs, Grand Junction, Durango & Cortez	:15 spots																																																				
Online																																																					
Cross-platform display - targeting key audiences	300x250, 728x90, 160x600																																																				
PPC																																																					
Hispanic/Latino																																																					
Paid Interviews	Educa, KNRV, KBNO, Estrella, Univision																																																				

FY16 / TV RECAP

The TV campaign was on for four flights during the year; 9/14-9/29, 12/21-1/3, 2/29-3/13, and 5/2-5/15

Because of the short two week bursts some stations had difficulty making missed spots good within the flight, in which case they moved them to the next week we were on-air.

Stations in Denver did a good job running bonus weight, very few stations in other markets did this.

The :15 spot duration is difficult to place as stand alone spots (as opposed to bookends) because they are pre-empted more frequently than :30s.

December remained a tough time for TV ratings, however it does remain a relevant time for our message to be in the market.

FY16 / DENVER TV RECAP

845 Gross Rating Points delivered over the 8 week campaign, all stations that did not deliver at 90% or higher will make up GRPs on future buys.

KUSA/NBC - The majority of the buy on this station was during early morning and late fringe. The early morning programming performed great, however The Tonight Show and Seth Meyers did not, which lead to slight under delivery on the station. The station ran 42 bonus spots.

KMGH/ABC - Despite running 37 bonus spots the station did not deliver acceptably. Good Morning America saw ratings declines that had a large effect on the performance of the buy as that program was purchased heavily.

KDVR/FOX - This station proved again to be a reliable partner running 69 bonus spots during the campaign.

KCNC/CBS - Despite strong performance during CBS This Morning this station had severe under delivery. This was primarily due to poor performance during prime time. This station also had many spots scheduled during the December flight weeks when viewership was down. Spots were scheduled during the campaign to make up for the short fall however the station failed to run them.

KTVD/MyNetwork - A programming highlight on this station was the 12/28 Broncos game. In addition to strong performance during the 7AM news, 74 bonus spots ran during this campaign helping the stations delivery.

KWGN/CW - Much of the buy on this station was in late fringe, which did not perform as expected. The station did run 34 bonus spots.

	KCNC	KDVR	KMGH	KTVD	KUSA	KWGN	TOTAL
ESTIMATED GROSS RATING PIOINTS	113.4	88.4	72	55.9	557.4	112	999.1
ACTUAL GROSS RATING POINTS	68.3	87.8	54.8	64.4	480.1	89.6	844.9
% ACHIEVED	60%	99%	76%	115%	86%	80%	85

FY16 / COLORADO SPRINGS TV RECAP

931 Gross Rating Points over the eight week campaign, only one station did not deliver at 90% or higher, they will make up Gross Rating Points on future buys.

KOAA/NBC - The 5AM news and the M-F 10PM news did not perform well on the station. Despite strong performance by some prime programming the station under delivered for the second year in a row.

KRDO/ABC - Early morning news performed very well on KRDO, likely stealing viewers from KOAA. Prime time programming on the station was a mix with some very strong ratings and some shows under delivering. The station ran 41 bonus spots.

KKTV/CBS - Ratings declines in early morning news had a big impact on the stations performance. A programming highlight on the station was the 9/17 Broncos/Chiefs game. The station ran 4 bonus spots.

KXRM/FOX - The majority of the buy on this station was either early morning or late news, which had strong performance, that along with 10 bonus spots helped the station to deliver.

	KKTV	KOAA	KRDO	KXRM	TOTAL
ESTIMATED GROSS RATING POINTS	194	317.5	411.3	118.5	1041.3
ACTUAL GROSS RATING POINTS	174	248.7	393.3	115.5	931.5
% ACHIEVED	90%	78%	96%	97%	89.5%

FY16 / GRAND JUNCTION TV

828.4 Gross Rating Points over the 8 week campaign.

All stations were requested to included 10% added value overnight spots for this buy, the only station that ran bonus spots was KKCO.

KKCO/NBC - Late news on the station did not perform as expected however strong prime ratings helped the station to deliver overall. A highlight on the station was the Broncos game on 9/27. 8 bonus spots ran.

KJCT/ABC - Extremely strong performance in all morning programming including local news and Good Morning America helped this station deliver in full.

KREX/CBS - The buy on this station consisted of mostly early morning news and prime time, neither of which performed well. Long standing popular prime shows on CBS such as NCIS and Criminal Minds delivered 1/2 of the expected ratings.

KFQX/FOX - Poor performance across the board on this station, FOX is not a strong station in the market

	KJCT	KKCO	KREX	KFQX	TOTAL
ESTIMATED GROSS RATING PIOINTS	276	404	161	69	913.5
ACTUAL GROSS RATING POINTS	295.4	377.6	126.7	25.1	828.4
% ACHIEVED	107%	93%	79%	36%	91%

FY16 / SPANISH LANGUAGE TV

Spanish language stations were included on the TV buys this year. The buys were purchased on a spot basis rather than ratings because Hispanic ratings data is not available statewide. Five stations were included and 405 total spots ran in Spanish.

Denver

KCEC - 93 spots

KTFD - 68 spots

Colorado Springs

KGHB - 81 spots

KVSN - 95 spots

Grand Junction

NJCT - 68 spots

FY16 / PAID INTERVIEWS

For additional outreach to the Spanish speaking community paid interview opportunities were secured with five partners. The interviews all aired the week of 5/2. Three were with radio partners; Educa, KBNO and KNRV and two were with the TV stations Estrella and Univision.

FY16 / ONLINE RECAP

The digital buy had four, four-week campaign windows, directly following the TV flights; 10/28-11/25, 1/4-1/31, 3/14-4/10, and 5/16-6/30 (extended to deliver in full)

Total cost = \$127,985

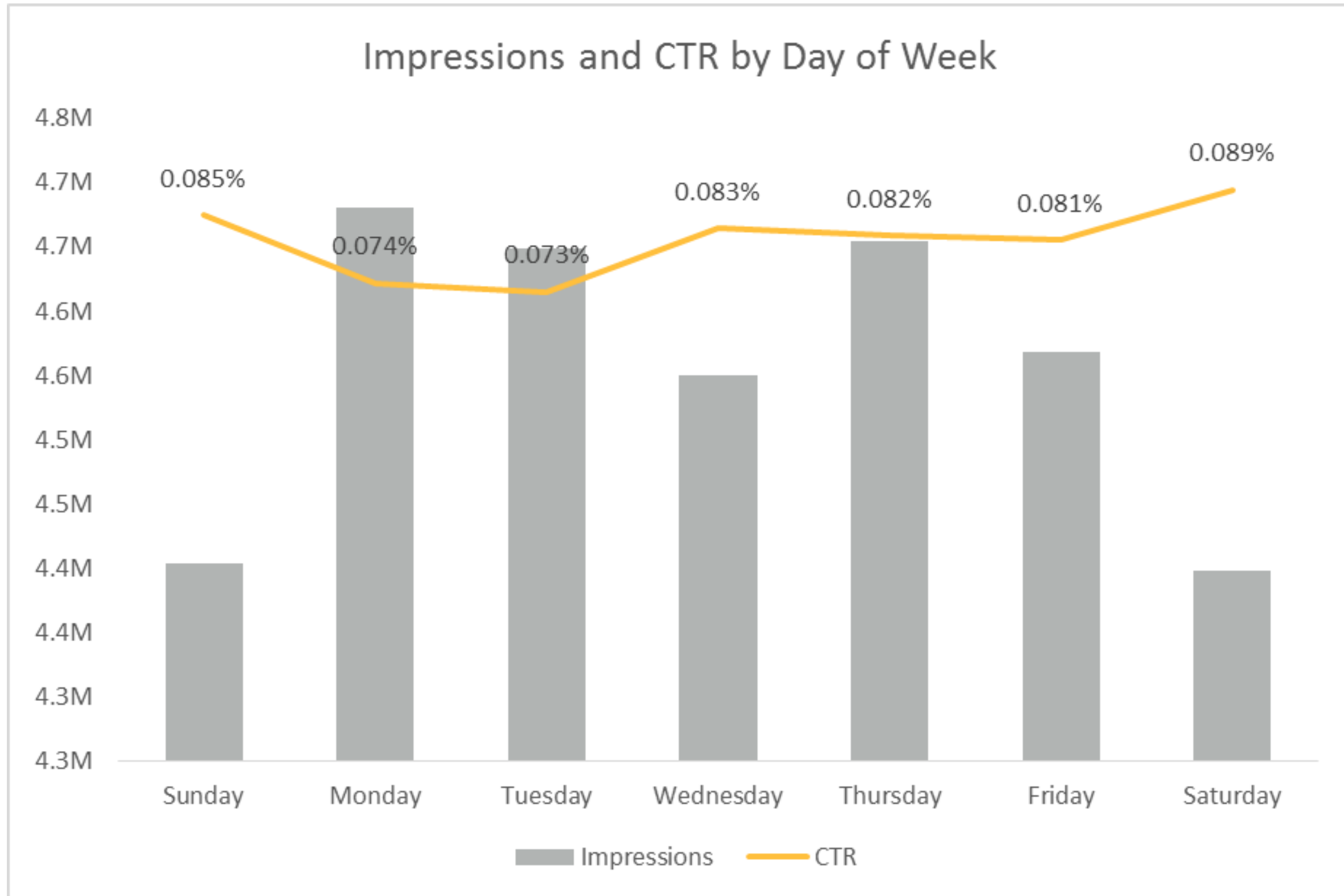
Total Impressions delivered: 31,881,758

Total Clicks = 25,769

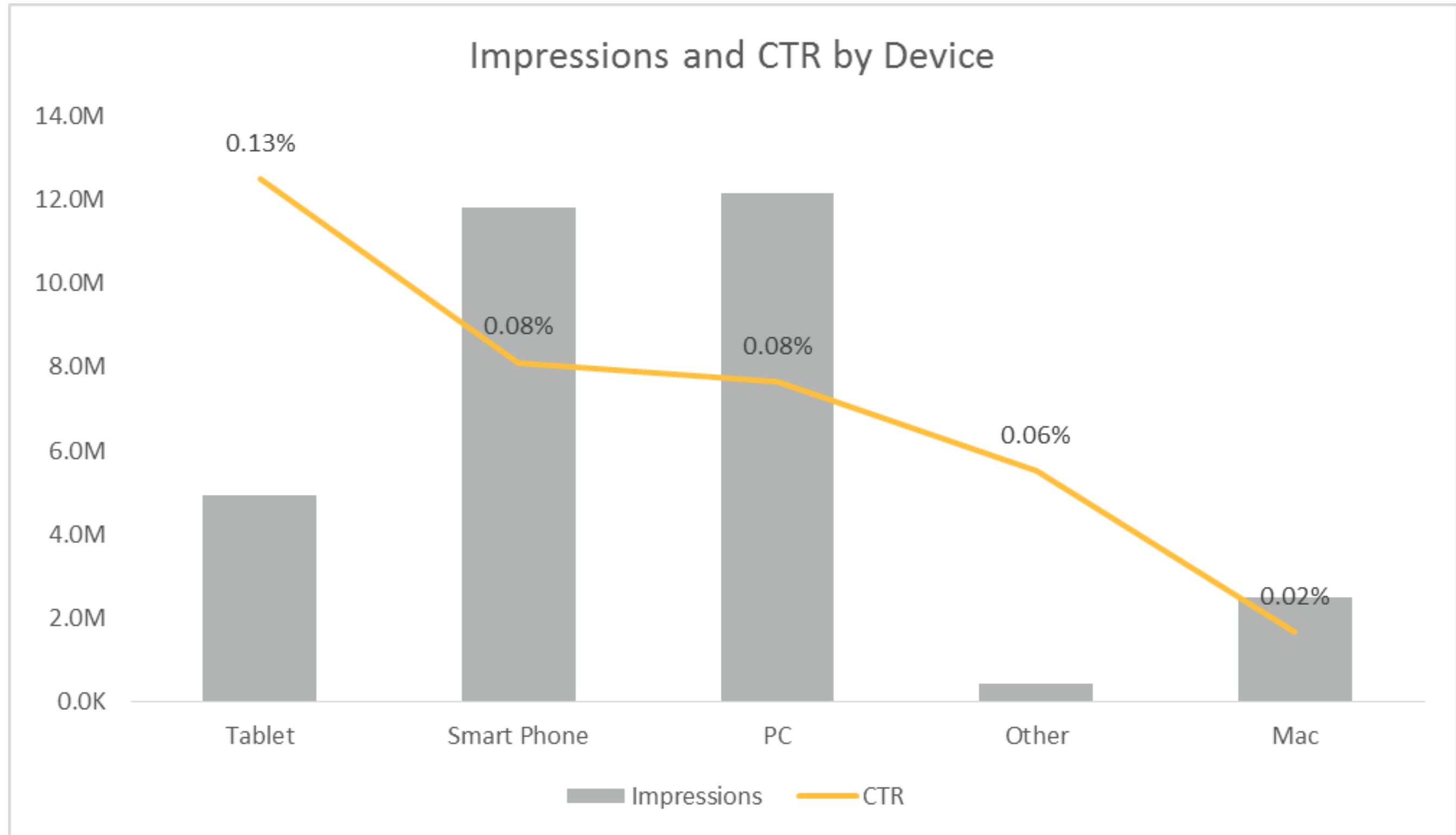
Total Click through rate = .08%

Enhanced Cost Per Click = \$4.85

FY16 / ONLINE RECAP



FY16 / ONLINE RECAP



FY16 / PAID SEARCH RECAP

The paid search campaign ran continuously from 9/14 - 6/30.

Total cost = \$6,741

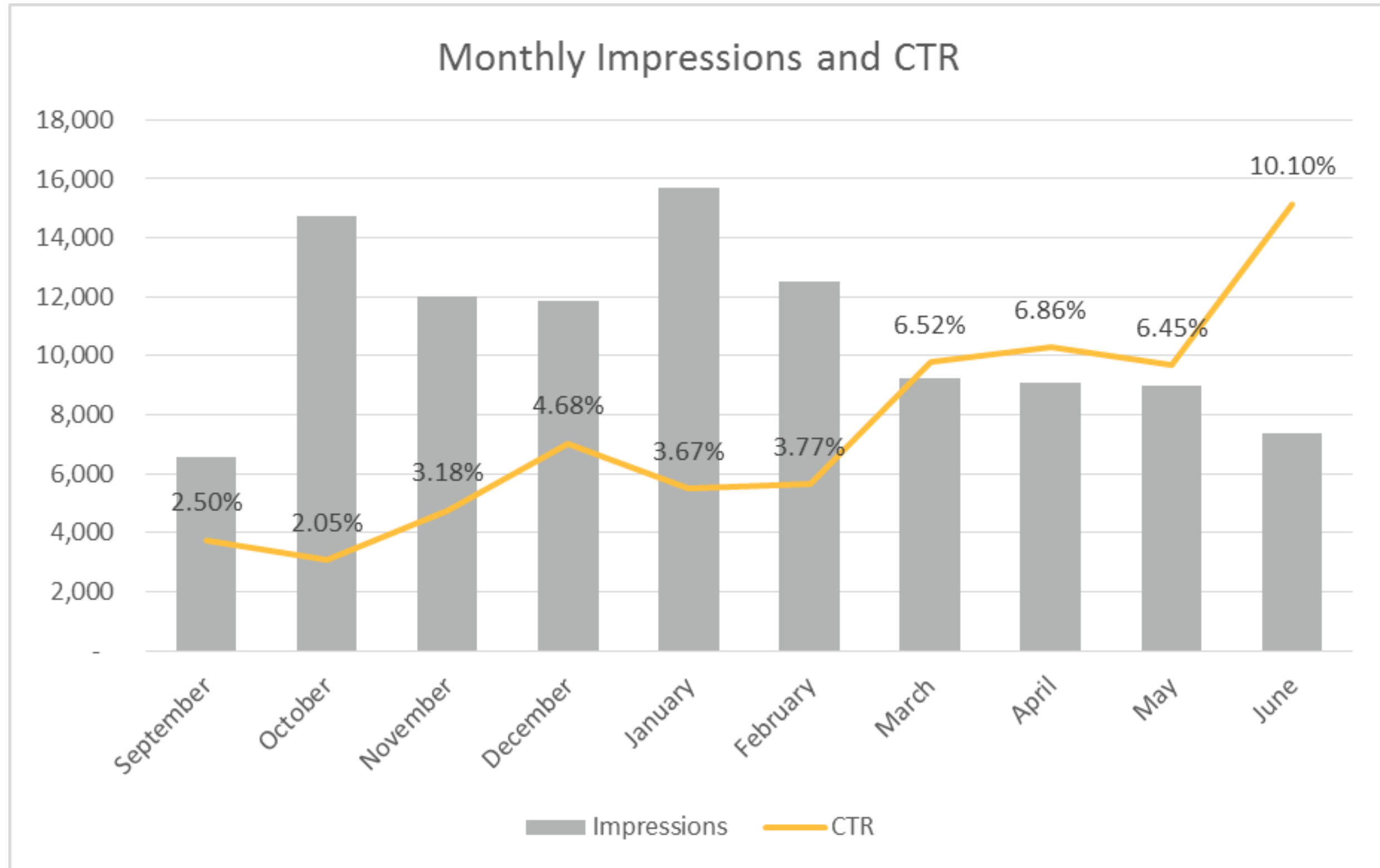
Total Impressions delivered: 108,012

Total Clicks = 6,509

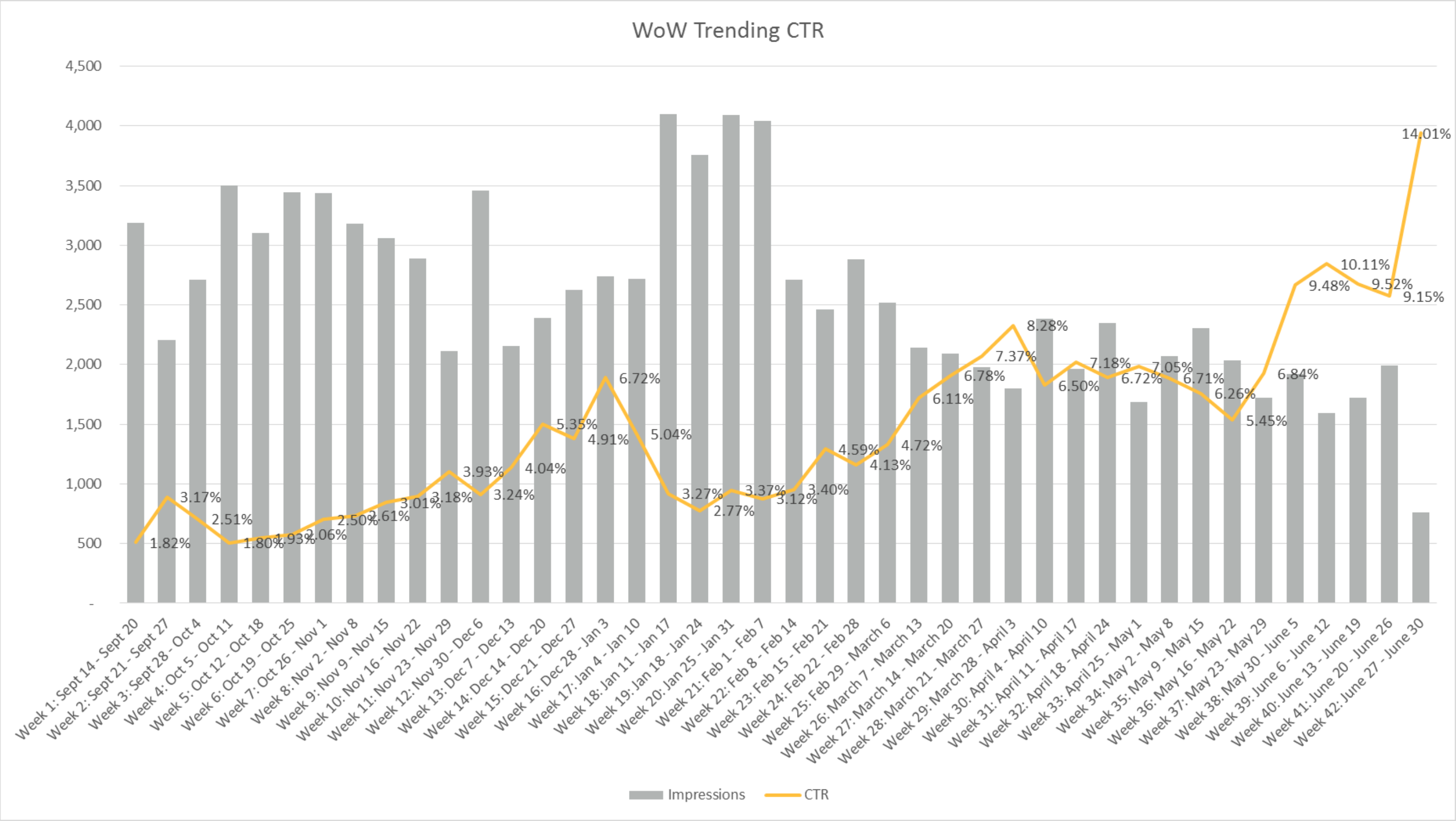
Total Click Through Rate = 4.63%

Enhanced Cost Per Click = \$1.35

FY16 / PAID SEARCH RECAP



FY16 / PAID SEARCH RECAP





FY15-16

FINAL POST-BUY MEDIA REPORT

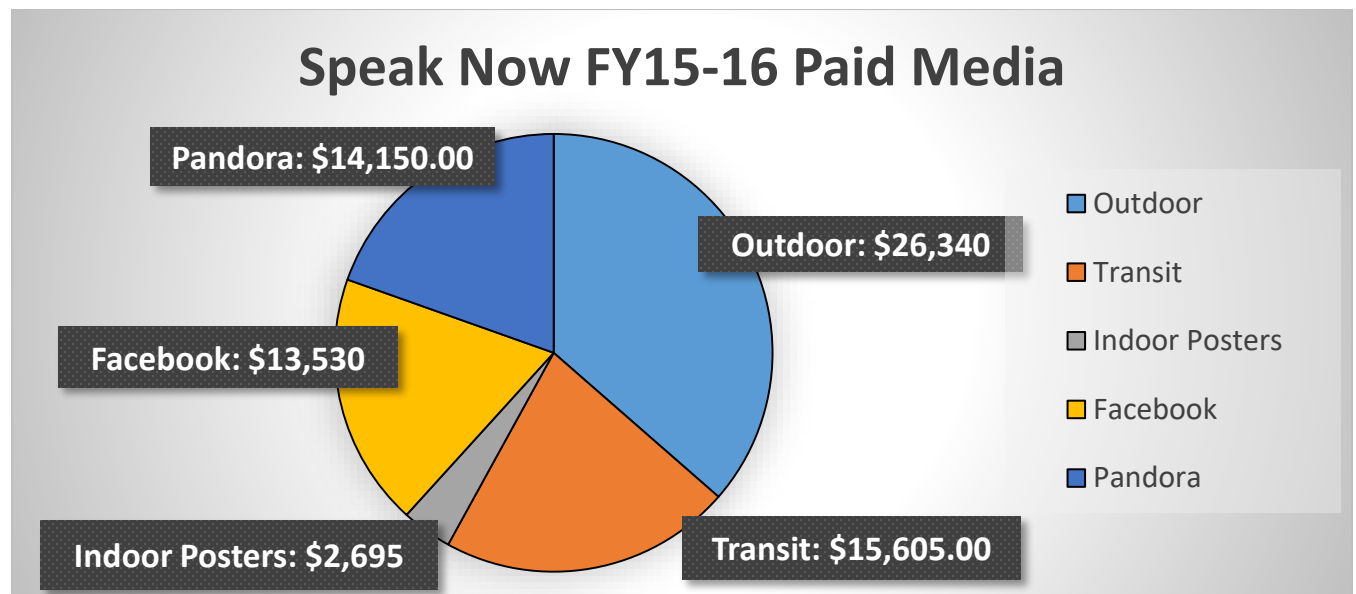
Prepared by
EVOLUTION COMMUNICATIONS AGENCY | 10/14/16

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Media Plan Highlights

Objective	The primary objective of the paid media campaign was to reach parents of children aged 9-20, and encourage them to have a conversation with their children about alcohol, marijuana, prescription drugs and other drugs. We also wanted to rebuild general overall awareness of the Speak Now! brand and website, and to drive traffic to http://speaknowcolorado.org/ and http://hableahoracolorado.org/ to obtain up-to-date, evidence-based information about these topics.
Strategy	Our strategy was designed to reach parents during the weeks immediately preceding and following the start of the 2016-2017 school year, and target them in places where they are likely to be with their kids, such as in the car, at an event, or out in public. A variety of cost-efficient out-of-home and digital tactics were used to help lay the foundation for a larger, more comprehensive statewide public awareness campaign in 2017.
Audience	Adults 35-54
Geography	Statewide
Language	English and Spanish
Messages	Now's a Good Time to Talk. There's Always a Good Time to Talk.
Flight Dates	7/25/16-9/19/16
Budget	\$72,320



Tactical Strategies

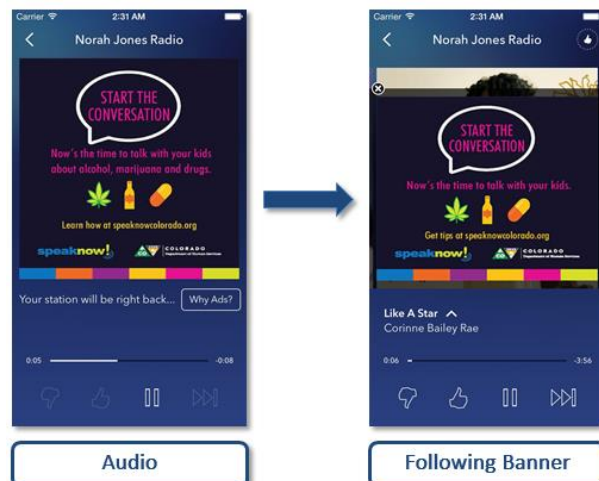
Pandora	Pandora is on over 1,000 devices, and provides a clutter-free environment for messages during an election year, with fewer than four minutes of ads each hour. Pandora reaches nearly 504,000 unique listeners each month in our 35-54 target demographic, and provides statewide reach in English and Spanish.
Facebook	Facebook display ads were served to the target audience statewide in English and Spanish. Because Facebook is driven by user added data/content, we were able to target our audience with customized data points, including demo, location and behavior.
Transit	Bus shelter advertisements reach riders and drivers and deliver a large number of gross impressions to all demographics. Transit ads reach both parents and kids while they are in the car together. Using transit allowed us to geo-target to outlying areas, such as Greeley and Loveland. In addition, light rail interiors in metro Denver were used to reach commuters of all ages and also to capture families travelling to events.
Out-of-Home	<p>Using traditional, large-scale outdoor advertising, we were able to reach a large percentage of our target audience in a cost-efficient manner. Unlike most mediums, outdoor ads are part of the environment and don't have to be "invited in." Outdoor reaches parents and kids in the car and can be geo-targeted to specific locations. Outdoor advertising was also an ideal high-profile medium to showcase our bold, graphic creative in metro Denver, Fort Collins, Greeley, Colorado Springs and Pueblo.</p> <p>Indoor posters were used in restrooms located inside family venues such as restaurants and entertainment centers in Denver, Northern Colorado and Pueblo. The 11x17 landscape posters are a cost-efficient way to reach a captive audience in.</p>
Earned Media	A dedicated public relations push was planned for Back-to-School 2016. The earned media plan included a news release on PRNewswire and outreach to journalists in metro Denver and surrounding counties. Additional earned media outreach is planned for outlying markets in FY17.

Media Metrics

Pandora

:30 second audio ads in English and Spanish ran for four flight weeks, July-August 2016. Audio ads were followed by display banners driving traffic to speaknowcolorado.org and hableahoracolorado.org. Pandora performance was strong, driving 4,802 website clicks and a click-through rate of .65%.

Placement	Flight Start Date	Flight End Date	Impression Goal	Impressions	Clicks	CTR
Mobile Audio :30 with Standard Banner 300x250: 07/25/2016-08/25/2016, 35-54, Colorado - Audio						
Mobile Audio :30 with Standard Banner 300x250 - Audio	7/25/2016	8/25/2016	333,333	332,829	1,396	0.42%
Mobile Audio :30 with Standard Banner 300x250 - Tile	7/25/2016	8/25/2016	333,333	332,829		
Mobile Audio :30 with Standard Banner 300x250 - Banner	7/25/2016	8/25/2016	333,333	332,829		
Mobile Display with Standard Banner 300x250: 07/25/2016-08/25/2016, 35-54, Colorado, Parents (Children 6-17 y/o) - Banner						
Mobile Display with Standard Banner 300x250 - Banner	7/25/2016	8/25/2016	250,000	250,004	2,260	0.90%
Mobile Audio :30 with Standard Banner 300x250: 07/25/2016-08/25/2016, 35-54, Colorado, Spanish Preferred - Audio						
Mobile Audio :30 with Standard Banner 300x250 - Audio	7/25/2016	8/25/2016	136,363	136,178	499	0.37%
Mobile Audio :30 with Standard Banner 300x250 - Tile	7/25/2016	8/25/2016	136,363	136,178		
Mobile Audio :30 with Standard Banner 300x250 - Banner	7/25/2016	8/25/2016	136,363	136,178		
Mobile Display with Standard Banner 300x250: 07/25/2016-08/25/2016, 35-54, Colorado, Hispanic Moms - Banner						
Mobile Display with Standard Banner 300x250 - Banner	7/25/2016	8/25/2016	71,429	72,142	647	0.90%
		Total	1,730,517	1,729,167	4,802	0.65%



Attachment C

SPEAK NOW COLORADO FY15-16: FINAL POST-BUY MEDIA REPORT

Facebook

Facebook produced 927,470 impressions and 2,697 link clicks. Nearly all campaign performance was driven via mobile devices, with over 92% of all impressions/clicks on smartphones. The remaining 8% skewed heavily toward tablets. Performance was split rather evenly between English- & Spanish-speaking users, but Spanish-speaking users did drive a slightly higher CTR.

Placement	Platform	Ad Class	Flight Start Date	Flight End Date	Impressions	Clicks	CTR
(CPWC) Website Clicks: Geo- Colorado; A35-54; Parents with kids 8-18; English // Spanish	Cross-Platform	Display	07/25/16	07/31/16	28,360	296	1.04%
(CPWC) Website Clicks: Geo- Colorado; A35-54; Parents with kids 8-18; English // Spanish	Cross-Platform	Display	08/01/16	08/31/16	467,287	1,113	0.24%
(CPWC) Website Clicks: Geo- Colorado; A35-54; Parents with kids 8-18; English // Spanish	Cross-Platform	Display	09/01/16	09/30/16	431,823	1,288	0.30%
					927,470	2,697	0.29%

The screenshot shows a Facebook interface with a sidebar on the left containing navigation options like 'Campaign Analyst', 'Edit Profile', 'Your Posts', 'News Feed', 'Messages', 'Ads Manager', 'Events', 'Saved', 'Sale Groups', 'Academy Sports', 'Pages Feed', 'Like Pages', 'Create Ad', 'Create Page', 'Live Video', 'Games', 'On This Day', 'Find Friends', 'Photos', 'Suggest Edits', 'Pokes', and 'Games Feed'. The main content area features a 'What's on your mind?' prompt, a 'Suggested Post' from 'Speak Now Colorado' (Sponsored), and a 'TRENDING' section on the right. The 'Speak Now Colorado' post includes the text 'Now's the time to talk. Let your kids know you want what's best for their future!' and a graphic with the text 'START THE CONVERSATION' and 'speaknow!'. The graphic also features icons of a marijuana leaf, a bottle, and a pill. The 'TRENDING' section lists news items such as 'Chick-fil-A: Fast-Food Chain to Hold Cow Appreciation Day on Tuesday', 'Ashton Locklear: Gymnast to Act as Alternative for US Team in 2016 Olympics', and 'St. Louis: Off-Duty Police Officer Kills Home Intruder After Black Lives Matter Argument, Reports Say'. Below the trending section is a 'SPONSORED' section featuring two chairs and a 'Pier 1 Imports' advertisement.

Transit

The transit campaign consisted of light rail interior signs, exterior bus signs (queens) and bus shelters in metro Denver and Northern Colorado. Transit ads ran from July-October 2016.

Medium	Geography	Language	Impressions
Light Rail Interiors (20)	Denver Metro and Surrounding	ENG	735,680
Bus Queens (20)	Denver Metro and Surrounding	ENG/SPAN	5,372,320
Bus Shelters	Boise Avenue and 19th Street, Loveland	ENG	168,880
	29th Street and Taft Avenue, Loveland	ENG	166,408
	West 29th Street and North Duffield Avenue, Loveland	SPAN	110,968
	Eagle Drive and 14th Street, Loveland	SPAN	252,040
	20th Street and 59th Avenue, Greeley	ENG	295,664
	11th Avenue and 22nd Street, Greeley	ENG	476,096
TOTAL			7,578,056



Out-of-Home

Billboards and outdoor posters ran in metro Denver, Colorado Springs, Fort Collins, Greeley and Pueblo. In addition, 11x17 indoor posters were posted in bars, restaurants and family recreation centers in Denver, Northern Colorado and Pueblo. The out-of-home campaign delivered 7,739,000 gross impressions.

Medium	Geography	Language	Flight Weeks	Impressions
Bulletins/Outdoor Posters	East Colfax Avenue and Colorado Blvd.	ENG	7/25-9/18	1,140,397
	Monaco Parkway and Smith Road			170,912
	Broadway and Exposition			996,432
	Circle Drive and Platt (Colorado Springs)			603,984
	Highway 287 & West Harmony Road (Fort Collins)			420,232
	East Prospect Road and Riverside Avenue (Fort Collins)			528,824
	Highway 85 & 22nd St. (Greeley)			661,984
	Highway 50 & I-25 (Pueblo)			1,069,656
Indoor Posters	Denver Metro and Surrounding, Northern Colorado, Pueblo		7/1/16-10/31/16	2,400,000
TOTAL				7,992,421



Earned Media

A news release was disseminated to the media in English and Spanish on 8/23/16. The release was picked up by 171 different media outlets nationwide, with a total potential audience of 10,910,987.

The project team identified a parent who is also a substance abuse counselor, and the Director of Addiction Services at Denver Health to serve as spokespeople for English media, and a Family Programs Coordinator at a Spanish-speaking human services organization for Spanish media, and successfully secured television coverage in English and Spanish around the Speak Now campaign on 9/6/16 during the 5pm news on KCEC/Univision, and on 9/21/16 during the 4pm news on KWGN. The two stories generated 45,934 in media impressions, and \$2,951.30 in publicity value for the campaign.

TELEVISION				
<i>Date</i>	<i>Outlet</i>	<i>Title</i>	<i>Publicity Value</i>	<i>Impressions</i>
9/21/2016	KWGN	Talking To Kids About Drugs	\$ 676.30	10,934
9/6/2016	KCEC	Técnicas para saber si un joven consume alcohol o drogas	\$ 2,275.00	35,000
TOTAL				
			\$ 2,951.30	45,934

Media Impressions and Added Value Summary

Medium	Total Impressions	Total Added Value
Pandora	1,729,167	\$ 2,122.50
Facebook	927,470	\$ 2,029.50
Transit	7,578,056	\$ 2,340.75
Out-of-Home	7,992,421	\$ 3,951.00
Earned Media	45,934	\$ 2,951.30
TOTAL	18,273,048	\$ 14,538.05

Attachment D: CDHS FY 2015-16 Reversions & FY 2016-17 Anticipated Reversions

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
01. Executive Director's Office		
(B) Special Purpose (1) Special Purpose Employment and Regulatory Affairs FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	 \$2,287,712 \$2,283,814	
FY 2015-16 Reversion (Overexpenditure)	\$3,898	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.
Administrative Review Unit FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	 \$1,994,743 \$1,869,103	
FY 2015-16 Reversion (Overexpenditure)	\$125,640	FY 2015-16 reversion is due to the staff vacancies and operational costs having lower than anticipated costs.
Child Protection Ombudsman FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	 \$242,450 \$223,030	
FY 2015-16 Reversion (Overexpenditure)	\$19,420	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.
(1) Special Purpose Juvenile Parole Board FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	 \$268,450 \$212,248	
FY 2015-16 Reversion (Overexpenditure)	\$56,202	FY 2015-16 reversion is due to the staff vacancies having lower than anticipated costs.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
HIPPA - Security Remediation		
FY 2015-16 Expenditure Authority	\$286,681	
FY 2015-16 Actual Expenditures	\$160,076	
FY 2015-16 Reversion (Overexpenditure)	\$126,605	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.
CBMS Emergency Processing Unit		
FY 2015-16 Expenditure Authority	\$84,275	
FY 2015-16 Actual Expenditures	\$56,464	
FY 2015-16 Reversion (Overexpenditure)	\$27,811	FY 2015-16 reversion were largely attributable to two major factors: cost allocation and turnover. □

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
02. Office of Information Technology Services		
(A) Information Technology		
(1) Information Technology Client Index Project		
FY 2015-16 Expenditure Authority	\$10,154	
FY 2015-16 Actual Expenditures	\$9,456	
FY 2015-16 Reversion (Overexpenditure)	\$698	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.
(1) Information Technology Colorado Trails		
FY 2015-16 Expenditure Authority	\$2,700,061	
FY 2015-16 Actual Expenditures	\$2,638,272	
FY 2015-16 Reversion (Overexpenditure)	\$61,789	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.
IT Systems Interoperability		
FY 2015-16 Expenditure Authority	\$132,336	
FY 2015-16 Actual Expenditures	\$98,800	
FY 2015-16 Reversion (Overexpenditure)	\$33,536	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs. Note the Centers for Medicare and Medicaid Services (CMS) did not approve the Capital Project until February 2016.
(1) Information Technology Enterprise Content Management		
FY 2015-16 Expenditure Authority	\$731,400	
FY 2015-16 Actual Expenditures	\$627,204	
FY 2015-16 Reversion (Overexpenditure)	\$104,196	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
03. Office of Operations		
(A) Administration		
(1) Administration Leased Space		
FY 2015-16 Expenditure Authority	\$588,759	
FY 2015-16 Actual Expenditures	\$552,649	
FY 2015-16 Reversion (Overexpenditure)	\$36,110	FY 2015-16 reversion is due to the operational expenditures having lower than anticipated costs.
Capitol Complex Leased Space		
FY 2015-16 Expenditure Authority	\$917,748	
FY 2015-16 Actual Expenditures	\$917,747	
FY 2015-16 Reversion (Overexpenditure)	\$1	FY 2015-16 reversion is a result of minor rounding errors.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
04. County Administration		
(A) Administration		
(1) Administration		
FY 2015-16 Expenditure Authority	\$20,303,211	
FY 2015-16 Actual Expenditures	\$20,303,210	
FY 2015-16 Reversion (Overexpenditure)	\$1	FY 2015-16 reversion is a result of minor rounding errors.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
05. Child Welfare		
(A) Division of Child Welfare		
(1) Division of Child Welfare Administration		
FY 2015-16 Expenditure Authority	\$4,996,605	
FY 2015-16 Actual Expenditures	\$4,996,604	
FY 2015-16 Reversion (Overexpenditure)	\$1	FY 2015-16 reversion is a result of minor rounding errors.
(1) Division of Child Welfare Child Welfare Services		
FY 2015-16 Expenditure Authority	\$187,328,849	
FY 2015-16 Actual Expenditures	\$186,658,878	
FY 2015-16 Reversion (Overexpenditure)	\$669,971	Any under spent General Fund in the Division of Child Welfare (DCW) is rolled into the Child Welfare Services appropriation during year end close out due to line item flexibility. For FY 2015-16, DCW under spent \$669,971 of \$266,518,715 of General Fund appropriated to DCW. This amounts to less than 1.0%.
County Child Welfare Staffing		
FY 2015-16 Expenditure Authority	\$5,714,028	
FY 2015-16 Actual Expenditures	\$5,690,356	
FY 2015-16 Reversion (Overexpenditure)	\$23,672	FY 2015-16 reversion is due to all county child welfare staff not being hired on July 1, 2015.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(1) Division of Child Welfare Family and Children's Programs		
FY 2015-16 Expenditure Authority	\$43,737,551	
FY 2015-16 Actual Expenditures	\$43,737,550	
FY 2015-16 Reversion (Overexpenditure)	\$1	FY 2015-16 reversion is a result of minor rounding errors.
Performance-based Collaborative Management Incentives		
FY 2015-16 Expenditure Authority	\$1,856,635	
FY 2015-16 Actual Expenditures	\$1,733,307	
FY 2015-16 Reversion (Overexpenditure)	\$123,328	FY 2015-16 reversion is due to divorce fee collection being less than the appropriated spending authority.
Community-based Child Abuse Prevention Services		
FY 2015-16 Expenditure Authority	\$8,335,713	
FY 2015-16 Actual Expenditures	\$8,335,712	
FY 2015-16 Reversion (Overexpenditure)	\$1	The reversion is a result of minor rounding errors.
Interagency Prevention Programs Coordination		
FY 2015-16 Expenditure Authority	\$32,609	
FY 2015-16 Actual Expenditures	\$32,608	
FY 2015-16 Reversion (Overexpenditure)	\$1	The reversion is a result of minor rounding errors.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
06. Office of Early Childhood		
(A) Division of Early Care and Learning (1) Division of Early Care and Learning Child Care Licensing and Administration FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	\$2,718,910 \$2,718,904	
FY 2015-16 Reversion (Overexpenditure)	\$6	The FY 2015-16 reversion of spending authority is due to Licensing fee collection being less than the appropriated spending authority.
Child Care Assistance Cliff Effect Pilot Program FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	\$69,453 \$51,105	
FY 2015-16 Reversion (Overexpenditure)	\$18,348	FY 2015-16 reversion is due to the staff vacancies resulting in lower than anticipated costs.
Child Care Assistance Program Market Rate Study FY 2015-16 Expenditure Authority FY 2015-16 Actual Expenditures	\$55,000 \$0	
FY 2015-16 Reversion (Overexpenditure)	\$55,000	The Department was still working under a contract for the 2015 Market Rate Study and the FY 2015-16 funds were not used. The next Market Rate Study is scheduled to begin in early 2017.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
Child Care Grants for Quality, Availability and Fed. Targets		
FY 2015-16 Expenditure Authority	\$4,775,786	
FY 2015-16 Actual Expenditures	\$4,774,804	
FY 2015-16 Reversion (Overexpenditure)	\$982	The FY 2015-16 reversion of spending authority is due to licensing fee collection being less than the appropriated spending authority.
(1) Division of Early Care and Learning Early Literacy Book Distribution Partnership		
FY 2015-16 Expenditure Authority	\$100,000	
FY 2015-16 Actual Expenditures	\$99,609	
FY 2015-16 Reversion (Overexpenditure)	\$391	FY 2015-16 reversion is due to having lower than anticipated contract costs for this program.
(1) Division of Community and Family Support Early Childhood Mental Health Services		
FY 2015-16 Expenditure Authority	\$1,257,304	
FY 2015-16 Actual Expenditures	\$1,224,840	
FY 2015-16 Reversion (Overexpenditure)	\$32,464	FY 2015-16 reversion is due to the federal funds received through a supplemental. As a result, the Department published an RFP for this program, but the timeline was too short to award new contracts and hire new specialists in time for expenditures to occur.
(1) Division of Community and Family Support Early Intervention Services		
FY 2015-16 Expenditure Authority	\$21,531,030	
FY 2015-16 Actual Expenditures	\$21,519,362	
FY 2015-16 Reversion (Overexpenditure)	\$11,668	The reversion of FY 2015-16 spending authority is because the grant is used on a federal fiscal year. The Department has multiple years to spend these federal grant funds.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(1) Division of Community and Family Support Family Support Services		
FY 2015-16 Expenditure Authority	\$753,226	
FY 2015-16 Actual Expenditures	\$735,385	
FY 2015-16 Reversion (Overexpenditure)	\$17,841	FY 2015-16 reversion is due to having lower than anticipated contract costs for this program.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
07. Office of Self Sufficiency		
(B) Colorado Works Program		
(1) Colorado Works Program Transitional Jobs Program		
FY 2015-16 Expenditure Authority	\$2,433,130	
FY 2015-16 Actual Expenditures	\$2,121,465	
FY 2015-16 Reversion (Overexpenditure)	\$311,665	FY 2015-16 reversion was due to challenges in recruiting participants and/or employers into the Transitional Jobs Program (known as ReHire Colorado).
(C) Special Purpose Welfare Programs		
(1) Special Purpose Welfare Programs		
Food Stamp Job Search Units - Program Costs		
FY 2015-16 Expenditure Authority	\$194,151	
FY 2015-16 Actual Expenditures	\$160,874	
FY 2015-16 Reversion (Overexpenditure)	\$33,277	FY 2015-16 reversion is due to the staff vacancies having lower than anticipated costs.
(1) Special Purpose Welfare Programs Food Distribution Program		
FY 2015-16 Expenditure Authority	\$51,105	
FY 2015-16 Actual Expenditures	\$46,379	
FY 2015-16 Reversion (Overexpenditure)	\$4,726	FY 2015-16 reversion is due to funds that were rolled into FY 2016-17 and spent. □

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(1) Special Purpose Welfare Programs Systematic Alien Verification for Eligibility		
FY 2015-16 Expenditure Authority	\$7,320	
FY 2015-16 Actual Expenditures	\$6,356	
FY 2015-16 Reversion (Overexpenditure)	\$964	FY 2015-16 reversion is due to appropriation of funds from a contract with the Department of Homeland Security and staffing for phone calls.
(D) Child Support Enforcement		
(1) Child Support Enforcement		
Automated Child Support Enforcement System		
FY 2015-16 Expenditure Authority	\$2,661,227	
FY 2015-16 Actual Expenditures	\$2,556,745	
FY 2015-16 Reversion (Overexpenditure)	\$104,482	FY 2015-16 reversion was due to vacancy savings and funds remaining on contractual encumbrances.
(1) Child Support Enforcement Child Support Enforcement		
FY 2015-16 Expenditure Authority	\$932,710	
FY 2015-16 Actual Expenditures	\$738,310	
FY 2015-16 Reversion (Overexpenditure)	\$194,400	FY 2015-16 reversion is due to unspent dollars from the SB 15-012 (Child Support Pass-through) appropriation and vacancy savings.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
08. Behavioral Health Services		
(B) Mental Health Community Program		
(1) Community Program		
Services for Indigent Mentally Ill Clients		
FY 2015-16 Expenditure Authority	\$31,039,452	
FY 2015-16 Actual Expenditures	\$31,028,647	
FY 2015-16 Reversion (Overexpenditure)	\$10,805	FY 2015-16 reversion is due to the Mental Health Services Block Grant is a 2 year grant and funds may be used in subsequent fiscal years.
Medications for Indigent Mentally Ill Clients		
FY 2015-16 Expenditure Authority	\$1,554,437	
FY 2015-16 Actual Expenditures	\$1,522,194	
FY 2015-16 Reversion (Overexpenditure)	\$32,243	FY 2015-16 reversion is due to the Community Mental Health Centers having lower than anticipated costs.
School-based Mental Health Services		
FY 2015-16 Expenditure Authority	\$1,213,254	
FY 2015-16 Actual Expenditures	\$1,180,711	
FY 2015-16 Reversion (Overexpenditure)	\$32,544	FY 2015-16 reversion is due to the staff vacancies having lower than anticipated costs.
Assertive Community Treatment Programs		
FY 2015-16 Expenditure Authority	\$4,803,563	
FY 2015-16 Actual Expenditures	\$4,715,306	
FY 2015-16 Reversion (Overexpenditure)	\$88,257	FY 2015-16 reversion is due to the Community Mental Health Centers having lower than anticipated costs.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
Alt. to Inpatient Hospitalization at Mental Health Institute		
FY 2015-16 Expenditure Authority	\$3,337,487	
FY 2015-16 Actual Expenditures	\$3,337,483	
FY 2015-16 Reversion (Overexpenditure)	\$4	FY 2015-16 reversion is due to invoices processed for less than contracted amount.
Mental Health Treatment Services for Youth		
FY 2015-16 Expenditure Authority	\$655,223	
FY 2015-16 Actual Expenditures	\$613,874	
FY 2015-16 Reversion (Overexpenditure)	\$41,350	FY 2015-16 reversion is due to lower than anticipated use of residential treatment.
(C) Substance Use Treatment and Prevention		
(1) Treatment Services		
Treatment and Detoxification Contracts		
FY 2015-16 Expenditure Authority	\$12,555,021	
FY 2015-16 Actual Expenditures	\$12,224,470	
FY 2015-16 Reversion (Overexpenditure)	\$330,551	FY 2015-16 reversion is due to underspending of Proposition BB dollars due to some contractors not spending their allocation due to inability to serve restricted population set out in legislation.
Short-term Intensive Residential Remediation and Treatment		
FY 2015-16 Expenditure Authority	\$3,146,489	
FY 2015-16 Actual Expenditures	\$2,869,388	
FY 2015-16 Reversion (Overexpenditure)	\$277,102	FY 2015-16 reversion is due to contractors not fully expending the allocation due to Affordable Care Act expansion now covering many outpatient Substance Use Disorder services.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(2) Prevention and Intervention (C) Substance Use Treatment and Prevention Balance of Substance Abuse Block Grant Program FY 2015-16 Expenditure Authority \$197,735 FY 2015-16 Actual Expenditures \$188,599		
FY 2015-16 Reversion (Overexpenditure)	\$9,136	FY 2015-16 reversion resulted from lower than anticipated costs reimbursed due to late start-up of new RFP.
(D) Integrated Behavioral Health Services (1) Integrated Behavioral Health Services Crisis Response System and Services FY 2015-16 Expenditure Authority \$22,892,550 FY 2015-16 Actual Expenditures \$22,253,026		
FY 2015-16 Reversion (Overexpenditure)	\$639,524	FY 2015-16 reversion is due to contractor anticipated to spend their contracted amount, however, the offsets were higher than anticipated.
(1) Integrated Behavioral Health Services Community Transition Services FY 2015-16 Expenditure Authority \$5,147,901 FY 2015-16 Actual Expenditures \$3,890,935		
FY 2015-16 Reversion (Overexpenditure)	\$1,256,966	The current reversion reflects unspent funds in year two of program ramp up. The provider had vacancies and spending on client services was lower than anticipated.
(1) Integrated Behavioral Health Services Rural Co-occurring Disorder Services FY 2015-16 Expenditure Authority \$1,021,213 FY 2015-16 Actual Expenditures \$527,019		
FY 2015-16 Reversion (Overexpenditure)	\$494,194	The appropriation was doubled in FY 2015-16 and the vendor was not able to spend the dollars due to staffing shortages.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(E) Mental Health Institutes (1) Mental Health Institutes - Ft. Logan Contract Medical Services FY 2015-16 Expenditure Authority \$816,692 FY 2015-16 Actual Expenditures \$756,692		
FY 2015-16 Reversion (Overexpenditure) \$60,000		This reversion is due to lower actual outside medical costs incurred than allocated and estimated by year end.
(1) Mental Health Institutes - Ft. Logan Pharmaceuticals FY 2015-16 Expenditure Authority \$1,211,864 FY 2015-16 Actual Expenditures \$1,211,863		
FY 2015-16 Reversion (Overexpenditure) \$1		This reversion is in spending authority only.
(1) Mental Health Institutes - Ft. Logan Capital Outlay FY 2015-16 Expenditure Authority \$845,448 FY 2015-16 Actual Expenditures \$801,818		
FY 2015-16 Reversion (Overexpenditure) \$43,630		This reversion of CMHIFL capital outlay costs came in under budget due to areas not requiring asbestos abatement, which were previously budgeted as needing this service.
(2) Mental Health Institutes - Pueblo (2) Mental Health Institutes - Pueblo Contract Medical Services FY 2015-16 Expenditure Authority \$3,197,461 FY 2015-16 Actual Expenditures \$3,147,461		
FY 2015-16 Reversion (Overexpenditure) \$50,000		This reversion is due to lower actual outside medical costs incurred than allocated and estimated by year end.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(2) Mental Health Institutes - Pueblo Capital Outlay		
FY 2015-16 Expenditure Authority	\$747,305	
FY 2015-16 Actual Expenditures	\$727,192	
FY 2015-16 Reversion (Overexpenditure)	\$20,114	FY 2015-16 reversion is due to equipment costs and contingencies varying from original estimates.
(2) Mental Health Institutes - Pueblo Pharmaceuticals		
FY 2015-16 Expenditure Authority	\$3,099,707	
FY 2015-16 Actual Expenditures	\$3,099,347	
FY 2015-16 Reversion (Overexpenditure)	\$360	FY 2015-16 reversion is due to lower than anticipated actual expenses.
(2) Mental Health Institutes - Pueblo Educational Programs		
FY 2015-16 Expenditure Authority	\$59,778	
FY 2015-16 Actual Expenditures	\$41,572	
FY 2015-16 Reversion (Overexpenditure)	\$18,206	Most of this reversion is spending authority only. The \$18,206 General Fund reversion is due to lower actual expenses.
(2) Mental Health Institutes - Pueblo Jail-based Competency Restoration Program		
FY 2015-16 Expenditure Authority	\$3,524,339	
FY 2015-16 Actual Expenditures	\$3,523,254	
FY 2015-16 Reversion (Overexpenditure)	\$1,085	FY 2015-16 reversion is due to lower than anticipated actual expenses.
(2) Mental Health Institutes - Pueblo Circle Program Business Plan Analysis		
FY 2015-16 Expenditure Authority	\$225,000	
FY 2015-16 Actual Expenditures	\$189,733	
FY 2015-16 Reversion (Overexpenditure)	\$35,267	FY 2015-16 reversion is due to the actual expense being lower than appropriation.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
09. Services for People with Disabilities		
(C) Older Blind Grants and Traumatic Brain Injury Trust (1) Older Blind Grants and Traumatic Brain Injury Trust Independent Living Centers / State Independent Living Cncl		
FY 2015-16 Expenditure Authority	\$4,831,945	
FY 2015-16 Actual Expenditures	\$4,741,234	
FY 2015-16 Reversion (Overexpenditure)	\$90,711	FY 2015-16 reversion is due to variance on anticipated expenditures.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
10. Adult Assistance Programs		
(A) Administration		
(1) Administration		
Administration		
FY 2015-16 Expenditure Authority	\$1,049,234	
FY 2015-16 Actual Expenditures	\$928,426	
FY 2015-16 Reversion (Overexpenditure)	\$120,808	FY 2015-16 reversion is due to personnel under-expenditures, including vacancy savings, slightly reduced staff development costs, and lower travel and operating expenditures.
(C) Other Grant Programs		
(1) Other Grant Programs Home Care Allowance		
FY 2015-16 Expenditure Authority	\$8,913,580	
FY 2015-16 Actual Expenditures	\$7,526,726	
FY 2015-16 Reversion (Overexpenditure)	\$1,386,854	FY 2015-16 reversion is due to lower than anticipated caseload growth. □
(1) Other Grant Programs Home Care Allowance Grant		
FY 2015-16 Expenditure Authority	\$1,086,156	
FY 2015-16 Actual Expenditures	\$613,274	
FY 2015-16 Reversion (Overexpenditure)	\$472,882	FY 2015-16 reversion is due to a continuing decline in the Home Care Allowance-Special Populations caseload. □
(1) Other Grant Programs Adult Foster Care		
FY 2015-16 Expenditure Authority	\$149,596	
FY 2015-16 Actual Expenditures	\$1,819	
FY 2015-16 Reversion (Overexpenditure)	\$147,777	FY 2015-16 reversion is due to the caseload being reduced to zero.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
Supplemental Security Income Application Pilot Program		
FY 2015-16 Expenditure Authority	\$246,897	
FY 2015-16 Actual Expenditures	\$193,450	
FY 2015-16 Reversion (Overexpenditure)	\$53,447	FY 2015-16 reversion is due to the vendor's actual costs being less than projected in the legislative fiscal note that created the pilot program.
(D) Community Services for the Elderly		
(1) Community Services for the Elderly Administration		
FY 2015-16 Expenditure Authority	\$195,409	
FY 2015-16 Actual Expenditures	\$159,092	
FY 2015-16 Reversion (Overexpenditure)	\$36,317	FY 2015-16 reversion is due to Federal Funds unspent and the Department did not need match.
(1) Community Services for the Elderly Colorado Commission on Aging		
FY 2015-16 Expenditure Authority	\$24,220	
FY 2015-16 Actual Expenditures	\$23,423	
FY 2015-16 Reversion (Overexpenditure)	\$797	FY 2015-16 reversion is due to Federal Funds unspent and the Department did not need match.
(1) Community Services for the Elderly Older Americans Act Programs		
FY 2015-16 Expenditure Authority	\$765,125	
FY 2015-16 Actual Expenditures	\$629,150	
FY 2015-16 Reversion (Overexpenditure)	\$135,976	FY 2015-16 reversion is due to Federal Funds not being expended.
(1) Community Services for the Elderly State Funding for Senior Services		
FY 2015-16 Expenditure Authority	\$11,153,870	
FY 2015-16 Actual Expenditures	\$11,127,441	
FY 2015-16 Reversion (Overexpenditure)	\$26,429	FY 2015-16 reversion is due to General Fund not being reverted and cash funds that was unspent.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(1) Community Services for the Elderly Senior Services Data Evaluation		
FY 2015-16 Expenditure Authority	\$125,001	
FY 2015-16 Actual Expenditures	\$125,000	
FY 2015-16 Reversion (Overexpenditure)	\$1	The reversion is a result of minor rounding errors.
(1) Community Services for the Elderly Respite Services		
FY 2015-16 Expenditure Authority	\$475,000	
FY 2015-16 Actual Expenditures	\$471,233	
FY 2015-16 Reversion (Overexpenditure)	\$3,767	FY 2015-16 reversion is due to General Fund being reverted and cash funds that was unspent.
(E) Adult Protective Services		
(1) Adult Protective Services		
State Administration		
FY 2015-16 Expenditure Authority	\$688,944	
FY 2015-16 Actual Expenditures	\$570,945	
FY 2015-16 Reversion (Overexpenditure)	\$117,999	FY 2015-16 reversion is due to the result of vacancy savings. The APS program had several positions vacated during the year and it took several months to fill each position. In addition, the APS program received more allocation of centrally appropriated line items than was expected.
(1) Adult Protective Services Adult Protective Services		
FY 2015-16 Expenditure Authority	\$9,382,018	
FY 2015-16 Actual Expenditures	\$9,185,935	
FY 2015-16 Reversion (Overexpenditure)	\$196,083	FY 2015-16 reversion is due to counties not fully utilizing the amount allocated.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
11. Division of Youth Corrections		
(B) Institutional Programs		
(1) Institutional Programs Medical Services		
FY 2015-16 Expenditure Authority	\$7,141,236	
FY 2015-16 Actual Expenditures	\$7,130,237	
FY 2015-16 Reversion (Overexpenditure)	\$10,999	FY 2015-16 reversion is due to claims for services, medical needs and final settlements for medical expenses are estimated but not exact at the time of year end. Expenditures are based on utilization by the population served and it varies from year to year.
(1) Institutional Programs Educational Programs		
FY 2015-16 Expenditure Authority	\$6,420,278	
FY 2015-16 Actual Expenditures	\$6,338,506	
FY 2015-16 Reversion (Overexpenditure)	\$81,772	FY 2015-16 reversion is due to school districts having vacant positions throughout the year.
(C) Community Programs		
(1) Community Programs Purchase of Contract Placements		
FY 2015-16 Expenditure Authority	\$23,422,068	
FY 2015-16 Actual Expenditures	\$22,486,055	
FY 2015-16 Reversion (Overexpenditure)	\$936,013	FY 2015-16 reversion is due to lower caseloads than projected.

Long Bill Line Item	General Fund	FY 2015-16 Reversion Information
(1) Community Programs Managed Care Pilot Project		
FY 2015-16 Expenditure Authority	\$1,419,372	
FY 2015-16 Actual Expenditures	\$1,419,196	
FY 2015-16 Reversion (Overexpenditure)	\$176	FY 2015-16 reversion is due to expenditures coming in less than anticipated.
S.B. 91-94 Juvenile Services		
FY 2015-16 Expenditure Authority	\$12,792,805	
FY 2015-16 Actual Expenditures	\$12,557,682	
FY 2015-16 Reversion (Overexpenditure)	\$235,123	FY 2015-16 reversion is due to vacancy and operational cost savings.
(1) Community Programs Parole Program Services		
FY 2015-16 Expenditure Authority	\$4,888,342	
FY 2015-16 Actual Expenditures	\$4,830,487	
FY 2015-16 Reversion (Overexpenditure)	\$57,855	FY 2015-16 reversion is due to parole and transition expenses that vary each month and forecasted expenditures for youth may not always occur within the exact month. Program staff is also more conservative if the possibility exists to over spend. Expenditures are based on utilization by the population served and it varies from year to year.



COLORADO
Department of Human Services



FY 2017-18 Joint Budget Committee Hearing

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

December 21, 2016

Mission, Vision, and Values

Mission

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

Vision

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

Values

The Colorado Department of Human Services will:

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

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

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

CDHS at a Glance

CDHS Owned & Active

- 343 buildings that are owned and operated on 20 campuses across the State of Colorado, including:
 - 46 vacant buildings (43 dry-closed, 3 wet-closed)
 - 31 tenant/contract operated buildings
 - 266 CDHS occupied/operated
- Examples of the various uses of buildings include:
 - 2 Mental Health Hospitals
 - 3 Regional Center Campuses and 40 Group Homes
 - 12 Youth Service Center Sites
 - 4 Veterans Community Living Centers
- Office of State Architect identifies current replacement value of nearly \$685 million
- Average Facility Condition Index score for CDHS buildings is 66.3 compared to statewide target of 85

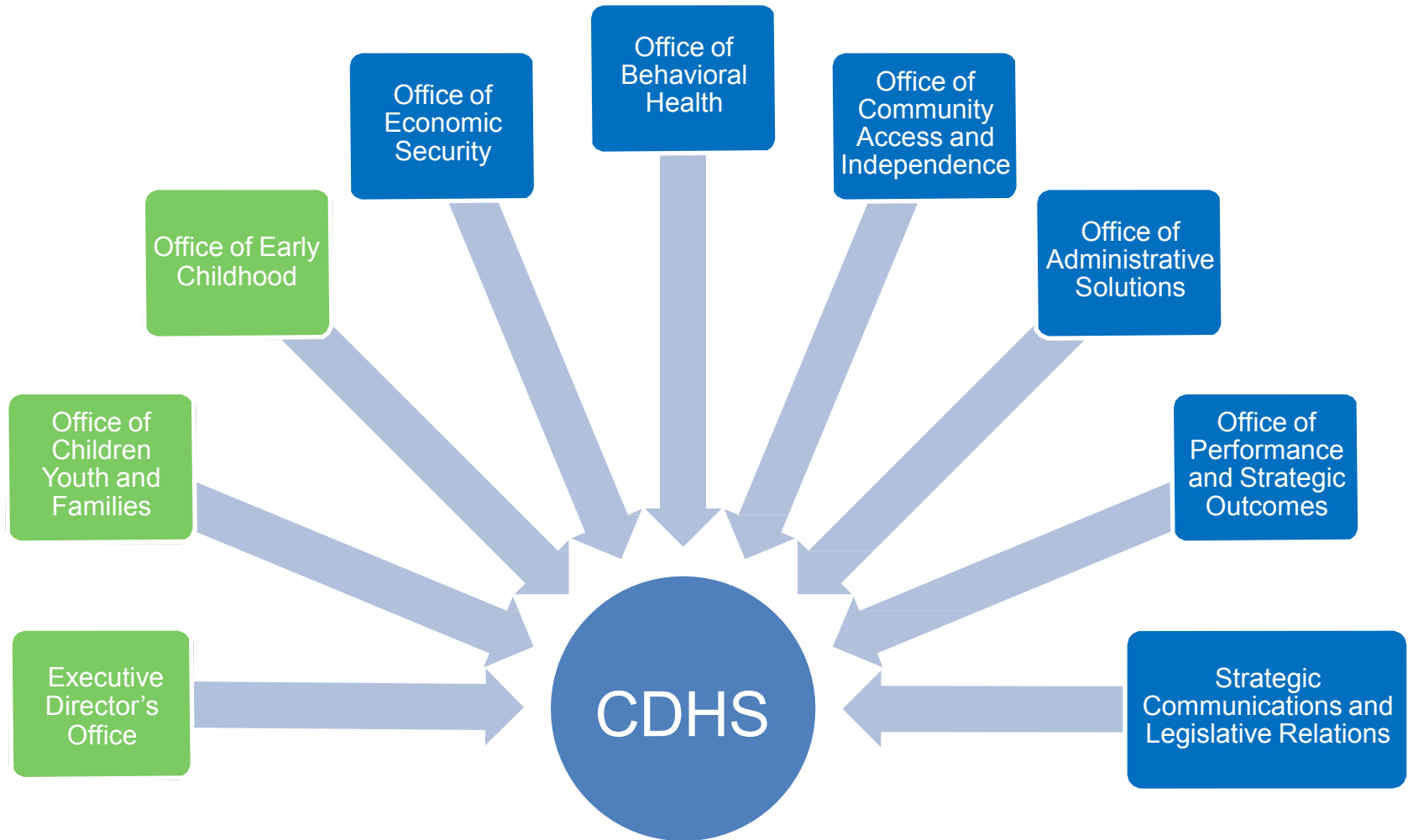
CDHS Leased

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

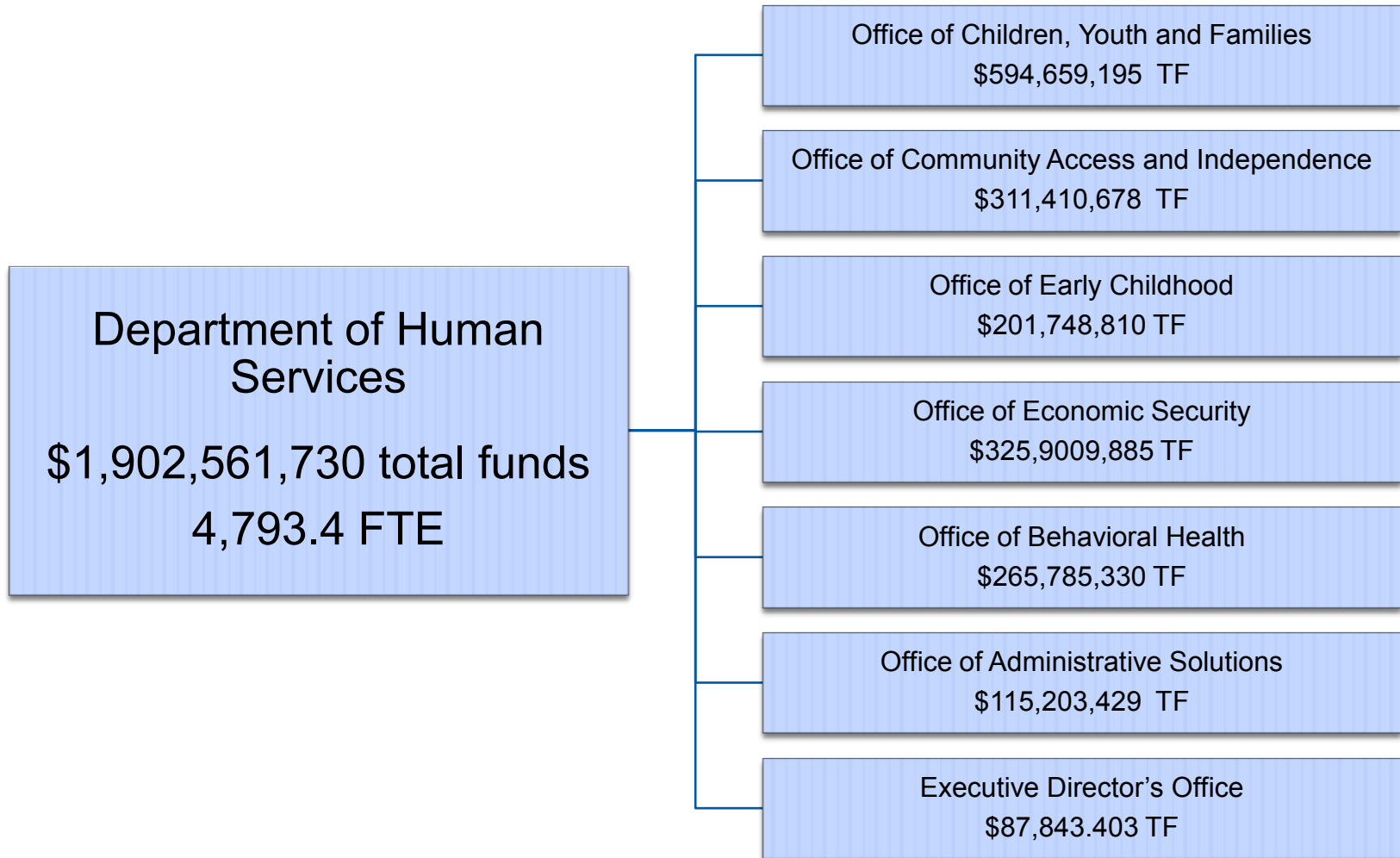
Community Programs

- | | |
|---|--------------------------------|
| ✓ County Programs | ✓ Early Childhood Councils |
| ✓ Community Behavioral Health Providers | ✓ Area Agencies on Aging |
| ✓ Refugee Services | ✓ Tony Grampsas Youth Services |
| ✓ Domestic Violence Programs | ✓ Ombudsman Programs |
| | ✓ 55 Boards and Commissions |





FY 2016-17 Department Appropriation



Colorado Department of Human Services FY 2017-18 Budget Requests

Executive Director's Office

- Staff Training Long Bill Adjustment: (\$14,000)

Office of Early Childhood

- Two Generation Reaching Opportunity (2GRO): \$695,000 and 0.9 FTE
- Health Steps For Young Children: \$421,000
- Optimization of Early Childhood Alignment: \$860,000 and 1.0 FTE

Office of Children Youth & Families

- County Child Welfare Staffing Phase 3: \$4.1 million
- Child Welfare Oversight and Technical Assistance: \$320,000
- Modernizing the Child Welfare Case Management System – Phase 3 of 3: \$6.7 million





Office of Early Childhood



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Office of Early Childhood FY 2017-18 Decision Items

- Two Generation Reaching Opportunity (2GRO): \$695,000 and 0.9 FTE
- Healthy Steps For Young Children: \$421,000
- Optimization of Early Childhood Alignment: \$860,000 and 1.0 FTE





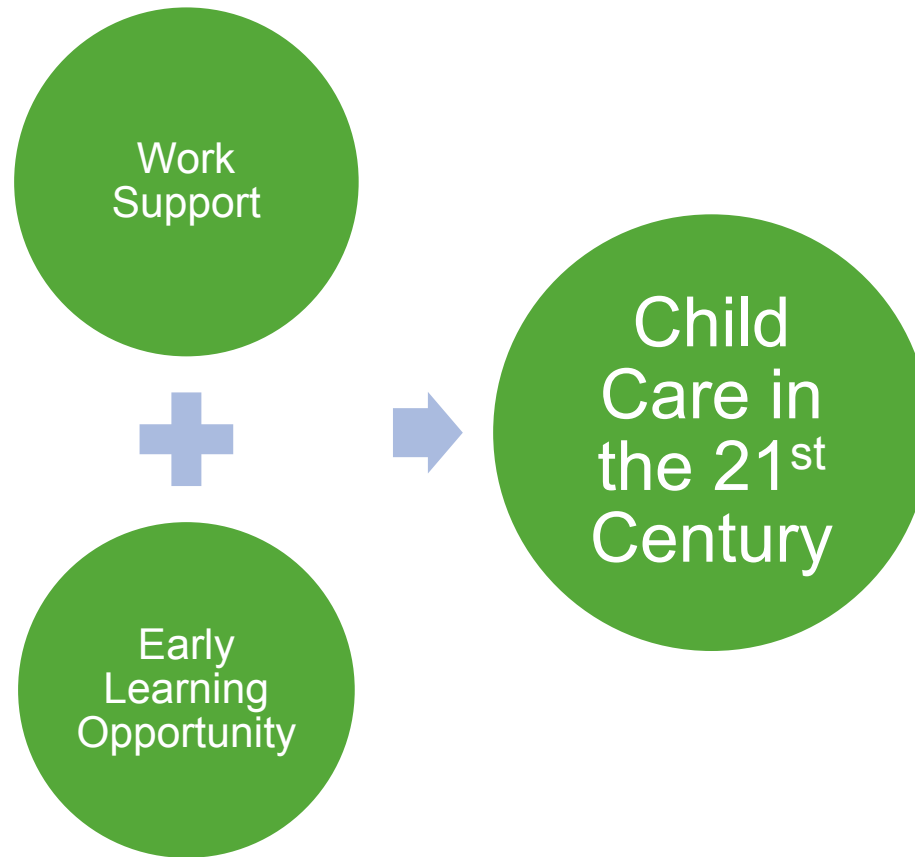
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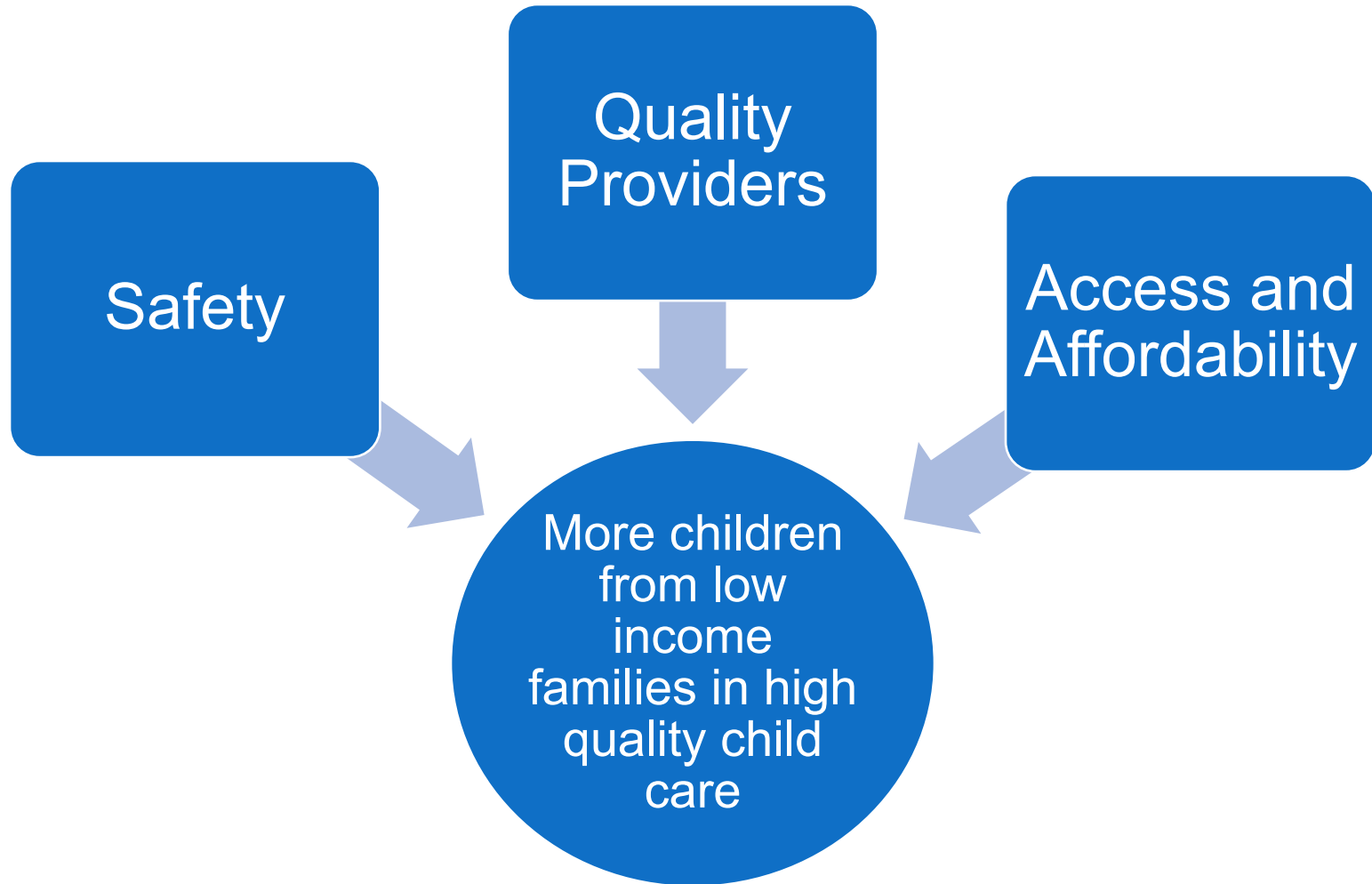
Office of Early Childhood

Child Care Licensing and Administration

Colorado's Child Care Approach



Colorado's Child Care Strategy



Wildly Important Goals: Child Care

Increase the number of CCCAP children under the age of five served in high quality care to 39% by June 30, 2016.

- Update: December 2016 = **45%**

By June 30, 2017, the Department will increase the percentage of Colorado communities with access to Colorado Child Care Assistance Program subsidies in a high quality facility (levels 3, 4, or 5) from 25.4% to 33.0%.

Included in the Department's 2016-17 Performance Plan per the SMART Act



Licensing of Child Care Providers

License Type	Number of Facilities	Aggregate Licensed Capacity
Centers	1,435	113,986
Homes	2,252	16,143
Preschool	611	21,518
School Age	982	81,584
Other	144	23,942
Total	5,424	257,173





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Office of Early Childhood

Child Care Development Fund
(Child Care Development Block Grant)

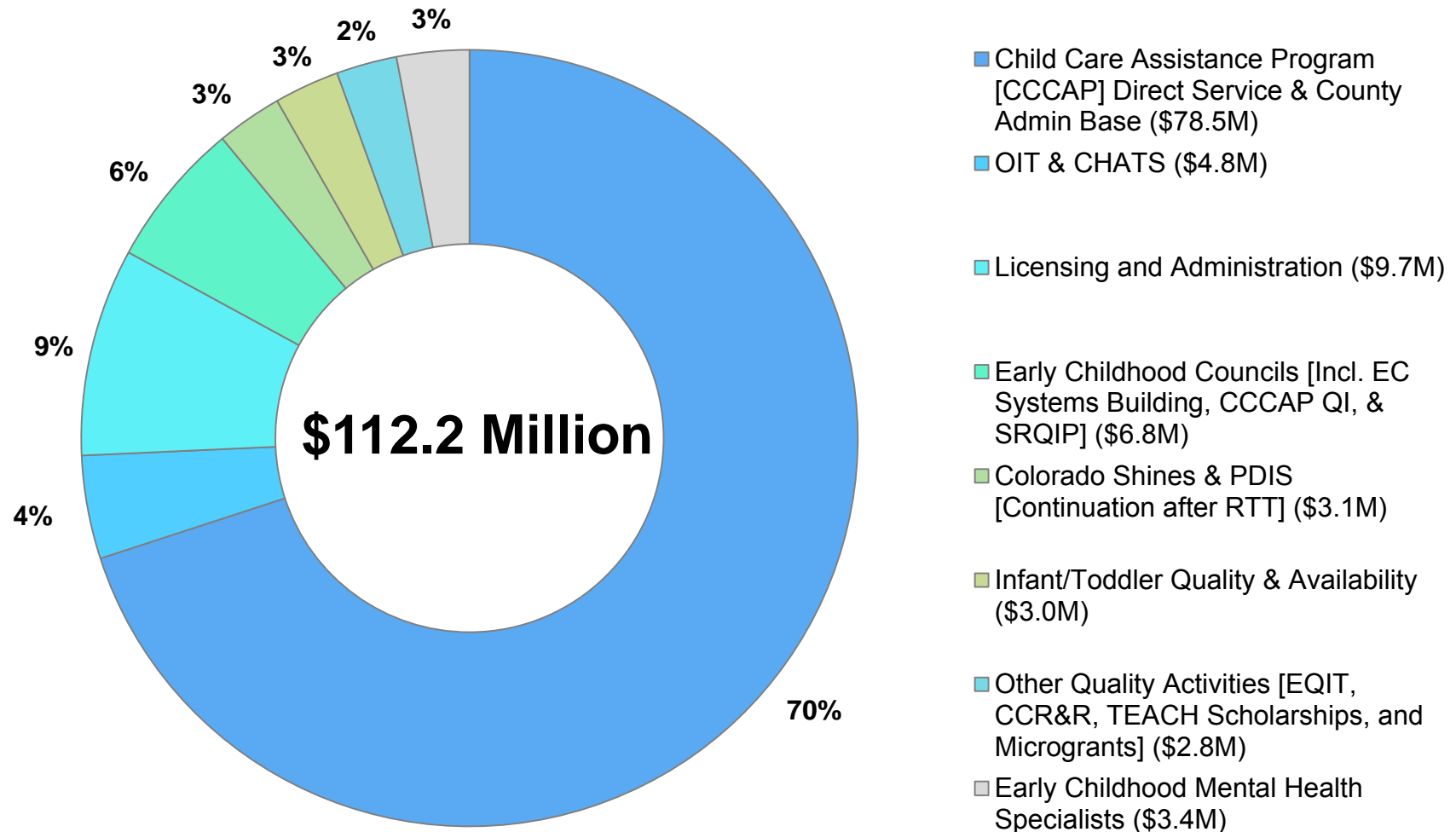
Child Care Development Fund

- Child Care Development Fund enacted 1996, reauthorized in 2014
- Funding for direct subsidy, quality initiatives, licensing, and administration
- CCDF State Plan, approved by Administration of Children and Families, directs use of CCDF funds



CCDF Spending Breakdown

SFY 2017-18 Proposed Budget



Child Care Development Fund Sustainability

Assumptions:

- Full expenditure of direct service allocation
- Continued level of investments in quality programming
- Federal, state, and local funding will not change

Funding is available through State Fiscal Year
2019-20





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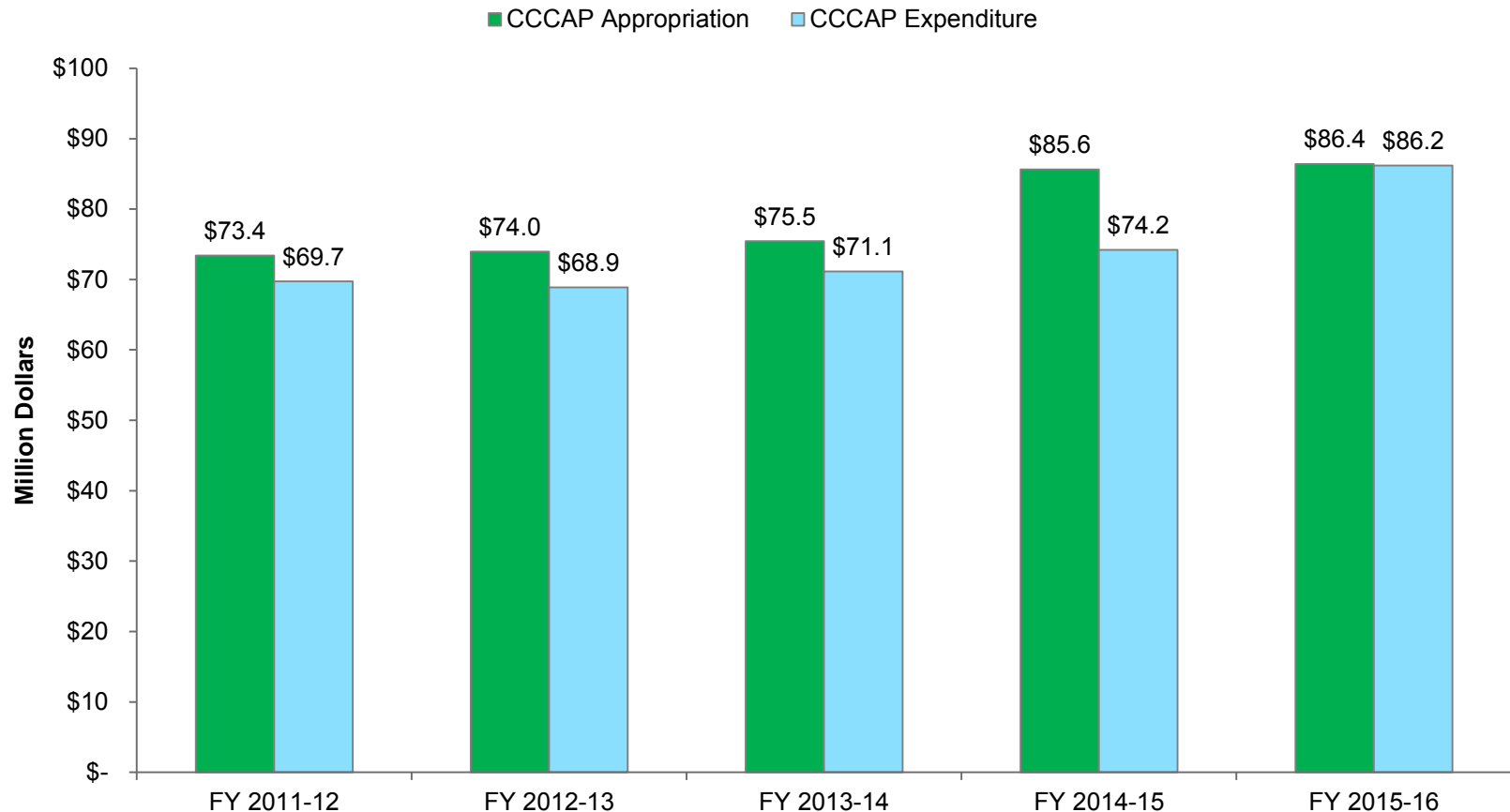
Colorado Child Care Assistance Program

Colorado Child Care Assistance Program Eligibility

Criteria	Statewide Criteria	County Discretion
Income	At or below 165% FPL based on family size	Up to 85% State Median Income
Citizenship	Child is U.S. citizen or lawfully present	
Child Need	Child under age 13	
Eligible Activity	Work, education, job training	Post-secondary/Workforce Training Additional Training Study Time Job search Colorado Works transition
Eligibility Time Frame	12 months	6 month extension
Payments to Providers		Payments for absences and holidays Drop-in days Holding spaces for children (Vouchers) Sleep time for caregivers Tiered reimbursement Registration, activity, and transportation fees
Other		Coordination with child support enforcement



CCCAP Allocation vs. Expenditure



CCCAP Allocation vs Expenditure in Million Dollar Increments by State Fiscal Year



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Colorado Shines

- Statewide Quality Rating and Improvement System for Child Care launched in 2015
- **Goal:** Assess, enhance, and communicate level of quality in licensed early learning programs serving children birth to five
- Colorado was the 5th state to integrate quality rating and improvement system with child care licensing



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COLORADO
SHINES
START EARLY
START STRONG
QUALITY EARLY LEARNING

Colorado Shines Rating Criteria

		Level	Criteria
Building Block		Level 1	Program is licensed
		Level 2	Program completes self assessment related to quality indicators, meets staff training requirements
Quality Points	Level 3	Programs earn points related to: <ul style="list-style-type: none"> • workforce qualifications and professional development; • family partnerships; • leadership, management, and administration; • learning environment; and • child health 	
	Level 4		
	Level 5		





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Office of Early Childhood

Early Childhood Suspensions and Expulsions

Early Childhood Expulsions

- **Expulsion** – permanent removal from participation in a childcare program because of behavioral issues, excluding those students who were referred or placed directly into a special education program or another more appropriate setting that involved the child's family and placed the best interests of the child and family first
- Child care facility determines when the child should be expelled pursuant to Administrative Rule 7.703.31
- Department funds early childhood mental health specialists and encourages child care providers to consult with them prior to an expulsion



Supporting Providers, Helping Kids

2006: 17 positions funded – one in nearly each Community Mental Health Center

2016: Added 17 new positions

ECMHS are actively engaged in efforts to prevent suspensions and expulsions

Early Childhood Mental Health Specialists

Each works directly with child care providers in the classrooms to improve interactions, relationships with parents and provider effectiveness

Offer child-specific consultation to providers to understand and respond to challenging behaviors. And, they can make referrals to community mental health



Proposed Next Steps: Suspension and Expulsion Data

- Pursue recommendations offered in ***Early Childhood Suspension and Expulsion: Study Design Recommendations*** (September 2016)
 - Understand the scope of the problem
 - Understand and effectively target prevention resources and services
 - Pursue data collection from a defined sample on utilization of suspensions and expulsions. We can learn:
 - which children are at risk and why,
 - what conditions lead providers to expel the child,
 - interventions to reduce and prevent suspensions and expulsions, and
 - family experiences





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Office of Early Childhood

Home Visitation Programs

Home Visiting Programs 101

SafeCare

- In-home, direct skills training for parents & caregivers for home safety, child health, & parent-child interactions

Nurse-Family Partnership

- Health promotion to support delivery of healthy babies
- Promote parenting knowledge & strong mother-child relations
- Support parents to reach education and employment goals

Healthy Steps

- Increase parent knowledge of early childhood development
- Increase school readiness
- Support parents to reach education and employment goals

Parents as Teachers

- Increase parent knowledge of early childhood development
- Increase school readiness
- Support parents to reach education and employment goals

Instruction for Parents of Preschool

- Peer to peer model
- Focus on early literacy



Two Generation Reaching Opportunity (2GRO)



Higher education

- Workforce Boards
- Community colleges

Home visiting

- High-quality child care
- Parenting supports

Local partners

- Transportation
- Financial literacy
- System barriers





Division of Child Welfare



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Department of Human Services

Division of Child Welfare

FY 2017-18 Decision Items

- County Child Welfare Staffing Phase 3: \$4.1 million
- Child Welfare Oversight and Technical Assistance: \$320,000
- Modernizing the Child Welfare Case Management System – Phase 3 of 3: \$6.7 million





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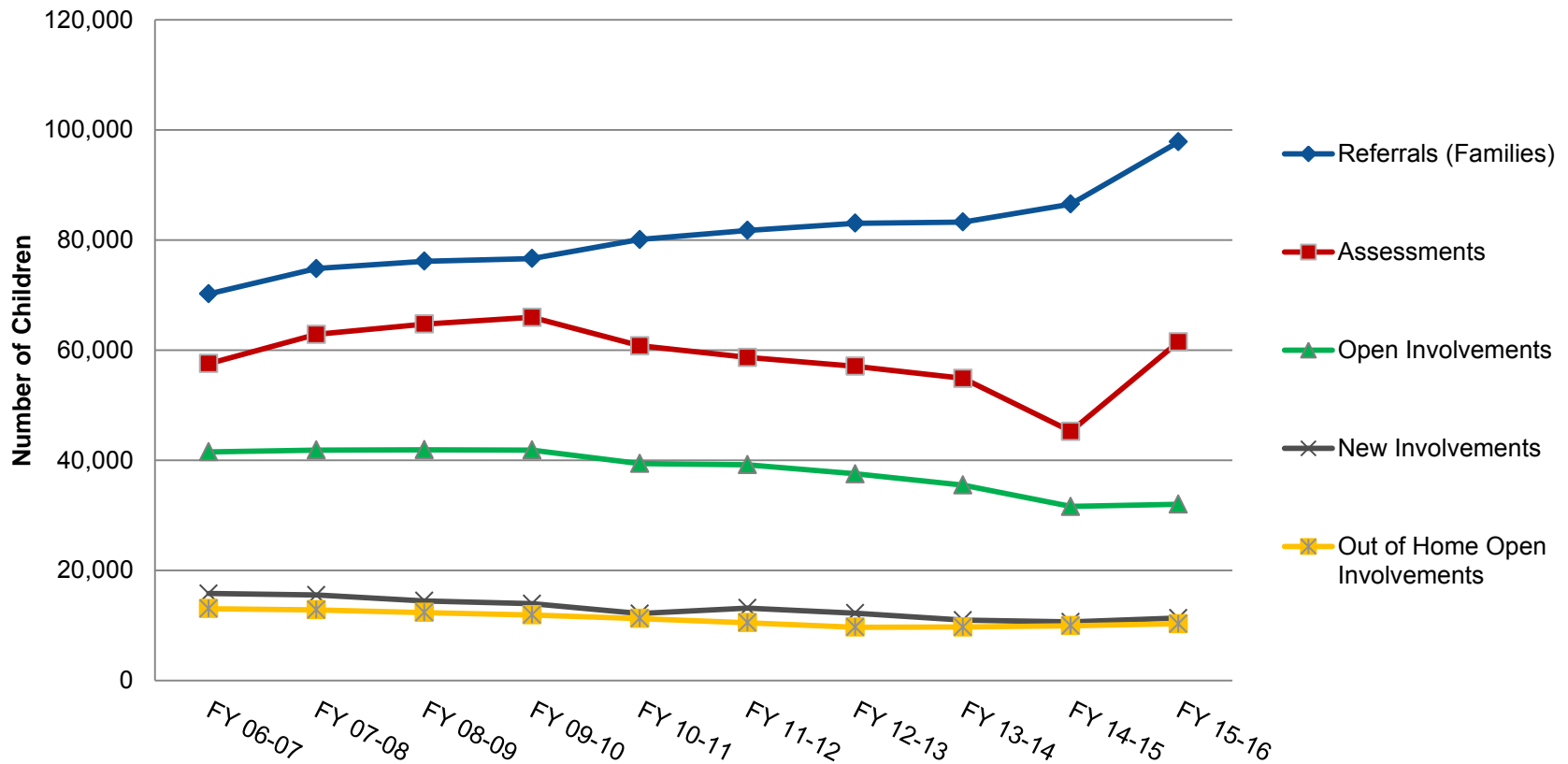
Child Welfare Programs and Funding

1-844-CO-4-KIDS

- Child Abuse Reporting Hotline live on January 1, 2015
- Statewide number for reporting suspected child abuse and neglect, while maintaining local call routing for all 64 counties and 2 tribes
- Public awareness campaign launched
 - 2015: the hotline routed **208,999** calls
 - As of November 30, 2016, the hotline has routed **189,838** calls



Child Welfare Workload Trends



Child Welfare Allocation

Child Welfare Allocations Committee

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

Allocation Model based on 7 factors

- Child/Adolescent Population
- Child Poverty Census
- Program Services Costs with Administrative Services
- Foster Care Paid Days
- Congregate Care Paid Days
- Subsidized Adoptions Paid Days
- New Adoptions



Title IV-E Child Welfare Waiver

Goal of IV-E Waiver

- Promote sustainable change in child welfare practices
- Reduce reliance on costly congregate care and foster care placements
- Reinvest resources by increasing access to trauma-informed treatment, prevention services and home-based care

Sustainability of the IV-E Waiver

- Focus since the inception
- Purpose is to re-shape the system
- Re-investing of unspent funds
- County applications must address sustainability post-waiver
- Post-waiver, counties will rely on their state allocations for child welfare services



Child Welfare Casework

- State performance improvements are correlated with the additional county child welfare staff positions:

Measure	C-Stat Goal	July 2014	July 2015	July 2016
Timeliness of Initial Response to Abuse/ Neglect Assessments	> or = 90%	87.2%	89.8%	91.6%
Compliance with the Statutory Requirement Related to Timeliness of Assessment	> or = 90%	88.5%	89.1%	91.6%

Comparison of C-Stat Safety Measures (Source: Results Oriented Management (ROM), June 23, 2016, and updated on November 28, 2016)



Child Welfare and Marijuana

- Marijuana is one of many legal and illegal substances that can negatively impact child safety
- Types of use that may lead to child welfare involvement:
 - Use by parent correlated with threatened harm to the child's health or welfare
 - A newborn tests positive for marijuana
 - Child has access to and/or has ingested marijuana
 - Hazardous environment due to manufacture, production, etc.





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Division of Child Welfare

Tony Grampsas Youth Services Program

Tony Grampsas

Youth Services Program

- Grants fund local organizations that work with youth and their families through programs designed to prevent youth crime and violence, youth marijuana use, and child abuse and neglect
- TGYS Board:
 - reviews grant requests
 - selects entities to receive awards
 - determines the amount of funding for each grantee
- Funding recommendations determined by the Board are sent to the Governor for final approval



Tony Grampsas

Youth Services Program

- Per 26-6.8-101, C.R.S. (2016) grantees include

“...a local government, a Colorado public or **nonsectarian** secondary school, a group of public or **nonsectarian** secondary schools, a school district or group of school districts, a board of cooperative services, an institute of higher education, the Colorado National Guard, a state agency, a state-operated program, or a private nonprofit or not-for-profit community based organization.”





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General Questions

Staff Training

Staff Training

- Reduction of \$13,799 of excess cash spending authority
 - Requested to clean up unused spending authority



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