

Schedule 13

Funding Request for the FY 2017-18 Budget Cycle

Department of Human Services

Request Title

R-18 Optimization of Early Childhood Alignment

Dept. Approval By: Melissa Wardet

Supplemental FY 2016-17

Change Request FY 2017-18

OSPB Approval By: Erin N. [Signature] 10/26/16

Budget Amendment FY 2017-18

Summary Information	Fund	FY 2016-17		FY 2017-18		FY 2018-19
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total		\$62,044,544	\$0	\$62,118,600	\$860,361	\$860,361
FTE		52.8	0.0	53.0	1.0	1.0
Total of All Line Items Impacted by Change Request	GF	\$39,094,180	\$0	\$39,098,278	\$0	\$0
	CF	\$1,827,947	\$0	\$1,829,393	\$0	\$0
	RF	\$10,921,311	\$0	\$10,921,311	\$0	\$0
	FF	\$10,201,108	\$0	\$10,269,618	\$860,361	\$860,361

Line Item Information	Fund	FY 2016-17		FY 2017-18		FY 2018-19
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total		\$32,736,387	\$0	\$32,736,387	\$7,927	\$7,927
FTE		0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General	GF	\$22,142,423	\$0	\$22,142,423	\$0	\$0
Administration - Health, Life, And Dental	CF	\$543,180	\$0	\$543,180	\$0	\$0
	RF	\$6,909,927	\$0	\$6,909,927	\$0	\$0
	FF	\$3,140,857	\$0	\$3,140,857	\$7,927	\$7,927

Total		\$404,087	\$0	\$404,087	\$143	\$143
FTE		0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General	GF	\$273,968	\$0	\$273,968	\$0	\$0
Administration - Short-Term Disability	CF	\$8,271	\$0	\$8,271	\$0	\$0
	RF	\$74,665	\$0	\$74,665	\$0	\$0
	FF	\$47,183	\$0	\$47,183	\$143	\$143

Total		\$10,526,999	\$0	\$10,526,999	\$3,757	\$3,757
FTE		0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A)						

Director's Office, (A)						
General	GF	\$7,138,906	\$0	\$7,138,906	\$0	\$0
Administration -	CF	\$210,806	\$0	\$210,806	\$0	\$0
Amortization						
Equalization	RF	\$1,978,665	\$0	\$1,978,665	\$0	\$0
Disbursement	FF	\$1,198,622	\$0	\$1,198,622	\$3,757	\$3,757
	Total	\$10,417,342	\$0	\$10,417,342	\$3,757	\$3,757
01. Executive	FTE	0.0	0.0	0.0	0.0	0.0
Director's Office, (A)						
General	GF	\$7,064,543	\$0	\$7,064,543	\$0	\$0
Administration - S.B.	CF	\$208,610	\$0	\$208,610	\$0	\$0
06-235						
Supplemental	RF	\$1,958,054	\$0	\$1,958,054	\$0	\$0
Equalization						
Disbursement	FF	\$1,186,135	\$0	\$1,186,135	\$3,757	\$3,757
	Total	\$7,959,729	\$0	\$8,033,785	\$844,777	\$844,777
06. Division of Early	FTE	52.8	0.0	53.0	1.0	1.0
Childhood, (A)						
General	GF	\$2,474,340	\$0	\$2,478,438	\$0	\$0
Division of Early	CF	\$857,080	\$0	\$858,526	\$0	\$0
Care and Learning,						
(1) Division of Early	RF	\$0	\$0	\$0	\$0	\$0
Care and Learning -						
Child Care Licensing						
and Administration	FF	\$4,628,309	\$0	\$4,696,821	\$844,777	\$844,777

CF Letternote Text Revision Required?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	If Yes, see attached fund source detail.
RF Letternote Text Revision Required?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	
FF Letternote Text Revision Required?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	
Letternote: d					
Of this amount, \$4,478,309 \$5,323,086 shall be from Child Care Development Funds, and \$150,000 (I) shall be from Title IV-E of the Social Security Act. The amount from the Title IV-E of the Social Security Act is reflected pursuant to Section 26-1-111 (2) (d) (II) (B), C.R.S., and shall be used in determining the amount to be deposited to the Excess Federal Title IV-E Reimbursements Cash Fund pursuant to Section 26-1-111 (2) (d) (II) (C), C.R.S.					
Requires Legislation?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	
Type of Request?	Department of Human Services Prioritized Request				
Interagency Approval or Related Schedule 13s:	None				



Cost and FTE

- The Department of Human Services requests \$860,361 in Federal Child Care and Development Funds (CCDF) in FY 2017-18 and 1.0 FTE for the purpose of optimizing the alignment of early childhood programs.
- The requested funds are an 11.1% increase over the FY 2016-17 appropriation in the Child Care Licensing and Administration line item and annualize to \$860,361 total funds in FY 2018-19 and beyond.
- The request includes 1.0 FTE responsible for identifying efficiencies and cost savings, implementing process improvements, and supporting the alignment of early care and learning programs. The FTE is a refinancing of existing staff and not a new FTE.

Current Program

- The Office of Early Childhood (OEC) administers programs targeted towards improving outcomes for children from birth to age eight. Services include child care licensing, quality improvement, child care subsidy, and support for families with young children.

Problem or Opportunity

- The OEC was formed without additional resources by consolidating programs from various state agencies to better align and coordinate programs serving children from birth to age eight.
- Short-term financing and cost-saving solutions were implemented to cover costs required to maintain existing programmatic activities and to add new functions necessary to improve the coordination and integration of early childhood programs.
- The Department anticipated the OEC would reach its intended size and scope in year three (2016), when both growth and costs would stabilize, allowing the Department to determine the need for and seek a permanent and sustainable solution to increased expenditures, if necessary.

Consequences of Problem

- Failure to correct the CCDF spending authority for the Child Care Licensing and Administration line item will negatively impact the OEC's service delivery.
- Specifically, the Department's \$68 million annual CCDF award would be jeopardized, the OEC would need to reprioritize programs and projects, child care providers would receive fewer timely services, and the Colorado Shines Quality Rating and Improvement System (QRIS) would have fewer resources to assign ratings.

Proposed Solution

- The Department requests \$860,361 total funds CCDF spending authority from funds already awarded to the Department for the purpose of better aligning early childhood programs. By funding this request, the Department will ensure the OEC will continue to meet the statutory requirements to align early childhood programs established in House Bill 13-1117.

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COLORADO
Department of Human Services

John W. Hickenlooper
Governor

Reggie Bicha
Executive Director

FY 2017-18 Funding Request | November 1, 2016

Department Priority: R-18
Request Detail: Optimization of Early Childhood Alignment

Summary of Incremental Funding Change for FY 2017-18	Total Funds	Federal Funds	FTE
Optimization of Early Childhood Alignment	\$860,361	\$860,361	1.0

Problem or Opportunity:

The Department of Human Services requests \$860,361 in Child Care Development Funds (CCDF) and 1.0 FTE in FY 2017-18 for the purpose of optimizing the alignment of early childhood programs. The requested funds are an 11.1% increase over the FY 2016-17 appropriation in the Child Care Licensing and Administration line item and annualize to \$860,361 total funds in FY 2018-19 and beyond. This request would increase administrative cost to 2.82% of the 5% allowable federal administrative cap. The request includes 1.0 FTE responsible for identifying efficiencies and cost savings, implementing process improvements, and supporting the alignment of early care and learning programs. The requested FTE does not represent new staff, but is the continuation of a federal Race to the Top Early Learning Challenge (RTT-ELC) grant-funded position.

House Bill 13-1117 consolidated programs to better align and coordinate programs serving children from birth to age eight. Specifically it transferred programs from the Colorado Department of Public Health and Environment (CDPHE), the Colorado Department of Education (CDE), and the Lieutenant Governor's Office to the Colorado Department of Human Services (CDHS) in order to form the Office of Early Childhood (OEC). The legislation also reauthorized the Early Childhood Leadership Commission under the umbrella of CDHS, in part to serve as an advisory body to the OEC. Additionally, units providing early childhood services within the CDHS Office of Behavioral Health (OBH), the CDHS Office of Community Access and Independence (OCAI), and the CDHS Office of Children, Youth and Families (OCYF) were moved to the OEC to achieve better alignment.

The Department anticipated the OEC would realize its intended size and scope in year three (2016), when both growth and costs would stabilize, allowing the Department to seek a permanent and sustainable solution to increased expenditures. The OEC was formed without additional resources, specifically General Fund. Many of the shared costs were absorbed within existing program monies, particularly by the Child Care Licensing and Administration line financed by the federal Child Care and Development Fund (CCDF). As the OEC and its operations grew, so did the need for additional day-to-day administrative support such as finance and contracting, C-Stat data analysis, budget analysis, communications, and office leadership.

Since the office was created in 2012, Short-term financing and cost-saving solutions were implemented to cover costs required to maintain existing programmatic activities and to add new necessary functions. The OEC had anticipated requesting additional spending authority but did not intend to do so until the Office had fully stabilized and matured.

The OEC has relied on the Child Care and Administration line item to absorb both anticipated and unanticipated expenditures required to coordinate and integrate early childhood programs, build an operational and administrative infrastructure, and to implement new requirements. Funded by CCDF, the line item contributes to the Department's current federal spending on administrative costs, which are less than 2% of the total award. The CCDF cap on administrative costs is 5% per federal regulation. If this request is supported, it would bring the Office's total administrative costs to 2.82%, well within the 5% allowable federal cap. The federal government judiciously set this 5% cap with the understanding that administrative costs are necessary for the effective administration of CCDF. Unlike other federal grant awards that allow the Department to adjust spending, the State Legislature, per the Long Bill headnote, must grant changes in CCDF spending authority.

The OEC added new and complementary programs to establish a strong, statewide early childhood infrastructure following implementation of HB13-1117. The OEC has developed systems to improve the quality of, and access to, early care and learning programs for children ages 0-5 years. The OEC also received a federal Project LAUNCH grant to promote the wellness of young children from 0-8 years by addressing the physical, social, emotional, cognitive and behavioral aspects of development. Colorado Community Response and SafeCare Colorado, part of Governor Hickenlooper's "Keeping Kids Safe and Families Healthy 2.0" initiative were created in the Office of Children, Youth and Families, but later transferred to the OEC to bolster statewide child maltreatment prevention efforts. Finally, the OEC has actively pursued private and philanthropic support for initiatives that align with its strategic priorities.

The 2014 Child Care and Development Block Grant (CCDBG) Reauthorization requires implementation and sustainability of robust consumer education requirements to promote awareness of the availability of high quality child care facilities accepting Colorado Child Care Assistance Program (CCCAP) and other statewide assistance programs families may be eligible for, as well as encourage child care facilities to become licensed and to accept CCCAP payment. This is one known federal requirement resulting in new, unanticipated costs to the OEC.

The funding for this line item is not currently sufficient to cover all direct and indirect costs now that the OEC has reached its intended size and scope. The OEC used several approaches to manage indirect and direct costs until the Department determined these expenditures had stabilized and the OEC could request additional CCDF spending authority. Operational efficiencies were implemented through multiple strategies. 1) Reviewing and re-assigning position classifications; 2) generating vacancy savings through delayed recruitment of positions; 3) investing in Lean process improvement resulting in the regionalization of some services, reduced travel expenditures, and more efficient deployment of staff based on business needs; 4) and automating processes to reduce staff and material costs for licensing application and continuation, licensing inspections and background checks.

Additionally, the OEC has previously transferred expenditures to other program line items that were underspent. In FY 2014-15, delays in the hiring of new contract staff generated approximately \$550,000 in savings to cover the shortfall, but those contracts are now fully operational and the funds are no longer available. In FY 2015-16 the Department was able to obtain one-time access to unused federally funded

POTS at the Department level to increase spending authority. However, the related federal program is no longer in the Department, and therefore not available in the future. Unspent contract funds from local quality and school readiness programs have been also been used to offset these costs, however the OEC's efforts to strengthen and expand quality and availability throughout the state affect the future availability of these funds. While these strategies have allowed the OEC to offset some expenditures, they are neither sufficient nor sustainable solutions.

Proposed Solution:

The Department of Human Services requests \$860,361 in Child Care Development Fund (CCDF) in FY 2017-18 for the purpose of optimizing the alignment of early childhood programs. The requested funds are an 11.1% increase over the FY 2016-17 appropriation in the Child Care Licensing and Administration line item and annualize to \$860,361 total funds in FY 2018-19 and beyond. This request would increase administrative cost to 2.82% of the 5% allowable federal administrative cap. The request includes 1.0 FTE responsible for identifying efficiencies and cost savings, implementing process improvements, and supporting the alignment of early care and learning programs. The requested FTE does not represent new staff, but is the continuation of a federal Race to the Top Early Learning Challenge (RTT-ELC) grant-funded position. The funding for the FTE concludes June 30, 2017.

During the last three years, the OEC has evaluated administrative and operational needs, determined necessary expenses, and identified efficiencies and savings. The OEC does not anticipate significant changes or additions to the current menu of programs and services.

The 1.0 FTE will continue efforts by the OEC to evaluate processes, identify efficiencies, and formulate and execute recommendations for improvements. The FTE will support the sustainability of the increased spending authority for the Child Care Licensing and Administration line item by identifying and implementing cost-saving strategies to absorb unanticipated expenditures that may affect the line item.

Failure to adjust the CCDF spending authority for the Child Care Licensing and Administration line item will have a negative impact on the OEC's service delivery. The Department would be required to make some combination of difficult decisions given the options available. These include:

- Request General Fund to address the funding shortfall.
- Increase annual licensing fees by approximately 100% to fund the shortfall.
- Reduce licensing contracts, which would jeopardize the Department's ability to meet annual licensing inspections as required by the federal government. This would risk the loss of the \$68 million in federal CCDF funding the State receives annually. Currently 76% of all child care inspections are performed by contract staff.
- Reduce timely services to child care providers, such as processing of child care licensing appeals and waivers; resolution of adverse licensing actions; processing of child care director qualifications and early childhood teacher credentials.
- Availability of free, on-demand training provided by the state through the Colorado Shines Professional Development and Information System (PDIS).
- Reduce quality contracts, such as those of the Early Childhood Councils and the Colorado Shines Quality Rating and Improvement System (QRIS). Colorado Shines would have fewer resources to assign quality ratings to facilities applying for a Level 2 to Level 5 rating.

Anticipated Outcomes:

Optimizing the alignment of early childhood programs ultimately benefits Colorado children and families by making services more readily available and accessible.

Adjusting the CCDF spending authority for the Child Care Licensing and Administration line item guarantees the State can continue uninterrupted operation of child care licensing functions:

- The State will continue to secure an annual federal investment of \$68 million in CCDF funds, allowing for the continuation of services, including child care subsidies for eligible families through the Colorado Child Care Assistance Program (CCCAP)
- The health and safety standards of licensed child care facilities will be upheld through annual licensing inspections for licensed and qualified exempt child care providers and timely responses to complaints or inquiries
- Child care providers will receive timely services to support child care licensing application, professional training and certification, and appeals and waivers
- The State may continue to invest in the Colorado Shines Quality Rating and Improvement System (QRIS) to provide technical assistance and quality ratings to licensed child care providers
- New resources will continue to be developed and offered at minimal or no cost to child care professionals, such as free, on-demand training meeting annual professional development requirements

Additionally, the Department will continue to meet Department outcomes and C-Stat performance measures, making certain that children have access to safe, high quality child care facilities, a critical component of school readiness.

Assumptions and Calculations:

Table 1 illustrates the Long Bill appropriation and requested funding for FY 2017-18 and beyond.

Line Item: Child Care Licensing & Administration	FTE	Total Funds	General Fund	Cash Funds	Federal Funds
FY 2016-17 Long Bill Appropriation (HB 16-1405)	52.8	\$7,959,729	\$2,474,340	\$857,080	\$4,628,309
FY 2017-18 Requested Funding	1.0	\$860,361	\$0	\$0	\$860,361
Staffing Cost FY 2017-18 & Beyond (Salary, PERA & Medicare)	1.0	\$83,861	\$0	\$0	\$83,861
EDO Cost FY 2017-18 & Beyond (HLD, AED, SAED & STD)	1.0	\$15,584	\$0	\$0	\$15,584
Remaining Funding: Cost of Services FY 2017-18 & Beyond	n/a	\$760,916	\$0	\$0	\$760,916
FY 2018-19 & Beyond Requested Funding	1.0	\$860,361	\$0	\$0	\$860,361

Attachment A: Child Care Licensing & Administration Line Item summarizes the current expenditures and revenue related to the Child Care Licensing and Administration line item in the Long Bill.

The *OEC Cost Pool* amount indicates expenditures that are allocated to the various programs within the OEC's Division of Early Care and Learning, which houses the Child Care Licensing and Administration Unit. This amount includes many of the shared costs that the Department determined could be absorbed within existing program monies. Now that the OEC has reached its intended size and scope, and the indirect and direct costs (OEC Cost Pool) have stabilized, the Department is seeking increased CCDF spending authority as a permanent and sustainable solution to over-expenditures within this line item.

The *Payroll* amount includes \$105,098, including operating costs, in funding for 1.0 FTE responsible for identifying efficiencies and cost savings, implementing process improvements, and supporting the alignment of early care and learning programs (see Table 2: FTE Calculations for a breakdown of costs, which includes the actual salary for the FTE). The requested FTE does not represent new staff, but is the continuation of a federal Race to the Top Early Learning Challenge (RTT-ELC) grant-funded position. The funding for the FTE concludes June 30, 2017. This position is a Project Manager II, justified by the unique expertise required in the fields of early childhood and process improvement. The FTE will continue efforts by the OEC to evaluate processes, identify efficiencies, and formulate and execute recommendations for improvements.

Attachment B: CCDF Sustainability Projection provides a CCDF Sustainability Projection through FY 2019-20.

Table 2: FTE Calculations

FTE Calculation					
Assumptions:					
Operating Expenses -- Base operating expenses are included per FTE for \$500 per year. In addition, for regular FTE, annual telephone costs assume base charges of \$450 per year.					
Standard Capital Purchases -- Each additional employee necessitates the purchase of a Personal Computer (\$900), Office Suite Software (\$330), and office furniture (\$3,473).					
General Fund FTE -- New full-time General Fund positions are reflected in Year 1 as 0.9166 FTE to account for the pay-date shift. This applies to personal services costs only; operating costs are not subject to the pay-date shift.					
Expenditure Detail		FY 2017-18		FY 2018-19	
Personal Services:					
Classification Title	Monthly Salary	FTE		FTE	
Project Manager II	\$6,262	1.0	\$75,144	1.0	\$75,144
PERA			\$7,627		\$7,627
AED			\$3,757		\$3,757
SAED			\$3,757		\$3,757
Medicare			\$1,090		\$1,090
STD			\$143		\$143
Health-Life-Dental			\$7,927		\$7,927
Subtotal Position 1, ## FTE		1.0	\$99,445	1.0	\$99,445
Subtotal Personal Services					
		1.0	\$99,445	1.0	\$99,445
Operating Expenses:					
		FTE		FTE	
Regular FTE		1.0		1.0	
Operating Expenses	\$500	1.0	\$500	1.0	\$500
Telephone Expenses	\$450	1.0	\$450	1.0	\$450
PC, One-Time	\$1,230	1.0	\$1,230	-	
Office Furniture, One-Time	\$3,473	1.0	\$3,473	-	
Subtotal Operating Expenses			\$5,653		\$950
TOTAL REQUEST		1.0	\$105,098	1.0	\$100,395

Attachment A: Child Care Licensing and Administration Line Item		
Item	Description	Amount
Payroll		
DECL Staff	46.0 FTE salary and related fringe benefits for Licensing Administration and CCCAP Administration	\$ 4,012,985
OEC Cost Pool	DECL portion of OEC shared salary and fringe benefit expenditures including, management and supervision, procurement, budget, and performance management/CStat	\$ 765,082
Contract/Finance	DECL portion of OEC shared salary and fringe benefit expenditures including, finance, contracting, billing, and vendor support	\$ 94,458
Total		\$ 4,872,525
Contracts		
GF Licensing Contracts	Approximately 17 General Fund contract licensing specialist. These were part of the FY2014-15 expansion.	\$ 935,144
FF Licensing Contracts	Federal Fund contract licensing specialist	\$ 1,883,746
New Licensing Contracts FY 17	Approximately 10 new Federal Fund contract licensing specialists. These were part of the FY2016-17 expansion.	\$ 709,192
Image Source	Imaging services the licensing application process	\$ 30,411
Total		\$ 3,558,493
Operating		
Travel	Staff travel, predominantly for licensing inspections	\$ 128,656
Computers	Computer leases to support specialists, including Reports of Inspection	\$ 48,000
Other Operating	Office supplies and materials, printing, leased space, equipment, maintenance and repair, software licenses. Etc.	\$ 437,647
CCCAP Conference	Annual conference to communicate with counties, providers, and CCCAP stakeholders	\$ 80,000
OEC Cost Pool Operating	DECL portion of shared cost pooled operating expenditures	\$ 43,914
		\$ 738,217
Total Expenses		\$ 9,169,235
Long Bill ¹	HB 16-1405 as signed by the Governor	\$ 7,959,729
Estimated POTS ²	Estimated central allocation from EDO for Health, Life, and Dental	\$ 674,145
Adjust Title IV-E ³	The Department is not able to earn the full Title IV-E revenue amount indicated in the Long Bill	\$ (150,000)
Adjust Revenue ⁴	The Department is not able to earn the full cash fund revenue amount indicated in the Long Bill	\$ (175,000)
Total Revenue		\$ 8,308,874
Total Spending Authority Adjustment		\$ (860,361)
¹ Amount of Licensing & Administration Line in FY 17 Long Bill ² Estimation of Centrally Allocated Benefits ³ Reduce Long Bill Amount Due to Unearned Federal Revenue ⁴ Reduce Long Bill Amount Due to Underearning Cash Fund		

Attachment B, Part 1: CCDF Sustainability Projection Revised 9-12-16

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20
Federal CCDF Funds	Actual	Actual	Actual	Request	Request	Request	Request
CCDF Carryforward (Unspent Balance)	\$ 18,113,665	\$ 22,393,937	\$ 32,065,141	\$ 33,358,868	\$ 26,585,897	\$ 20,871,599	\$ 13,985,912
New Annual CCDF Award	\$ 68,300,025	\$ 69,043,659	\$ 73,238,719	\$ 73,238,719	\$ 73,238,719	\$ 73,238,719	\$ 73,238,719
Total Funds Available	\$ 86,413,690	\$ 91,437,596	\$ 105,303,860	\$ 106,597,587	\$ 99,824,616	\$ 94,110,318	\$ 87,224,631
Base Expenditures	\$ 64,019,753	\$ 59,372,455	\$ 71,944,991	\$ 80,011,690	\$ 78,092,656	\$ 79,264,046	\$ 80,453,007
Optimization of Early Childhood Alignment					\$ 860,361	\$ 860,361	\$ 860,361
Expenditures	\$ 64,019,753	\$ 59,372,455	\$ 71,944,991	\$ 80,011,690	\$ 78,953,017	\$ 80,124,407	\$ 81,313,368
Balance to roll forward	\$ 22,393,937	\$ 32,065,141	\$ 33,358,868	\$ 26,585,897	\$ 20,871,599	\$ 13,985,912	\$ 5,911,263

Notes: *The New Annual CCDF amount for FY 15-16 was updated based on the actual FFY 16 CCDF Grant Award letter received.
 *See Tab 2 for breakdown of base expenditures. This assumes counties spend full allocations, and any unspent funds in Quality, Councils and SRQIP appropriations are used to cover structural deficit.

Attachment B, Part 2: CCDF Sustainability Projection Revised 9-12-16

Base Expenditure Detail	FY 15-16	FY 16-17	FY 17-18
EDO - Common Policy	\$ 280,000	\$ 290,144	\$ 290,144
Office of Operations	\$ 422,263	\$ 422,263	\$ 422,263
Office of Self Sufficiency	\$ 35,575	\$ 35,575	\$ 35,575
OITS (Base)	\$ 3,328,390	\$ 3,628,390	\$ 3,628,390
CHATS Modernization	\$ -	\$ 2,991,250	\$ -
CHATS O&M	\$ 815,859	\$ 1,200,000	\$ 1,200,000
Licensing and Administration (Base)	\$ 4,395,685	\$ 4,714,785	\$ 4,114,785
Licensing and Administration (New Licensing)	\$ -	\$ 602,784	\$ 655,200
CCCAP	\$ 54,472,728	\$ 54,598,906	\$ 54,598,906
Child Care Grants for Quality and Availability	\$ 3,474,055	\$ 3,474,081	\$ 3,474,081
School Readiness Quality Improvement Program	\$ 2,239,826	\$ 2,229,652	\$ 2,229,652
MicroGrants	\$ 119,244	\$ 250,000	\$ 250,000
MicroLoans	\$ -	\$ -	\$ -
Continuation of Child Care Quality Initiatives	\$ -	\$ 1,431,255	\$ 3,066,241
Early Childhood Councils	\$ 1,992,204	\$ 1,984,169	\$ 1,984,169
ECMH	\$ 37,027	\$ 1,703,436	\$ 2,143,250
1317 CHATS Rollforward	\$ 332,135	\$ 455,000	\$ -
Total	\$ 71,944,991	\$ 80,011,690	\$ 78,092,656