

Schedule 13

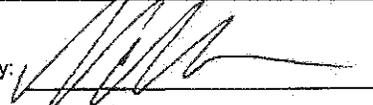
Funding Request for the FY 2015-16 Budget Cycle

Department of Human Services

PB Request Number: R-05

Request Titles

R-05 Collaborative Management Program

Dept. Approval By: 	<input checked="" type="checkbox"/>	Supplemental FY 2014-15
	<input type="checkbox"/>	Change Request FY 2015-16
	<input type="checkbox"/>	Base Reduction FY 2015-16
OSPB Approval By: 	<input type="checkbox"/>	Budget Amendment FY 2015-16

Line Item Information	Fund	FY 2014-15		FY 2015-16		FY 2016-17
		Appropriation	Request	Base Request	FY 2015-16	Continuation
	Total	\$50,463,281	\$0	\$54,374,245	\$2,139,104	\$2,143,065
	FTE	-	-	-	1.8	2.0
Total of All Line Items	GF	\$27,845,803	\$0	\$32,701,645	\$2,139,104	\$2,143,065
	CF	\$4,012,169	\$0	\$4,047,203	\$0	\$0
	RF	\$12,106,341	\$0	\$10,889,911	\$0	\$0
	FF	\$6,498,968	\$0	\$6,735,486	\$0	\$0

Line Item Information	Fund	FY 2014-15		FY 2015-16		FY 2016-17
		Appropriation	Request	Base Request	FY 2015-16	Continuation
	Total	\$29,616,816	\$0	\$31,215,736	\$15,854	\$15,854
	CF	\$656,675	\$0	\$597,796	\$0	\$0
01. Executive Director's Office - Health, Life, And Dental	FF	\$3,853,817	\$0	\$3,907,242	\$0	\$0
	GF	\$16,454,712	\$0	\$19,730,141	\$15,854	\$15,854
	RF	\$8,651,612	\$0	\$6,980,557	\$0	\$0
	Total	\$479,976	\$0	\$485,648	\$205	\$227
	CF	\$9,749	\$0	\$11,054	\$0	\$0

	CF	\$3,000,000	\$0	\$3,000,000	-\$0	\$0
05. Division of Child Welfare - Performance- based Collaborative Management Incentives	FTE	-	-	-	1.8	2.0
	GF	\$0	\$0	\$0	\$2,115,007	\$2,117,124

Letternote Text Revision Required?	Yes	No	X	If Yes, describe the Letternote Text Revision:
Cash or Federal Fund Name and CORE Fund Number:				Performance-based Collaborative Management Incentive Cash Fund
Reappropriated Funds Source, by Department and Line Item Name				N/A
Approval by OIT?	Yes	No	Not Required X	
Schedule 13s from Affected Departments:		N/A		
Other Information:		N/A		



Cost and FTE

- The Department requests \$2,139,104 General Fund and 1.8 FTE for FY 2015-16 and \$2,143,065 General Fund and 2.0 FTE for FY 2016-17 and ongoing for the Collaborative Management Program (CMP) to augment the existing cash fund to provide services to children, youth and families served across multiple support programs. This represents a 67% increase in funding for the program.

Current Program

- CMP is a collaboration of multiple youth-serving agencies that provide a unified treatment approach to serving children and youth. Local providers and youth-serving agencies take a team approach to case management and addressing the complex needs of children and youth.
- The CMP started with six counties in FY 2005-06 and now has 38 participating counties.
- Per evaluation results, CMP results in cost sharing across local service agencies, high rates of foster care children/youth obtaining a permanent home, improved quality of services, and reductions in service duplication and fragmentation.
- CMP sites are funded through performance-based incentives from the Collaborative Management Cash Fund established in 24-1.9-104, C.R.S. (2014), which is currently funded with 100% divorce docket fees.

Problem or Opportunity

- CMP incentive revenues have not kept pace with the increase in the number of participating counties and the dollar amount accrued from divorce filing fees has fluctuated, resulting in budget unpredictability and a reduction in funds per county.
- Currently there are no funds allocated to the State to provide oversight to CMP.
- The Department is expecting results in mid-November of a recent audit review of the program.

Consequences of Problem

- The program has served as an incentive for local agencies to work together in serving families. Any decrease in these funds jeopardizes CMP sites' ability to meet local demand for services.

Proposed Solution

- Augment existing cash funds to ensure an adequate level of funds to continue serving children and youth involved with multiple agencies, to allow new counties to adopt the program, and to provide oversight to the program.
- Increased funding will allow counties to provide adequate services to children, youth and families.
- Coordinated and integrated services will address the need to improve permanency for children in foster care.
- Once the full scope of the audit is released, the Department may request future budget amendments or statutory changes to address the audit findings.

This page is intentionally left blank.



COLORADO

Department of Human Services

John W. Hickenlooper
Governor

Reggie Bicha
Executive Director

FY 2015-16 Funding Request | November 1, 2014

Department Priority: R-5
Request Detail: Collaborative Management Program

Summary of Incremental Funding Change for FY 2015-16	Total Funds	General Fund	FTE
Collaborative Management Program	\$2,139,104	\$2,139,104	1.8

Problem or Opportunity:

The Department requests \$2,139,104 General Fund and 1.8 FTE in FY 2015-16 and \$2,143,065 General Fund and 2.0 FTE in FY 2016-17 and ongoing to augment existing cash funds to support county Collaborative Management (CMP) programs, to ensure an adequate level of funds to continue serving children/youth involved with multiple agencies, and to provide oversight and technical assistance to the program.

The CMP is a collaboration of multiple local children/youth-serving agencies that provide a unified treatment approach to serving children/youth in the community and within child welfare. Local providers and children/youth-serving agencies take a team approach to case management and addressing the complex needs of children/youth. When adequately funded, this program can improve cost sharing across local agencies, provide preventive services needed to keep children/youth safe at home, increase support services needed for foster care children/youth obtaining a permanent home, improve quality of services, and reduce service duplication and fragmentation.

The Department experiences significant challenges with the ongoing administration and oversight of CMP. The CMP services provided through multiple agencies are reported at the local level and on local software programs. For confidentiality reasons, local providers do not have access to the Colorado Trails system which makes it very difficult for the Department and the evaluator to monitor outcomes and savings generated from reduced costs contributed from prevention services, reduction of duplication, and reduction of fragmentation of services through CMP. Funding has not been allocated for staff to adequately oversee, monitor, and further develop a growing and very complex multi-agency program.

CMP sites are funded through performance-based incentives from the Collaborative Management Cash Fund established in 24-1.9-104, C.R.S. (2014), which is currently funded with 100% divorce docket fees. The cash fund balance has remained relatively unchanged since CMP began with six participating counties in FY 2005-06. In FY 2014-15 there are 38 counties serving children/youth in the Collaborative Management Program making allocation of adequate funding to sustain local services based on size and need difficult at best. In addition, increased funding would afford new counties an opportunity to adopt the program and bring the key local providers together to better serve families.

Proposed Solution:

The Department requests \$2,139,104 General Fund and 1.8 FTE in FY 2015-16 and \$2,143,065 General Fund and 2.0 FTE in FY 2016-17 and ongoing to augment existing cash funds to support county CMP programs, to ensure there is an adequate level of funds to continue serving children/youth involved with multiple agencies, and to provide oversight and technical assistance to the program. In addition, new funds will provide the opportunity for new counties to adopt the program. For programs to adequately serve children, youth, and families, they need funds to support the services being provided.

Additionally, the Department is expecting results in mid-November of a recent audit review of the program. Once the full scope of the audit is released, the Department may request future budget amendments or statutory changes to address the audit findings.

Program oversight is needed to assure that the program operates according to statutory requirements and regulations. The Department will hire two State FTEs (\$139,104 General Fund in FY 1015-16 and \$143,065 in FY 2016-17 and ongoing) to monitor outcomes, track Division of Child Welfare children participating and receiving CMP services and consolidate local reports to better understand and capture how CMP funds have been spent. The FTEs will monitor county compliance to statute and regulation governing interagency Memorandums of Understanding (MOU) and work with the evaluator to determine cost effectiveness of programs. The two positions providing oversight will be a Program Administrator (GP V) and an Administrative Assistant.

The enhancement of the implementation of existing CMP counties has a direct effect on the coordinated and integrated services for children, youth, and families involved in multiple systems. In particular, this effort specifically addresses and is aligned with the Department's C-Stat performance goal of improving permanency for children in foster care. In addition, there are positive effects in service systems supported by other state agencies, especially when services are coordinated in a way to ensure that children/youth remain in their communities and avoid placement in out-of-home care or in youth corrections.

Improved outcomes from additionally funded, coordinated, and integrated services for children/youth could have a positive benefit to other departments. According to the Administration of Children and Families in the U.S. Department of Health and Human Services, "Serving children involved in the child welfare system calls for services and support from a variety of human service and community organizations, which is often a challenging aspect of child welfare casework. Interagency collaboration, a core principle in systems of care, focuses on bringing together and engaging critical stakeholders, such as juvenile justice, mental health, education, law enforcement, and Tribal authorities, in a coordinated and integrated effort to serve children whose needs cross multiple systems."

CMP is an established interagency collaborative program. As additional counties participate in the CMP program, incentive funds distributed to each local program site continue to diminish and at some point, the inability to properly staff and fund services will become a disincentive for local providers to participate.

Anticipated Outcomes:

An adequately funded program will result in cost sharing across local service agencies, high rates of foster care children/youth obtaining a permanent home, improved quality of services, and reductions in service duplication and fragmentation. These results will be tracked by the program evaluator and a CMP Program Administrator via required data entry of each CMP site which will provide accountability and transparency with legislated requirements.

The evaluation process will determine if the program meets the statutory requirements by assessing if the program:

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

The outcomes of this program are also linked to the Department's Strategic Initiative to ensure children/youth safety through improved prevention, service access, and permanency.

Assumptions and Calculations:

The Department is obligated by statute to continue to accept MOUs from counties that want to participate in the CMP as long as local programs meet statutory and regulatory requirements, but the current funding from the cash fund is limited and with more counties participating in the program, the share that each county receives is decreasing.

Fiscal Year 2007-08 was the first year in which a sizable number of smaller counties participated in the CMP. In FY 2008-09, there were a total of 17 counties that participated in the CMP, seven larger and ten smaller, with \$3,162,878 available in the cash fund for incentive funds. The average incentive payment for the larger counties in that fiscal year was \$290,289 and the average incentive payment for smaller counties was \$125,650. See Table 1 for an illustration of participating counties, funding, distributions, and numbers of youth or families served.

In FY 2013-14, there were 35 counties participating and approximately \$2,600,000 available in the cash fund for incentive funds. The estimated average incentive payment for larger counties is \$136,226 and the estimated average for smaller counties is \$63,501. This represents a 47% decrease in incentive dollars for larger counties and a 50.5% decrease for smaller counties since FY 2008-09.

In order to fund incentives at a comparable level as FY 2008-09 for the current 35 counties, the dollars available for incentive funds would require an additional \$2,000,000 beyond the current cash fund. This assumption is based on the distribution method of the funding and the number of participating counties remain the same.

Calculations for FTE costs are illustrated in Attachment A.

Collaborative Management Program: Table 1 – Participating Counties and Funding Data

Collaborative Management Program							
Summary of Funding and Incentive Payments by Fiscal Year							
Fiscal Year	Large County Participation ¹	Remaining County Participation ²	Reserves	Appropriation	Total Available to Distribute	Amount Reimbursed	Number of Youth or Families Served
FY 2005-06		0	\$1,280,000	\$0	\$1,280,000	\$0	<i>Information Pending</i>
FY 2006-07	6	0	\$1,280,000	\$2,610,000	\$3,890,000	\$2,600,000	<i>Information Pending</i>
FY 2007-08	7	3	\$1,290,000	\$2,690,000	\$3,980,000	\$3,160,000	<i>Information Pending</i>
FY 2008-09	7	10	\$820,000	\$2,570,000	\$3,390,000	\$3,160,000	10,290
FY 2009-10	8	16	\$230,000	\$2,830,000	\$3,060,000	\$3,150,000	<i>Information Pending</i>
FY 2010-11	10	17	\$0	\$2,880,000	\$2,880,000	\$3,170,000	19,600
FY 2011-12	10	20	\$0	\$2,820,000	\$2,820,000	\$2,970,000	20,800
FY 2012-13	10	22	\$0	\$2,800,000	\$2,800,000	\$2,810,000	20,500

¹ Large County Participation in FY 2010-11, FY 2011-12, and FY 2012-13 includes Adams, Boulder, Denver, Douglas, El Paso, Jefferson, Larimer, Mesa, Pueblo, and Weld Counties.

R-21: Collaborative Management Program, Attachment A, FTE Calculation

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 FY 2015-16 as 0.9166 FTE to account for the pay-date shift.

Expenditure Detail		FY 2015-16		FY 2016-17	
Personal Services:		FTE		FTE	
	Monthly Salary				
Program Administrator - GP V	\$ 5,960	0.9	64,368	1.0	71,520
PERA			6,533		7,259
AED			2,832		3,433
SAED			2,736		3,397
Medicare			933		1,037
STD			142		157
Health-Life-Dental			7,927		7,927
Subtotal Position 1, .## FTE		0.9	\$ 85,471	1.0	\$ 94,730
	Monthly Salary				
Administrative Assistant II	\$ 2,644	0.9	28,555	1.0	31,728
PERA			2,898		3,220
AED			1,256		1,523
SAED			1,214		1,507
Medicare			414		460
STD			63		70
Health-Life-Dental			7,927		7,927
Subtotal Position 2, .## FTE		0.9	\$ 42,327	1.0	\$ 46,435
Subtotal Personal Services		1.8	\$ 127,798	2.0	\$ 141,165
Operating Expenses					
Regular FTE Operating	500	2.0	1,000	2.0	1,000
Telephone Expenses	450	2.0	900	2.0	900
PC, One-Time	1,230	2.0	2,460		
Office Furniture, One-Time	3,473	2.0	6,946		
Other			-		
Other			-		
Other			-		
Other			-		
Subtotal Operating Expenses			\$ 11,306		\$ 1,900
TOTAL REQUEST		1.8	\$ 139,104	2.0	\$ 143,065
General Fund:					
Cash funds:					
Reappropriated Funds:					
Federal Funds:					