

Schedule 13

Funding Request for the FY 2017-18 Budget Cycle

Department of Human Services

Request Title

R-23 DYC Reduction of Client Managers

Dept. Approval By: Melissa Wavellet

Supplemental FY 2016-17

Change Request FY 2017-18

OSPB Approval By: Eric K. Schmitt 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		\$62,445,909	\$0	\$62,462,502	(\$153,818) (\$153,818)
FTE		101.7	0.0	101.7	(2.0) (2.0)
Total of All Line Items Impacted by Change Request	GF	\$43,949,805	\$0	\$43,966,398	(\$153,818) (\$153,818)
	CF	\$1,024,148	\$0	\$1,024,148	\$0 \$0
	RF	\$11,238,385	\$0	\$11,238,385	\$0 \$0
	FF	\$6,233,571	\$0	\$6,233,571	\$0 \$0

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	(\$15,854) (\$15,854)
01. Executive Director's Office, (A) General	FTE	0.0	0.0	0.0	0.0 0.0
Administration - Health, Life, And Dental	GF	\$22,142,423	\$0	\$22,142,423	(\$15,854) (\$15,854)
	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	\$0 \$0
Total		\$404,087	\$0	\$404,087	(\$212) (\$212)
FTE		0.0	0.0	0.0	0.0 0.0
01. Executive Director's Office, (A) General	GF	\$273,968	\$0	\$273,968	(\$212) (\$212)
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	\$0 \$0

	Total	\$10,526,999	\$0	\$10,526,999	(\$5,586)	(\$5,586)
01. Executive Director's Office, (A) General	FTE	0.0	0.0	0.0	0.0	0.0
Administration - Amortization	GF	\$7,138,906	\$0	\$7,138,906	(\$5,586)	(\$5,586)
Equalization	CF	\$210,806	\$0	\$210,806	\$0	\$0
Disbursement	RF	\$1,978,665	\$0	\$1,978,665	\$0	\$0
	FF	\$1,198,622	\$0	\$1,198,622	\$0	\$0

	Total	\$10,417,342	\$0	\$10,417,342	(\$5,586)	(\$5,586)
01. Executive Director's Office, (A) General	FTE	0.0	0.0	0.0	0.0	0.0
Administration - S.B. 06-235	GF	\$7,064,543	\$0	\$7,064,543	(\$5,586)	(\$5,586)
Supplemental Equalization	CF	\$208,610	\$0	\$208,610	\$0	\$0
Disbursement	RF	\$1,958,054	\$0	\$1,958,054	\$0	\$0
	FF	\$1,186,135	\$0	\$1,186,135	\$0	\$0

	Total	\$7,816,722	\$0	\$7,833,315	(\$124,680)	(\$124,680)
11. Division of Youth Corrections, (C) Community Programs - Personal Services	FTE	101.7	0.0	101.7	(2.0)	(2.0)
	GF	\$6,799,347	\$0	\$6,815,940	(\$124,680)	(\$124,680)
	CF	\$50,833	\$0	\$50,833	\$0	\$0
	RF	\$305,768	\$0	\$305,768	\$0	\$0
	FF	\$660,774	\$0	\$660,774	\$0	\$0

	Total	\$544,372	\$0	\$544,372	(\$1,900)	(\$1,900)
11. Division of Youth Corrections, (C) Community Programs - Operating Expenses	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$530,618	\$0	\$530,618	(\$1,900)	(\$1,900)
	CF	\$2,448	\$0	\$2,448	\$0	\$0
	RF	\$11,306	\$0	\$11,306	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

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 type="checkbox"/>	No	<input checked="" type="checkbox"/>	
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 a net decrease of (\$153,818) total funds/General Fund for FY 2017-18 which represents a savings in the Division of Youth Corrections Community Programs personal services from the reduction of 2.0 FTE Client Manager positions. This represents a savings of (2.2%) from FY 2016-17.

Current Program

- Client Managers (CMs) are responsible for the oversight of a committed juvenile's case from the point of commitment to the end of parole.
- CMs facilitate Multi-Disciplinary Team (MDT) processes, act as liaisons for family engagement, prep clients for transition and parole hearings, manage the Discrete Case Plan, order supervision and treatment services for parole, coordinate the client's youth portfolio and other actions required to ensure successful parole.

Problem or Opportunity

- The Division is realigning needed resources in the Client Manager area to reflect both the decline in the committed and paroled youth populations as well as recognizing the changes in workload which require lower caseload ratios.
- The additional staff have been very useful in the implementation of added duties required under the MDT process but are not as necessary as CM skills in facilitating these meetings are improving.

Consequences of Problem

- The Department believes this is an opportunity to reduce General Fund expenses and prioritize these funds for other needs.
- Reallocating positions to other purposes is not necessary and use of the funds elsewhere in the Department makes better sense.

Proposed Solution

- The Division proposes to reduce 2.0 Client Managers due to a reduction in projected caseloads in FY 2016-17, resulting in a savings of (\$153,818) total funds/General Fund.
- Workload ratios are calculated monthly and will be monitored for any potential impact.

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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-23
Request Details: *DYC Reduction of Client Managers*

Summary of Incremental Funding Change for FY 2017-18	Total Funds	General Fund	FTE
DYC Reduction of Client Managers	(\$153,818)	(\$153,818)	(2.0)

Problem or Opportunity:

The Department is requesting a reduction of two Client Managers for FY 2017-18 due to a reduction in the Division of Youth Corrections projected caseload, resulting in a savings of (\$153,818) total funds/General Fund. The forecasts from both Legislative Council Staff (LCS) and the Division on Criminal Justice (DCJ) are projecting the caseload for FY 2017-18 to decline for committed and paroled youth. The projections indicate that the overall commitment average daily population (ADP) will decrease by 23.8 youth in FY 2017-18. The current forecasted population allows for a reduction in the number of Client Managers required based on fewer youth involved in the Division of Youth Corrections (DYC).

While the job duties of Client Managers have increased over the past four years (e.g., facilitating a minimum of five mandatory Multi-disciplinary Team Meetings for each committed youth during their time at DYC using fidelity benchmarks; implementing and rescoring the Colorado Juvenile Risk Assessment (CJRA) needs and risk assessment; implementation of the Youth Portfolio; implementing Motivational Interviewing strategies) the decrease in clients still allows for the reduction of two Client Managers.

Proposed Solution:

The Department requests a decrease of (\$153,818) and a decrease of (2.0) FTE for FY 2017-18 and beyond. There are currently 60 Client Managers to supervise committed and paroled youth. A reduction to 58 Client Managers will still allow for safe and appropriate delivery of supervision services. Client Manager hiring patterns are managed within the Division's Community Programs Personal Services line established in the Long Bill.

An alternative strategy would be to retain the positions and convert them to other purposes. However, most functions are covered and the savings associated with a reduction represents a better strategy.

Anticipated Outcomes:

The remaining Client Manager FTEs are sufficient to handle projected caseload. This assumption is validated using two different calculations. First, the Division of Youth Corrections has long relied on standard caseload ratios as a guideline for client management work levels. The caseloads are based on separate ratios for a Client Manager's committed and paroled youth. For paroled youth, the ratio is 1 Client

Manager to 20 clients. For committed youth, the ratio is 1 Client Manager to 15 clients. The average of these two, based on the percentage of clients on parole compared to commitment is 1 to 17.5 clients. The current statewide ratio is 1 to 14.6. Reducing two FTE will still provide for a ratio of 1 to 15.4 (including the conversion of an existing Client Manger into a Program Manager).

While the Division has traditionally relied on the standard caseload it has also developed a weighted caseload similar to child welfare, adult probation and adult parole in 2015 to assign cases and estimate more closely the complete workload. In addition to client numbers, several other factors are considered in the weighted caseload model to develop a “weighted caseload equivalent”. Included are the following:

- Case-specific activities: Civil Justice Reform Act (CJRA) assessments, assessment, transition and Multi-Disciplinary Team (MDT) facilitation, family meetings, home visits, data entry into Trails, Colorado’s Administrative Review Division (ARD) hearing prep and participation, transition planning, interstate compact planning, and court time.
- Non case-centered activities: CJRA certification and recertification, Motivational Interviewing training, case consultation training, travel, team and unit meetings, in-service work, 40-plus hours annual mandatory training, supervisions, committee participation, vehicle maintenance and cleaning.
- Other potential factors: Offender type (requiring higher or lower contact standards), Discrete Case Plan (DCP) contact expectations, CJRA typology.

The specific method to calculate the weighted caseload is summarized in Table 1 that follows. For each criteria presented by a case, the factor is “added” to create a weighted caseload for each youth and provide an objective manner to estimate the overall work required to manage a caseload.

Table 1: Factors in Calculating a Weighted Caseload

Criteria	Factor	Rationale
Committed status	1.0	This is the standard weight a committed youth receives in the model. Factors that require more time and effort add to this weight while those that mitigate time and effort are subtracted.
Parole status	1.5	Under the premise that parole clients require about 50 percent more contact time and work monthly, on average, than committed youth.
Administrative status	0.25	Administrative clients include those on interstate compact and managed in another state, those who have been arrested as an adult and the juvenile case will soon be terminated. Little work required to manage these clients.
Interpretation needs	1.0	An additional factor 1.0 is added for monolingual families.
Special populations	0.5	Added weight to a case is calculated for sex offenders, aggravated offenders and high profile cases with multiple charges.
Assessment status	0.5	For the period of assessment, most work occurs at Mount View or Grand Mesa and the time needed by the CM does not become intensive until the assessment staffing.

Travel time	Variable factor	Some CMs drive more than 45 hours/month to attend staffings, meet with families and clients, and other purposes. That represents more than a week of worktime during which clients are not seen, Trails not managed, etc. A variably-weighted factor is assigned to the overall caseload based on the amount of drive time documented in vehicle logs.
Additional factors	Variable	Factors for committee participations, special duties and assigned are also assigned.

As an example, rather than count a monolingual Spanish speaking aggravated offender client as 1 case, factors are added for being on commitment status (+1), interpretation needs (+1), and special populations (0.5). Therefore, this client would have a “weight” of 2.5. When all clients on a caseload are similarly calculated, the weighted caseload for that Client Manager emerges.

This weighted caseload factor more accurately depicts a method to distribute cases within a region. As the Division tests this new management tool, the top end for a weighted case load for a Client Manager to perform all duties satisfactorily appears to be 1:28 equivalent. A reduction of 2.0 FTE, and the conversion of 1 Client to Program Manager will still yield an average weighted caseload of 1:26.3 equivalent.

Assumptions and Calculations:

Table 2 provides a line item summary of this request.

Table 2: Long Bill Appropriation and Requested Funding for FY 2017-18 Through FY 2019-20										
Line Item: (1) Executive Director's Office, Health, Life, and Dental	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$32,736,387	\$22,142,423	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	(\$15,854)	(\$15,854)	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$32,720,533	\$22,126,569	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0	
FY 2019-19 Total Requested Appropriation	\$32,720,533	\$22,126,569	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$32,720,533	\$22,126,569	\$543,180	\$6,909,927	\$3,140,857	\$0	\$0	\$0	0.0	
Line Item: (1) Executive Director's Office, Short-term Disability	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$404,087	\$273,968	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	(\$212)	(\$212)	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$403,875	\$273,756	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0	
FY 2019-19 Total Requested Appropriation	\$403,875	\$273,756	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$403,875	\$273,756	\$8,271	\$74,665	\$47,183	\$0	\$0	\$0	0.0	

Table 2: Line Item Summary (Continued)

Table 2: Long Bill Appropriation and Requested Funding for FY 2017-18 Through FY 2019-20										
Line Item: (1) Executive Director's Office, Amortization Equalization Disbursement	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$10,526,999	\$7,138,906	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	(\$5,586)	(\$5,586)	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$10,521,413	\$7,133,320	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0	
FY 2019-19 Total Requested Appropriation	\$10,521,413	\$7,133,320	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$10,521,413	\$7,133,320	\$210,806	\$1,978,665	\$1,198,622	\$0	\$0	\$0	0.0	
Line Item: (1) Executive Director's Office, Supplemental Amortization Equalization Disbursement	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$10,417,342	\$7,064,543	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	(\$5,586)	(\$5,586)	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$10,411,756	\$7,058,957	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0	
FY 2019-19 Total Requested Appropriation	\$10,411,756	\$7,058,957	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$10,411,756	\$7,058,957	\$208,610	\$1,958,054	\$1,186,135	\$0	\$0	\$0	0.0	
Line Item: (11) (C) - Community Programs - Personal Services	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$7,816,722	\$6,799,347	\$50,833	\$305,768	\$660,774	\$0	\$0	\$0	101.7	
Requested Funding (or Spending Authority)	(\$124,680)	(\$124,680)	\$0	\$0	\$0	\$0	\$0	\$0	(2.0)	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$7,692,042	\$6,674,667	\$50,833	\$305,768	\$660,774	\$0	\$0	\$0	99.7	
FY 2018-19 Annualization of Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0	
FY 2019-19 Total Requested Appropriation	\$7,692,042	\$6,674,667	\$50,833	\$305,768	\$660,774	\$0	\$0	\$0	99.7	
FY 2019-20 Total Requested Appropriation	\$7,692,042	\$6,674,667	\$50,833	\$305,768	\$660,774	\$0	\$0	\$0	99.7	
Line Item: (11) (C) - Community Programs - Operating Expenses	Total Funds	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	Medicaid Total Funds	Medicaid General Fund	Medicaid Federal Funds	FTE	Notes
FY 2016-17 Appropriation (HB 16-1405)	\$544,372	\$530,618	\$2,448	\$11,306	\$0	\$0	\$0	\$0	0.0	
Requested Funding (or Spending Authority)	(\$1,900)	(\$1,900)	\$0	\$0	\$0	\$0	\$0	\$0	0.0	Shown on Schedule 13
FY 2017-18 Total Requested Appropriation	\$542,472	\$528,718	\$2,448	\$11,306	\$0	\$0	\$0	\$0	0.0	
FY 2018-19 Annualization of Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.0	
FY 2019-19 Total Requested Appropriation	\$542,472	\$528,718	\$2,448	\$11,306	\$0	\$0	\$0	\$0	0.0	
FY 2019-20 Total Requested Appropriation	\$542,472	\$528,718	\$2,448	\$11,306	\$0	\$0	\$0	\$0	0.0	

Table 3 provides a breakout of the actual costs associated with these two Client Manager positions.

Table 3: FTE Calculation

Expenditure Detail		FY 2017-18		FY 2018-19	
<i>Personal Services:</i>					
	Classification Title	Monthly Salary	FTE		FTE
	Youth Services Counselor II	\$4,655	(2.0)	(\$111,720)	(2.0)
	PERA			(\$11,340)	(\$11,340)
	AED			(\$5,586)	(\$5,586)
	SAED			(\$5,586)	(\$5,586)
	Medicare			(\$1,620)	(\$1,620)
	STD			(\$212)	(\$212)
	Health-Life-Dental			(\$15,854)	(\$15,854)
	Subtotal Position 1, ## FTE		(2.0)	(\$151,918)	(2.0)
<i>Operating Expenses:</i>					
			FTE		FTE
	Regular FTE Operating Expenses	\$500	(2.0)	(\$1,000)	(2.0)
	Telephone Expenses	\$450	(2.0)	(\$900)	(2.0)
	PC, One-Time	\$1,230		\$0	-
	Office Furniture, One-Time	\$3,473		\$0	-
	Other				
	Subtotal Operating Expenses			(\$1,900)	(\$1,900)
	TOTAL REQUEST		(2.0)	(\$153,818)	(2.0)