

Schedule 13

Funding Request for the FY 2018-19 Budget Cycle

Department of Human Services

Request Title

R-07 ReHire Colorado Extension

Dept. Approval By: _____



Supplemental FY 2017-18

 X

Change Request FY 2018-19

OSPB Approval By: _____



Budget Amendment FY 2018-19

Summary Information	Fund	FY 2017-18		FY 2018-19		FY 2019-20
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total of All Line Items Impacted by Change Request	Total	\$60,849,533	\$0	\$59,807,486	\$1,300,406	\$0
	FTE	2.0	0.0	1.0	1.0	0.0
	GF	\$43,254,632	\$0	\$42,175,922	\$1,300,406	\$0
	CF	\$964,053	\$0	\$1,000,716	\$0	\$0
	RF	\$11,339,804	\$0	\$11,339,804	\$0	\$0
	FF	\$5,291,044	\$0	\$5,291,044	\$0	\$0

Line Item Information	Fund	FY 2017-18		FY 2018-19		FY 2019-20
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
01. Executive Director's Office, (A) General Administration -- Health, Life, And Dental	Total	\$35,626,745	\$0	\$35,690,162	\$15,854	\$0
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$25,469,588	\$0	\$25,509,224	\$15,854	\$0
	CF	\$204,384	\$0	\$228,165	\$0	\$0
	RF	\$7,148,083	\$0	\$7,148,083	\$0	\$0
	FF	\$2,804,690	\$0	\$2,804,690	\$0	\$0

01. Executive Director's Office, (A) General Administration -- Short-Term Disability	Total	\$415,157	\$0	\$415,833	\$109	\$0
	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$280,491	\$0	\$280,927	\$109	\$0
	CF	\$13,979	\$0	\$14,219	\$0	\$0
	RF	\$74,685	\$0	\$74,685	\$0	\$0
	FF	\$46,002	\$0	\$46,002	\$0	\$0

	Total	\$11,255,675	\$0	\$11,273,476	\$2,846	\$0
01. Executive	FTE	0.0	0.0	0.0	0.0	0.0
Director's Office, (A)						
General	GF	\$7,604,136	\$0	\$7,615,616	\$2,846	\$0
Administration --	CF	\$372,845	\$0	\$379,166	\$0	\$0
Amortization						
Equalization	RF	\$2,058,518	\$0	\$2,058,518	\$0	\$0
Disbursement	FF	\$1,220,176	\$0	\$1,220,176	\$0	\$0

	Total	\$11,255,675	\$0	\$11,273,476	\$2,846	\$0
01. Executive	FTE	0.0	0.0	0.0	0.0	0.0
Director's Office, (A)						
General	GF	\$7,604,136	\$0	\$7,615,616	\$2,846	\$0
Administration --	CF	\$372,845	\$0	\$379,166	\$0	\$0
S.B. 06-235						
Supplemental	RF	\$2,058,518	\$0	\$2,058,518	\$0	\$0
Equalization						
Disbursement	FF	\$1,220,176	\$0	\$1,220,176	\$0	\$0

	Total	\$2,296,281	\$0	\$1,154,539	\$1,278,751	\$0
07. Office of Self	FTE	2.0	0.0	1.0	1.0	0.0
Sufficiency, (B)						
Colorado Works	GF	\$2,296,281	\$0	\$1,154,539	\$1,278,751	\$0
Program --	CF	\$0	\$0	\$0	\$0	\$0
Transitional Jobs						
Program	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$0	\$0	\$0	\$0	\$0

CF Letternote Text Revision Required?	Yes	No	<u>X</u>	If Yes, see schedule 4 fund source detail.
RF Letternote Text Revision Required?	Yes	No	<u>X</u>	
FF Letternote Text Revision Required?	Yes	No	<u>X</u>	
Requires Legislation?	Yes	No	<u>X</u>	
Type of Request?	Department of Human Services Prioritized Request			
Interagency Approval or Related Schedule 13s:	None			



Cost and FTE

- The Department requests \$1,300,406 total funds/General Fund and 1.0 FTE in FY 2018-19 to continue the transitional jobs program for the last six months of FY 2018-19. No additional funding is requested at this time for FY 2019-20 and beyond.
- This request increases the total appropriation by 11.6% over the FY 2017-18 appropriation.

Current Program

- Since January 2014, ReHire Colorado, a transitional jobs program, has served under- or unemployed veterans, older workers, and non-custodial parents.
- ReHire has helped more than 1,044 people earn income and gain work history, skills, and employment references via subsidized jobs; an additional 475 have received training, job readiness classes, and resume writing to support their job search.

Problem or Opportunity

- ReHire Colorado is currently scheduled to end services to individuals in December 2018 and the program is set to expire in June 2019 per 26-2-1103 C.R.S. (2017).
- ReHire was initially authorized by HB 13-1004 and was subsequently extended by HB14-1015 and HB 16-1290.

Consequences of Problem

- The program prioritizes individuals who are low-income non-custodial parents, veterans, and workers over age fifty who have experienced under- or unemployment and have difficulty re-entering the workforce.
- These individuals are likely to be relying on the social safety net, despite a desire to work.

Proposed Solution

- The Department requests \$1,300,406 total funds/General Fund and 1.0 FTE in FY 2018-19 to continue to serve at least 237 hard-to-serve participants in the second half of FY 2018-19.
- Outcomes include increased employment and wages, lasting well beyond program participation, increased child support payments, and decreased Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF) participation. Ongoing employment increases State tax revenue while reducing reliance on public assistance thus lowering cost to the State.
- This request supports the Department's strategic policy initiative to give Coloradans an opportunity to achieve economic security through meaningful employment.

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COLORADO

Department of Human Services

John W. Hickenlooper
Governor

Reggie Bicha
Executive Director

FY 2018-19 Funding Request | November 1, 2017

Department Priority: R-07
Request Detail: Rehire Colorado Extension

Summary of Incremental Funding Change for FY 2018-19	Total Funds	FTE	General Fund
ReHire Colorado Extension	\$1,300,406	1.0	\$1,300,406
Summary of Incremental Funding Change for FY 2019-20	Total Funds	FTE	General Fund
ReHire Colorado Extension	\$0	0.0	\$0

Problem or Opportunity:

The Department requests \$1,300,406 total funds/General Fund and 1.0 FTE in FY 2018-19 to continue the ReHire Colorado program in order to serve an additional 237 participants in the last six months of FY 2018-19. No additional funding is requested at this time for FY 2019-20 and beyond.

The Colorado Careers Act of 2013 established a transitional jobs program, known as ReHire Colorado, to stabilize individuals and families via earned income, stimulate local economies by increasing wages earned and spent locally, and contribute to employers' economic health. ReHire accomplishes these goals via subsidized, short-term employment to under- and unemployed Coloradans, prioritizing non-custodial parents, workers over age 50, and veterans, with incomes below 125% of the federal poverty level. Ultimately, the program – known as a transitional jobs (TJ) Program – is designed to support these individuals transition into the workplace. A transitional jobs program is an employment strategy that seeks to transition people with labor market barriers into gainful employment using wage-paid, short-term employment that combines real work, skills development, and supportive services. The program promotes job creation among individuals who have been disenfranchised workforce, while protecting employers' bottom lines.

As a group, ReHire Colorado participants have little or no work experience and often lack a high school diploma, reliable transportation, and tenable workplace or social skills critical to workplace acumen; many

participants face additional barriers of a criminal record, disability, or homelessness. These are all significant barriers to obtaining (and keeping) a job. ReHire Colorado is a means for these marginalized workers to secure work experience in order to attain permanent employment.

ReHire's target populations have been identified as vulnerable to full labor market participation. Therefore, connecting them to the labor market via subsidized positions mitigates barriers to employment and promotes employment outcomes:

- Non-custodial Parents: More than 60,000 non-custodial parents known to the Child Support Services program are unemployed; an unknown, but likely high number, are under-employed. Lack of gainful employment contributes to a parent's inability to pay child support orders.¹
- Workers over 50: Older workers who lose employment tend to remain unemployed longer than do younger workers. According to the Bureau of Labor Statistics, 34% of workers over age 55 have been unemployed for longer than 27 weeks, compared to just over 26% for workers aged 25 to 54.² The average duration of unemployment for older workers is nearly 40 weeks, 7-14 weeks longer than younger groups. Furthermore, evidence indicates that the unemployment rate for older workers is increasing, even as it declines for the general population.³
- Veterans: The unemployment rate for veterans younger than 29 years old continues to be much higher than the rate for non-veterans in that age range. Similar to the general population of workers over age 50, older veterans also struggle to find work with longer spells of unemployment.⁴

ReHire Colorado is currently scheduled to end services to individuals in December 2018 and the program is set to expire in June 2019 per 26-2-1103 C.R.S. (2017). Continuing the ReHire program throughout FY 2018-19 will provide the Department an important opportunity to continue its successful engagement of typically underserved populations. Continuing the program during the second half of FY 2018-19 will serve an additional 237 vulnerable Coloradans in FY 2018-19. Continuing the program will result in economic gains to those individuals/families as well as communities and businesses. Early internal evaluation results demonstrate that ReHire participants are more likely to attain formal employment than a similar control group. This evidence suggests that the ReHire program helps disadvantaged job seekers obtain successful longer term employment.

An interdisciplinary research team at the University of Colorado is evaluating ReHire Colorado. Between January 2014 and June 2015, 997 participants entered ReHire (Wave-1). Receipt of public benefits can be tracked among all of these individuals for at least 22 months following their entry into the program. Additionally, formal sector earnings and employment were measured through the sixth quarter following program entry. The Wave-1 analysis provides a comparison of participants' outcomes after ReHire

¹ From an internal ad-hoc report using the "employer of record" field to project employment.

² https://www.bls.gov/opub/ee/2017/cps/tablea36_201703.pdf

³ <http://www.economicpolicyresearch.org/index.php/wealth-insecurity-news/1609-january-unemployment-report-for-workers-over-56>

⁴ https://www.bls.gov/opub/ee/2017/cps/tablea40_201703.pdf and <http://www.bls.gov/news.release/empsit.t05.htm>

compared to the period prior to entering ReHire. Program entry in Wave-1 was not randomly assigned and other things may have changed over time (including an improving labor market), which may not necessarily provide the causal effect of ReHire. Nevertheless, these results give suggestive evidence of how ReHire participants are faring long after they have completed the program.

Beginning in July 2015 and ongoing, outcomes can be more directly attributed to ReHire participation because the evaluators have randomly assigned applicants to a treatment and control group (Wave-2). As of April 2017, 762 people had been assigned to the treatment group and 650 to the control group. So far, analysis is available for 1,008 applicants, representing seven months of post-application data for some metrics and one quarter of employment and earnings data.

This post-application data shows that individuals who apply to participate in ReHire have faced challenges to employment at much higher rates than among the general Colorado population, despite the State's strong labor market. Between July 2015 and April 2017, nearly two in five applicants had experienced homelessness. About 20% have a felony conviction or have been incarcerated and 8% are currently on probation. Almost 60% of parents are single parents. Nearly all applicants are currently covered by health insurance (91.5%), but the vast majority of those receive their coverage from Medicaid. About 20% are currently not allowed to drive and more than 25% have a health condition that limits their ability to work. Finally, substance abuse is an issue among participants, with about 10% self-identifying as addicted to alcohol or other drugs.

Continuing ReHire Colorado and the random assignment evaluation design will provide rich information – including profiles of who benefits from the program, from what aspects, and who doesn't benefit – that will benefit the Department as well as contribute to the burgeoning national research. Maintaining the program will further demonstrate the measurable, permanent effects from a six-month employment intervention as well as the ongoing return on investment. Continuing the data collection and analysis will provide stronger support for identifying successful program elements that should be promoted and expanded both in Colorado and nationally.

Proposed Solution:

The Department requests \$1,300,406 total funds/General Fund and 1.0 FTE in FY 2018-19 to continue the transitional jobs program throughout FY 2018-19, enabling the program to continue serving participants beyond December 31, 2018. The FTE is not new, but continues the two originally appropriated positions throughout FY 2018-19. Table 4 outlines the hours required to operate the program. Salaries calculated in Table 5 are based on the current actual salaries for the two existing appropriated positions.

The National Transitional Jobs Network suggests that transitional jobs (TJ) programs can yield cost savings for states. In Colorado, early ReHire evaluation results confirm this, demonstrating a drop in SNAP and TANF receipt following program participation. As of April 2017, receipt of SNAP benefits decreased

approximately 14% per person, on average, between the 12 months leading up to ReHire participation and 12 months after exiting the program. Similarly, monthly TANF expenditures in the 12th month prior to applying for ReHire, totaled \$31,000, while 12 months after program entry, TANF expenditures fell to \$24,000, a 23% decrease. This is especially significant given that TANF recipients comprise a small subset of ReHire participants.

In addition, TJ programs benefit communities and employers by developing a skilled local workforce. Employer engagement in the ReHire program ensures that skills gained are the right skills and valuable to the industry/occupation. The subsidized wage allows employers to create jobs and even save other jobs from being eliminated. A study by the Economic Mobility Corporation (Elliott & Roder, September 2013) estimated the value for both participants and employers of five subsidized employment programs in four different states (Mississippi, Florida, Wisconsin, and California).⁵ Employers reported that the program created jobs that would not have existed otherwise and benefitted their bottom lines. They expressed eagerness to participate in similar programs again. ReHire employers have had similar experiences.

Employers involved in ReHire have praised the program's help filling empty positions with good candidates. For example, one employer described trouble finding qualified personnel for its precision machine shop. ReHire enabled this employer to test out and train an intern in the specific skills required without spending its own limited funds during the trial period.

Another employer admitted that without ReHire, it would not have considered a particular employee given several "red flags" on his resume. However, the employer stated,

"The wage subsidy allowed me to take the risk of hiring him. We have been very happy with [ReHire Participant]. The wage subsidy ends tomorrow and we will be hiring him on as a full-time employee with a living wage."

More general feedback from two more employers included these comments:

"We got just as much as we gave, if not more: this [ReHire Participant] was highly motivated to succeed, appreciated the opportunity, and was extremely hard working and talented. It kept our costs down as we were trying to bring a product to market."

"This program is vital to our economy, vital to our talent pool, and produces returns to the host company that one wouldn't expect."

The ReHire program is operated by multiple vendors and extends across the State. Vendors generally provide services in particular counties, but participation is tracked by vendors, not counties. Table 1

⁵ <http://economicmobilitycorp.org/uploads/stimulating-opportunity-full-report.pdf>

presents the vendors, counties served, and number of employers who have participated in the program since it began operating in January 2014.

Table 1: ReHire Vendors & Employers (FY 2013-14 through FY 2016-17)		
<u>Vendor</u>	<u>County</u>	<u>Number of Employers</u>
Catholic Charities of Pueblo	Pueblo, Fremont	55 (e.g. Habitat for Humanity/ReStore; American Pride Landscaping)
Discover Goodwill of Southern & Western Colorado	El Paso, Teller	169 (e.g. Big Bob's Flooring; Women's Resource Agency)
Larimer County Workforce Center	Larimer, Phillips, Weld	76 (e.g. V3 Media Marketing; The Growing Project)
Colorado Coalition for the Homeless	Denver, Arapahoe, Adams, Jefferson, Douglas	7 (e.g. Mile High Workshop; Goins Automotive)
Boulder County Workforce Center	Boulder County	25 (e.g. Barrio E Centro; Phase Zero Solutions)
Goodwill Industries of Denver	Denver metro area	21 (e.g. Navajo Manufacturing; Udi's Bakery)
Hilltop Health Services Corporation	Mesa, Montrose, Delta, Ouray, Hinsdale, San Miguel	34 (e.g. Bob Scott RV; Hilltop Health Access)
Rocky Mountain Human Services	Denver, El Paso, Pueblo, Mesa	50 (e.g. Custom Quality Woodwork; Veterans Upward Bound)

The request is for 1.0 FTE for the latter half of FY 2018-19. The FTE will continue to be responsible for continuing to implement and manage the ReHire program, which includes, but is not limited to, the following tasks. (For a complete summary of required tasks, see Table 4):

- Conduct outreach to potential partner organizations and program participants.
- Establish and maintain communication among various systems affected (e.g. Colorado Works, Child Support Services, and Workforce Centers.)
- Develop and provide training and technical assistance to contractors and partners, both to ensure fidelity in program implementation and build capacity around the State.
- Oversee evaluation efforts.

This program supports the Department’s strategic policy initiatives to “Improve the lives of Colorado families in need by helping them to achieve economic security” and to “Ensure Colorado’s children and youth have the opportunity to thrive in safe, nurturing and stable families.” This request links to several of the Department’s established performance measures: employment attainment and retention; collecting current child support; and collecting child support in arrears.

Anticipated Outcomes:

By assisting people with significant barriers to employment, ReHire Colorado aims to increase employment and wages among its participants, reduce reliance on government assistance, and benefit employers and local and state economies.

ReHire results in employment among people who would otherwise not be employed. Data suggest that even 18 months after leaving ReHire, program participants are 10 percentage points more likely to be employed than when they entered the program. In other words, more than a year after the program stopped supporting them, one in every ten participants, or about 100 people, is employed who were not at the time of application. In turn, these individuals are more likely to be paying child support and less likely to be receiving Food Assistance or other benefits.

Additionally, data suggest that ReHire participants experience an increase in earnings as a result of the program. In the six quarters prior to entering ReHire, participants earned an average of \$1,648 per quarter. In the sixth quarter *after* ReHire entry, the average participant earned \$2,203 – an increase of 32% sustained more than a year after the program stopped providing subsidized employment to them.

Based on existing program experience, during the second half of FY 2018-19, ReHire Colorado will recruit at least an additional 237 participants, placing 142 (60%) in transitional jobs. These jobs will provide earned income, work history, skills, and employment references to help participants who have been marginalized from the workforce to acquire and maintain unsubsidized employment. An additional 95 participants (30% of the recruits) will receive other services to support their job search, including training (paid and unpaid); resume assistance; mock interviewing; and targeted support/payments to address employment barriers such as lack of transportation, work tools, or appropriate clothing.

During its three years of operation (January 2014 through May 2017), 1,759 individuals have enrolled in the ReHire program and 1,044 participants have been placed into transitional jobs. Each dollar paid as wage subsidies to these 1,044 individuals returned \$4 to the local economy, as cited by the Heartland Alliance in Chicago. Paying these individuals the current minimum wage (\$9.30/hour) for 12 weeks of full-time work would cost \$4,464 in wage subsidies and would return an estimated \$17,856 to the Colorado economy, per participant. Assuming all 1,044 participants received the wage subsidy for 12 weeks results in more than \$18.6 million circulating in the economy.

That same \$4,464 12-week investment may result in a \$50 average reduction in monthly SNAP receipt, or about \$600 savings across the twelve-month period after program participation. Assuming 40% of the

1,044 subsidy recipients received SNAP prior to ReHire participation, and using the \$600 average savings, results in overall SNAP savings of \$250,000 in a year.

There would be similar savings in Colorado Works/TANF. Focusing on the 1,044 participants receiving the wage subsidy for 12 weeks, that same \$4,464 investment would reduce TANF receipt by about \$100/recipient/month for a total annual savings of \$1,200. Assuming 7.2% of the 1,044 subsidy recipients received TANF prior to ReHire participation, and using the \$1,200 average savings, this results in overall TANF savings of \$90,202 in a year. These savings will remain with the counties to be invested in other areas of their TANF program.

ReHire contractors have served participants in Metro Denver, Northern Colorado, Southern Colorado, and the Western Slope. More than 239 employers have served as transitional job host sites, providing an opportunity to participants while increasing their productivity and capacity.

As detailed in the previous section, ReHire participants experience increased employment and increased wages, on average, lasting well beyond their tenure in the program. Participation in SNAP and TANF decreases among participants, reducing their reliance on public assistance and ultimately lowering the cost to the State. With more parents working, more families will qualify for the Earned Income Tax Credit, further boosting their income.

Increased income among non-custodial parent participants will also lead to increased child support payments to those children's households. 13% (113) of early program participants had an open child support case (either an active order (73%) or arrears owed (98%)) in the month they started the program. Among these participants, the percentage of non-custodial parents who made regular, monthly child support payments nearly doubled, from 21% in the quarter before joining the ReHire program to 41% in the quarter after joining the program. Meanwhile, the percentage of ReHire participants who had made zero child support payments was cut in half, decreasing from 38% in the quarter before joining ReHire to 19% in the quarter after beginning the program. Overall, the average monthly child support payment in the three months before a non-custodial parent entered the ReHire program increased 53%, from \$88 per participant per month to \$186 per person per month. This translates to an additional \$91,828 in child support collected and benefiting families and children as a direct result of the ReHire Colorado program during its initial 18 months of operation.

In addition to participant outcomes, ReHire Colorado will improve economic and employer outcomes. It will increase the number of jobs in the State while allowing small- and medium-sized employers to increase their staff at a lower cost to increase productivity, work quality, and the number of customers served. Participants will enhance the tax base by spending their earnings on goods and services in their communities, strengthening the local economy.

Table 2 illustrates the implementation timeline for extending ReHire Colorado.

Table 2: Timeline for Extending ReHire Colorado				
DESCRIPTION	FY 2018-19			
	Q1	Q2	Q3	Q4
Assess Office operations and strategize with leadership	X			
Develop redesign of existing Statement of Work	X			
Develop evaluation criteria	X	X		
Program database enhancements	X	X		
Training for new and ongoing Local Area Contractors (LACs)		X		
Improve individualized client employment plans		X	X	
Develop reporting and evaluation of LACs performance			X	X
Closeout – Financial Info for End of Fiscal Year				X
Work with LACs to implement best practices	X	X	X	X
Random Control Trial (RCT) monitoring	X	X	X	X
Fiscal Oversight	X	X	X	X
Technical Assistance	X	X	X	X

Assumptions and Calculations:

Funding for this continuation request will be General Fund to supplement the funds appropriated in the Colorado Careers Act for the last six months of FY 2018-19.

As Table 3 shows, direct program costs to serve participants are estimated to include:

\$1,100/participant - Local Agency Contractor administrative and case management expenses and supportive services directly related to employment such as transportation assistance, fees associated with certifications or licenses, work uniforms, training courses, etc.

\$6,180/participant in a transitional job - Average total wage subsidy based on minimum wage (\$9.30) plus \$1.00/hour to cover worker's compensation and unemployment insurance costs, times an average of 30 hours per week for 20 weeks.

Table 3: Program Costs per Participant Served	
	FY 2018-19*
Total participants	237
Supportive Services & Administration (\$1,100/participant) – All participants	\$260,700
Transitional wage participants only	142
Transitional wage subsidies (\$6,180/participant)	\$877,560

**This is the second half of the year; the first half is currently funded.*

Table 4: 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 2018-19

Personal Services:

Classification Title	Monthly	FTE	
SOC SERVICES SPEC III	\$4,352	0.5	\$26,112
PERA			\$2,650
AED			\$1,306
SAED			\$1,306
Medicare			\$379
STD			\$50
Health-Life-Dental			\$7,927
Subtotal Position 1, ## FTE		0.5	\$39,730

Classification Title	Monthly	FTE	
CONTRACT ADMINISTRATOR IV	\$5,132	0.5	\$30,792
PERA			\$3,125
AED			\$1,540
SAED			\$1,540
Medicare			\$446
STD			\$59
Health-Life-Dental			\$7,927
Subtotal Position 2, ## FTE		0.5	\$45,429

Subtotal Personal Services	1.0	\$85,159
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Operating Expenses:

		FTE	
Regular FTE Operating Expenses	\$500	1.0	\$500
Telephone Expenses	\$450	1.0	\$450
PC, One-Time x 2 staff	\$1,230	2.0	\$2,460
Travel	\$1,543	1.0	\$1,543
Furniture N/A (existing)			
Subtotal Operating Expenses			\$4,953

TOTAL REQUEST	1.0	\$90,112	\$0
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State administrative costs, which include personal services to continue existing 2.0 FTE, operating expenses, program evaluation, and printing, communications and outreach, are projected at \$278,762 annually, as presented in Table 5. Salaries calculated in Table 4 are based on the current actual salaries for the two existing appropriated positions. Program evaluation and printing, communication, and outreach costs are based on current annual expenditures of \$90,000 and \$8,538 respectively.

As shown in Table 5, technical assistance costs are calculated at 2% of program costs. This is based on the recommendation from the National Transitional Jobs Network's implementation experts, and supported by the first three years' experience. In order to continue the TJ strategy statewide, the Department continues to build capacity among organizations that may have some, but not all of the elements for successful implementation. The investment and capacity building within the field are essential to continued growth. Funds continue to support this capacity-building by facilitating peer learning and sharing of local expertise, bringing in outside expertise when needed, and developing training and materials.

Table 5: ReHire Colorado - Total Funds Required	
	<u>FY 2018-19</u>
Administrative Costs	
Personal Services (Table 4)	\$85,159
Operating Expenses (Table 4)	\$4,953
Program evaluation	\$45,000
Printing, communication, and outreach	\$4,269
Program Delivery Costs	
Supportive Services and Administration (Table 3)	\$260,700
Transitional wage subsidies (Table 3)	\$877,560
Technical assistance (2%)	\$22,765
Total Funds Required	\$1,300,406

Table 6 on the next page breaks down the number of annual hours required for each required program activity. The requested funding is to provide six-month funding to complete these full-year duties and activities that are currently appropriated for the first six-months of FY 2018-19.

Table 6: FTE Duties Justification	
Activities	FY 2018-19
Contract execution and oversight:	
Develop RFP to solicit program vendor to conduct pilot; Manage process	130
Develop program vendor contract, negotiate it, attain clearance and execution	160
Manage the contract, monitor vendor's performance	213
Develop, negotiate and execute the evaluation contract	60
Manage the evaluation contract, monitor the vendor's performance	65
Contract modifications	48
Contract closeouts; reviewing files, communications with contractors	55
Fiscal management:	
Manage financial transactions with both program and evaluation vendor	285
Track and oversee the overall project budget, fiscal meetings	123
Program Implementation, Communication and Training:	
Develop vendor-county processes, in collaboration with both	144
Train County and Pilot staff	20
Communicate regularly with counties participating in the pilot	81
Share information regarding the Pilot's roll-out and achievements	100
Communicate with SSAdministration and Disability Determination Services	0
Site visits, weekly meetings, create plans for improvement/compliance	477
Ensure evaluation model fidelity; vendor and county sites cooperation	130
Address inquiries; management, counties, vendors, and stakeholders	95
Technical assistance to vendors by phone and in person	425
Monitor program contractors	156
Developing and maintaining relationships with vendors	120
Event planning, preparation, and participation	225
Webinars training vendors, including preparation	60
Professional Development Academy participation and planning	45
Meetings with external potential employers (Marketing)	116
Reviewing and revising program documents	10
Program design modifications	20
Project Accountability	
Prepare interim and annual reports	110
Data entry, database maintenance	180
Operational	
Division Meetings; other staff obligations	120
Training on state procurement and administrative procedures	100
Research program related	24
Training - staff development	72
Leave	192
Annual Total: 2,080 hrs x 2 FTE	4160

Table 7 illustrates the Long Bill appropriation and requested funding for FY 2018-19 and beyond.

Table 7: Long Bill Appropriation and Requested Funding for FY 2018-19 Through FY 2020-21				
Line Item: (1) Executive Director's Office, Health, Life and Dental	Total Funds	General Fund	Cash Funds	Federal Funds
FY 2017-18 Appropriation (SB 17-254)	\$15,854	\$15,854	\$0	\$0
Requested Funding (or Spending Authority)	\$15,854	\$15,854	\$0	\$0
FY 2018-19 Total Requested Appropriation	\$31,708	\$31,708	\$0	\$0
FY 2019-20 Annualization of Prior Year Funding	(\$15,854)	(\$15,854)	\$0	\$0
FY 2019-2020 Total Requested Appropriation	\$15,854	\$15,854	\$0	\$0
FY 2020-2021 Total Requested Appropriation	\$15,854	\$15,854	\$0	\$0
Line Item: (1) Executive Director's Office, Short-term Disability	Total Funds	General Fund	Cash Funds	Federal Funds
FY 2017-18 Appropriation (SB 17-254)	\$105	\$105	\$0	\$0
Requested Funding (or Spending Authority)	\$109	\$109	\$0	\$0
FY 2018-19 Total Requested Appropriation	\$214	\$214	\$0	\$0
FY 2019-20 Annualization of Prior Year Funding	(\$109)	(\$109)	\$0	\$0
FY 2019-2020 Total Requested Appropriation	\$105	\$105	\$0	\$0
FY 2020-2021 Total Requested Appropriation	\$105	\$105	\$0	\$0

Table 7: (Continued)				
Line Item: (1) Executive Director's Office, Amortization Equalization Disbursement	Total Funds	General Fund	Cash Funds	Federal Funds
FY 2017-18 Appropriation (SB 17-254)	\$2,770	\$2,770	\$0	\$0
Requested Funding (or Spending Authority)	\$2,846	\$2,846	\$0	\$0
FY 2018-19 Total Requested Appropriation	\$5,616	\$5,616	\$0	\$0
FY 2019-20 Annualization of Prior Year Funding	(\$2,846)	(\$2,846)	\$0	\$0
FY 2019-2020 Total Requested Appropriation	\$2,770	\$2,770	\$0	\$0
FY 2020-2021 Total Requested Appropriation	\$2,770	\$2,770	\$0	\$0
Line Item: (1) Executive Director's Office, Supplemental Amortization Equalization Disbursement	Total Funds	General Fund	Cash Funds	Federal Funds
FY 2017-18 Appropriation (SB 17-254)	\$2,770	\$2,770	\$0	\$0
Requested Funding (or Spending Authority)	\$2,846	\$2,846	\$0	\$0
FY 2018-19 Total Requested Appropriation	\$5,616	\$5,616	\$0	\$0
FY 2019-20 Annualization of Prior Year Funding	(\$2,846)	(\$2,846)	\$0	\$0
FY 2019-2020 Total Requested Appropriation	\$2,770	\$2,770	\$0	\$0
FY 2020-2021 Total Requested Appropriation	\$2,770	\$2,770	\$0	\$0

Table 7: (Continued)				
Line Item: (7) Office of Self Sufficiency (B) Colorado Works, Transitional Jobs Program	Total Funds	General Fund	Cash Funds	Federal Funds
FY 2017-18 Appropriation (SB 17-254)	\$1,154,539	\$1,154,539	\$0	\$0
Requested Funding (or Spending Authority)	\$1,278,751	\$1,278,751	\$0	\$0
FY 2018-19 Total Requested Appropriation	\$2,433,290	\$2,433,290	\$0	\$0
FY 2019-20 Annualization of Prior Year Funding	(\$1,278,751)	(\$1,278,751)	\$0	\$0
FY 2019-2020 Total Requested Appropriation	\$1,154,539	\$1,154,539	\$0	\$0
FY 2020-2021 Total Requested Appropriation	\$1,154,539	\$1,154,539	\$0	\$0