

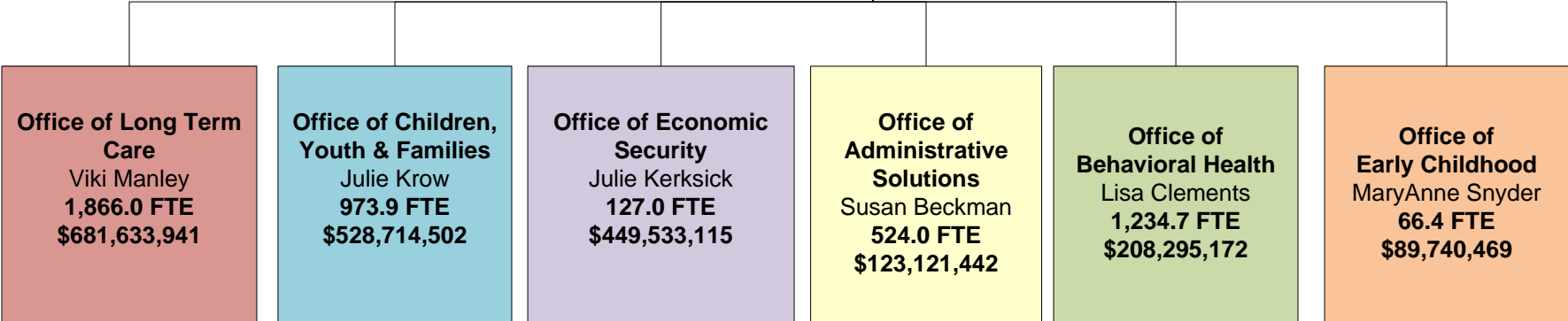
**Colorado Department of Human Services**  
**4,861.3 FTE**  
**\$2,163,229,846**  
 \$696,785,662 GF    \$338,613,036 CF    \$517,852,655 RF    \$609,978,493 FF

**Reggie Bicha**  
**Executive Director**  
**69.3 FTE**  
**\$82,191,205**

**Deputy Executive Director  
 of Enterprise Partnerships**  
 Dee Martinez

**Deputy Executive Director of  
 Operations**  
 Nikki Hatch

**Office of Performance  
 & Strategic Outcomes**  
 Melissa Wavelet





## **Colorado Department of Human Services Background Information**

The Colorado Department of Human Services (CDHS) collaborates with partners in state and county governments, nonprofits, and others to design and deliver high quality human and health services that improve the safety, independence, and well-being of the people of Colorado.

CDHS makes decisions with, and acts in the best interests of, the people it serves because Colorado's success depends on their well-being. CDHS shares information, seeks input, and places a high value on accountability and transparency. The department manages its resources efficiently, and works closely with partners to achieve the best possible outcomes for Coloradans. CDHS is committed to continuous improvement to promote effective solutions for the people it serves, by promoting effective solutions today and forward-looking innovation for tomorrow.

Specifically, CDHS assists struggling Colorado families who need food, cash, and energy assistance; families in need of safe and affordable childcare; children at risk of abuse or neglect; care and services to individuals with developmental disabilities; youth who have violated the law and need structure and guidance to grow into responsible and compassionate adults; Coloradans who need effective treatment for mental illness or substance abuse issues; and families who need resources to care for their elderly parents or nursing home care for Colorado's war heroes. CDHS staff are committed to providing the right services to the right people in the right setting at the right time.

The department is a complex organization with a variety of statutory responsibilities. The Department's FY 2013-14 appropriated operating budget is \$2,163,229,846 and 4,861.3 FTE. In addition to managing state-funded programs, the department also administers and provides oversight for a variety of federally-funded programs. Additional information on CDHS management structure and individual program areas is provided below.

### **Executive Director's Office**

The Executive Director's Office is responsible for the activities of the department, which are directed by state law to manage, administer, oversee, and deliver human services in Colorado. Reggie Bicha is the Executive Director of the Department of Human Services. The Executive Director's Office includes staff and operating resources for the Executive Director, Enterprise Partnerships, and the Office of Performance and Strategic Outcomes.

Enterprise Partnerships contains five units. The Communications Unit represents the Department through traditional and non-traditional media channels including public relations, media, social media, external and internal communications, marketing, advertising and special events. The Executive and Legislative Liaison facilitates communication with the Governor's office and the Legislature. Boards and Commissions is responsible for the Juvenile Parole Board, State Board of Human Services, DD Council, Commission for the Deaf and Hard of Hearing, Appeals of adverse actions, and serves as the department's liaison with the Governor's Office of Boards and Commissions concerning recruitment, vacancies and appointments for Governor appointed boards and commissions. The County Services Unit provides guidance, support and consultation to the 64 county departments of human/social services and local service providers, and the Constituent Services unit will receive and coordinate constituent input and responses. These five units coordinate the department's interactions with external entities.

The Office of Performance and Strategic Outcomes includes five units. Administrative Review (ARD) serves an independent third party review system that facilitates reviews of Child welfare cases mandated by federal requirements, foster care programs, child maltreatment reports, and instances of child fatalities. ARD also gathers and analyzes data regarding quality improvement processes to Colorado's child welfare system, publishes research, and provides training and technical assistance to effect change in practice, policy, and programs that lead to improved outcomes for Colorado's children. Audits is responsible for monitoring Federal and State funds to ensure that the awards are used for authorized purposes in compliance with laws, rules and regulations, and grant provisions. Supplemental Nutrition Assistance Program (SNAP) Quality Assurance is responsible for completing the federally-mandated SNAP quality control function, including operation of the federal data collection and reporting system. The Performance Management Unit tracks and analyzes performance data and measures. The Budget and Policy unit builds the annual budget submission, tracks and reports both actual and allowable revenues and expenditures, as well as performs analysis on impacts to department policies. Together these five units help provide departmental oversight.

Beyond the Executive Director's Office the Department is split into six management units each led by a Deputy Executive Director. The six management units for the Department of Human Services are:

- Office of Long Term Care
- Office of Children, Youth and Families
- Office of Economic Security
- Office of Behavioral Health
- Office of Early Childhood
- Office of Administrative Solutions

The intent of the six management units is to provide a leadership structure that enables and facilitates a cross system approach to the Human Services programs in Colorado.

### **Office of Long Term Care**

The Office of Long Term Care includes the Division of Disability Determination Services, the Division for Developmental Disabilities, the Division of Regional Center Operations, the Division of Vocational Rehabilitation, the Division of State Veterans Nursing Homes, and the Division of Aging & Adult Services. The Office provides oversight for the administration programs for older adults, at-risk adults, veterans, and persons with a disability.

#### Division of Disability Determination Services:

Disability Determination Services (DDS) is the State Agency that makes the disability decisions for Social Security Disability Insurance (SSDI) and the Supplemental Security Income (SSI) programs that provide assistance to people with disabilities.

DDS gathers and evaluates information regarding medical conditions and work histories to determine if the applicant meets the definition of disability under Social Security. DDS may also purchase medical consultative exams to obtain more relevant information about the claimant's condition. Disability under Social Security is based on the inability to work. The applicant must have a medically determinable physical or mental impairment that lasts for at least 12 consecutive months or is expected to result in death, and that prevents the applicant from performing a previous job or any other job that could be performed based on age, education, and work experience. Social Security benefits are only paid for total disability.

DDS is 100% federally funded through Title II and Title XVI of the Social Security Act. DDS is located in Aurora and has approximately 122 employees including disability examiners, administrative and clerical staff.

#### Division for Developmental Disabilities:

The mission of the Division for Developmental Disabilities (DDD) is to offer necessary services and supports so people with intellectual and developmental disabilities have the rightful opportunity to:

- Be included in Colorado community life
- Make increasingly responsible choices
- Exert greater control over their life circumstances
- Establish and maintain relations and a sense of belonging
- Develop and exercise their competencies and talents

## Department Description FY 2014-15 BUDGET REQUEST

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- Experience personal security and self-respect

State leadership and oversight by the Division includes: policy and program development, budget development, technical assistance, training, contracting for services, allocation of funds to community providers, program quality reviews, monitoring, evaluation and management information. These functions are performed in concert with service providers, advocacy groups, consumers and their families. The Division administers three Home and Community Based Services (HCBS) waiver programs for people with developmental disabilities which are funded through Medicaid. The Family Support Services Program and the State Supported Living Services program are General Fund programs. Services for the Division are provided through a wide range of qualified providers and agencies. The Division certifies and monitors Program Approved Service Agencies to ensure established standards for service delivery are met.

Adult programs include HCBS for Persons with Developmental Disabilities (HCBS-DD), which provides extensive supports for clients to live safely in the community, and HCBS–Supported Living Services (HCBS-SLS) or State SLS, which supplements other available supports for adults who either live semi-independently or with family. Omnibus Budget Reconciliation Act Specialized Services (OBSS) are available for adults with developmental disabilities living in nursing facilities so they can participate in the community. The Family Support Services Program assists families with costs associated with a person’s disability beyond typical costs. HCBS-Children’s Extensive Support provides enhanced in-home supports for children considered at high risk for out-of-home placement due to the child’s disability. Case Management is provided for all adults and children enrolled in services.

Pursuant to H.B. 13-1314, administration of long-term services and supports in the Division for Developmental Disabilities will transfer effective March 1, 2014 from the Department of Human Services to the Department of Health Care Policy and Financing, Office of Community Living, as the Division of Intellectual and Developmental Disabilities.

### Division of Regional Center Operations:

The Division of Regional Center Operations (DRCO) strives to improve the efficiency and effectiveness of services to individuals with Intellectual and Developmental Disabilities (I/DD), provide support to persons in crisis and effectively utilize the resources the State of Colorado provides for the care of individuals with I/DD.

The Regional Centers serve persons with developmental disabilities who have the most intensive needs. The DRCO coordinates service delivery at the three state-owned and operated Regional Centers in Grand Junction, Pueblo and Wheat Ridge that provide 24-hour supervision, residential services, day programming, habilitation, medical, training, and behavioral intervention as well as short-term emergency/crisis support to the community system. The Regional Centers are primarily funded through Medicaid and Client Cash Funds.

## Department Description FY 2014-15 BUDGET REQUEST

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The Grand Junction Regional Center (GJRC) operates an on-campus facility that houses an Intermediate Care Facility (ICF). ICF programs are individualized to meet the varying needs of the population served. In addition, GJRC operates 10 Home and Community Based Services (HCBS) group homes (with 4 to 8 people at each home) in the community. The group homes provide residential services, day program, transportation and health services. All direct care staff are licensed as Psychiatric Technicians by the Department of Regulatory Agencies (DORA).

The Pueblo Regional Center (PRC) offers Home and Community Based Services for individuals with developmental disabilities in 11 group homes throughout the Pueblo West community. PRC provides 24/7 residential services, day program, vocational and specialized habilitation services. Health services, with the exception of nursing services, are accessed through private providers under the state Medicaid plan. All direct care staff are licensed as Psychiatric Technicians by DORA.

The Wheat Ridge Regional Center (WRRC) provides services to individuals in 19 homes (14 located in the communities of the West Metro area and 5 located on campus in a cluster of homes known as Kipling Village). All homes are licensed as Intermediate Care Facilities for Individuals with Intellectual Disabilities. WRRC homes are mandated to provide individualized comprehensive services that include residential, vocational/day habilitation, transportation, activities of daily living, active treatment as well as comprehensive treatment to meet the behavioral and therapeutic needs of individuals who have co-occurring behavioral health needs, a co-occurring history of sex offenses or complex medical needs. Specialty treatments provided include nursing, dentist and physician services as well as behavioral therapy, speech, occupational and physical therapy. All direct care staff are required to be licensed by DORA.

The DRCO is working to improve the efficiency of the Regional Center service models with: 1) an emphasis on short term stabilization and treatment for persons with behavioral health or medical crises; 2) an emphasis on improving the effectiveness of the intensive treatment program for I/DD individuals with a history of sex offenses; and 3) quarterly evaluation of all individuals residing at the Regional Centers by their treatment teams. The evaluations resulted in 152 individuals of 302 living at the Regional Centers (152/302) being evaluated as ready to transition to more home-like settings in the community. In addition, 109 individuals were evaluated by their treatment teams as having achieved maximum benefit from the services offered at the Regional Centers. Such individuals are not likely to develop beyond their current functioning level and most, if not all of these individuals could likely be served in community settings.

### Division of Vocational Rehabilitation:

The Division of Vocational Rehabilitation (DVR) provides services designed to help individuals with disabilities prepare for and engage in gainful employment consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice. Eligible individuals are those who have a physical or mental impairment that results in a substantial impediment to employment, who can benefit from vocational rehabilitation (VR) services for employment, and who require VR services. Grant funds

## Department Description FY 2014-15 BUDGET REQUEST

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are administered under an approved state plan by VR agencies and are distributed based on a formula that takes into account Colorado's population and per capita income to cover the cost of direct services and program administration. The state-matching requirement is 21.3 percent.

DVR provides services in communities across the state through 34 local DVR offices with a staff of approximately 230 individuals. All Vocational Counselors hold a Master's Degree in their area of specialization and provide personalized counseling services focused on the creation, implementation, and completion of an individualized employment plan. In 2012, DVR served 19,313 individuals and achieved successful employment outcomes for 2,446 individuals resulting in \$42.5 million in total earnings during the first year of employment for these individuals. As a result, DVR employment outcomes provided \$25.9 million in additional dollars to Colorado's tax base with an estimated increase of \$1.8 million in additional Federal and State taxes. Increased employment and independence for persons with disabilities in the State of Colorado also replaces the need for government benefits from a variety of public assistance programs. According to national data, for every dollar spent on vocational rehabilitation services, a consumer earns \$11 in increased taxable earnings.

### Division of State Veterans Nursing Homes:

The Division of State Veterans Nursing Homes oversees five Veterans Nursing Homes (Fitzsimons, McCandless (Florence), Homelake, Rifle and Walsenburg) and a Domiciliary located on the Homelake campus. The Division has approximately 615 employees and manages 554 nursing home beds and 48 domiciliary beds. The Division is 98% self-funded through the 505 Enterprise Fund; the remainder is state funded.

The mission of the Division of State Veterans Nursing Homes is to serve honorably discharged veterans, spouses/surviving spouses, and parents whose child died while serving in the armed forces by creating opportunities for meaningful activity, continued growth and feelings of self-worth in resident-centered care and supportive living environments.

Colorado's State Veterans Nursing Homes offer the following services:

- Long-term care: These services include skilled nursing care; speech, physical and occupational therapy; social activities; and assistance with bathing, dressing and other daily activities.
- Short-term rehabilitation: Individuals seeking to return home following a qualifying hospital stay can work to regain skills and improve physical strength, endurance and aerobic capacity through Medicare-certified rehabilitation services.
- Domiciliary cottages: The Colorado State Veterans Center at Homelake (Monte Vista) offers assisted living-like services in 48 recently renovated cottages.
- Memory care services: Specialized care for individuals with dementia is offered in all State and Veterans Nursing Homes. Secure units are available at the State Veterans Home at Fitzsimons, Florence, Rifle and Walsenburg.



## Department Description FY 2014-15 BUDGET REQUEST

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- Short-term “respite” care: Respite care can provide a helpful option when homecare providers are unavailable. These short-term stays are offered at the State Veterans Homes at Florence, Homelake, Rifle and Walsenburg.
- End-of-life/hospice services: Comfort-oriented care is offered at all State Veterans Nursing Homes.

### Division of Aging & Adult Services:

The Division of Aging and Adult Services is located within the Colorado Department of Human Services in Denver and provides oversight for, and coordination of, programs that allow older adults and adults with disabilities to live independently. County Departments of Social (Human) Services or the regional Area Agencies on Aging administer these programs.

Aging and Adult Services programs provide assistance in two general areas: support programs and protection and advocacy. Support Programs are monitored by the State Unit on Aging (SUA) and include a variety of services designed to help seniors remain safely in their homes: nutrition programs, caregiver programs, money management, the Senior Community Service Employment Program (SCSEP), and legal assistance as well as supportive services are available. The SUA works closely with the Area Agencies on Aging to provide community-based services at the local level funded through the Older Americans Act and State Funding for Senior Services.

Protection and Advocacy for at-risk adults is provided through the Adult Protective Services (APS) and Long-Term Care Ombudsman programs. APS is mandated by title 26, article 3.1, C.R.S to investigate allegations of mistreatment and/or exploitation of at-risk adults and to provide protective services and is primarily funded through the General Fund and federal moneys (Title XX Social Services Block Grant). The Long Term Care Ombudsman is mandated by title 26, article 11.5, C.R.S and is designed to advocate for residents of nursing homes and assisted living residences.

Effective July 1, 2013, the Adult Financial programs were moved to the Department’s Office of Economic Security and are no longer housed in the Aging and Adult Services Division. This was completed as part of a Department reorganization to better align the benefits programs.

**Office of Children, Youth and Families**

The Office of Children, Youth and Families strives to design and deliver quality services that improve the safety, permanency, and well-being of children, youth, and families of Colorado. The Office includes the Division of Child Welfare, the Division of Youth Corrections, and the Domestic Violence Program. Recently, HB 13-1117 moved the Tony Grampas Youth Services Program from the Department of Public Health and Environment to the Department of Human Services. The program now resides in the Office of Children, Youth and Families, Division of Child Welfare.

Division of Child Welfare:

The mission of the Division of Child Welfare is to provide leadership, innovation, oversight, and resources to enhance the delivery of child welfare services that are provided statewide by the County Departments of Human and Social Services and our community partners. The Division is currently working with counties and other stakeholders to implement Governor Hickenlooper's reforms to the child welfare system. These reforms are "Keeping Kids Safe and Families Healthy" through a three-year Child Welfare 2.0 Plan. In the FY 2013-14 budget cycle, the 2.0 update of the plan received funding for a number of policies, programs, and activities arranged around the following goals: focusing on prevention, ensuring consistent decision making, and investing in the workforce. The Division is implementing a practice model to improve child and family outcomes and ensuring that best practices are used statewide. The Division is also executing strategies to increase family and community engagement and enhance the supports available to families and kin providers. Finally, the Division is leading efforts to provide Colorado with a highly trained and skilled child welfare workforce that is dedicated to ensuring the safety, permanency, and well-being of Colorado's children.

The State entered into a Title IV-E waiver demonstration with the Administration for Children and Families (ACF) in October 2012. Under the waiver, federal Title IV-E funding, which was decreasing over the last several years, is capped. The waiver demonstration will begin in FY 2013-14 and continue for five years. For the first year of the demonstration, interventions include kinship supports, family engagement, and permanency roundtables. All intervention activities are being monitored and evaluated to assess the benefit to Colorado children, youth, and families.

The Division receives General Fund, tobacco settlement moneys, and federal funds (Title IV-E, IV-B, XX funding, and grant allocations).

## Department Description FY 2014-15 BUDGET REQUEST

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### Division of Youth Corrections:

The mission of the Division of Youth Corrections (DYC) is to protect, restore, and improve public safety through a continuum of services and programs that effectively supervise juvenile offenders, promote offender accountability to victims and communities, and build skills and competencies of youth to become responsible citizens. The Division is responsible for management and oversight of state-operated and privately contracted residential facilities, parole program services, and community alternative programs that serve and treat youth 10-20 years of age who have demonstrated delinquent behavior. There are two major service continuums within the DYC system: 1) the detention continuum, which consists of community-based detention services delivered through the 22 judicial districts and 382 detention beds located mainly in eight secure state-operated facilities, as well as in community-based, privately operated staff secure detention programs; and 2) the commitment continuum, which consists of assessment and residential care for committed youth provided in both secure state-operated and community-based privately-operated residential programs, and community-based parole supervision services when youth are granted parole status by the Juvenile Parole Board. The detention continuum serves pre-adjudicated youth, while the commitment continuum serves youth who have been adjudicated and are placed by the Courts in the legal custody of the Colorado Department of Human Services. The DYC is funded primarily by General Fund, as well as federal Medicaid and Title IV-E funding.

### Domestic Violence Program

The Domestic Violence Program (DVP) is dedicated to funding and sustaining community-based domestic violence crisis centers across the State. DVP funding ensures that services to victims of domestic violence and their children are readily available throughout Colorado's diverse communities. Programs funded by the DVP offer crisis intervention through 24-hour hotlines, advocacy, support groups, emergency shelter, community education, and other supportive services to victims and their children. The DVP is responsible for monitoring funded crisis centers and ensuring that services and programs are in compliance with DVP rules. Over the last 26 years, revenue streams have changed, best practices regarding services have evolved, and the DVP is more frequently called upon to provide services beyond distributing and administering funding. The DVP's role has expanded to include training, technical assistance, and policy development. Funding for the DVP includes tax check-off contributions, various marriage licensing fees, divorce filing fees, and federal funds from the Temporary Assistance for Needy Families Block Grant and the Family Violence Prevention Services Act Grant.

### **Office of Economic Security**

The Office of Economic Security is one of the executive management units within the Colorado Department of Human Services, and provides employment, income, nutritional, and support services to those in need. Through those supports, the Office endeavors that the clients served can achieve stability, well-being and the realization of their full potential. The Office oversees the following programs:

#### Division of Food and Energy:

The Food and Energy Division manages five United States Department of Agriculture (USDA) programs including the Food Assistance Program (known at the federal level as the Supplemental Nutrition Assistance Program - SNAP), the Employment First Program, the Electronic Benefits Transfer Program, the SNAP Nutrition Education Program, and the Food Distribution Programs. The Division also manages the federal Health and Human Services Low Income Energy Assistance Program.

The Food Assistance Program is a federal entitlement program that provides monthly food benefits to 231,671 qualifying households statewide as of June 2013, and 507,135 individuals and is considered the nation's safety net in the prevention of hunger. Local offices in 64 counties administer the program and determine new and on-going eligibility for individuals who submit paper or on-line applications. Approved applicants redeem benefits at approved retailers through use of an electronic benefits card. In addition to the determination of eligibility for benefits, the program also manages the processes for claim determination, overpayment collection, fraud investigation, management evaluation and program reporting.

Employment First is Colorado's implementation of the federally mandated SNAP Employment and Training Program, a program designed to support increased employability through the provision of education and training by means of case management, job search assistance, and work experience in public and non-profit worksites through workfare for individuals who receive food assistance benefits and are determined able to work. This program is operated at the local level in 29 of the 64 counties and can be administered either through the local departments of health or human services or by a non-profit service provider. In April 2013 the caseload served was 12,706 individuals.

As defined in the Colorado Department of Human Services Code 26-2-104, C.R.S., the Colorado Electronic Benefit Transfer Service (EBTS) distributes public assistance benefits and cash payments for services electronically by utilizing the Colorado QUEST Card and/or Automated Clearing House (ACH) direct deposit options for eligible clients and service providers. Colorado's EBTS delivers benefits for the Food Assistance Program; Temporary Assistance for Needy Families (TANF); Old Age Pension (OAP); Aid to the

## Department Description FY 2014-15 BUDGET REQUEST

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Needy Disabled (AND); Aid to the Blind (AB); Low-Income Energy Assistance Program (LEAP); Child Care; and Child Welfare and Subsidized Adoption programs.

The goal of the SNAP Nutrition Education program is to improve the likelihood that SNAP participants and applicants will make healthy choices within a limited budget and choose active lifestyles consistent with the current Dietary Guidelines for Americans. Services in Colorado are provided through two Colorado universities.

The Food Distribution Program (FDP) administers USDA Commodity Food Programs in Colorado, intended to help low-income families and individuals, ranging from infants to the elderly, by providing nutritious American agricultural products, which in turn helps strengthen the American agricultural market. Locally, the mission of the FDP is to strengthen the nutrition safety net through commodity distribution and other nutrition assistance in partnership with non-profits such as other State agencies, local governments, and Feeding Colorado (food banks). The department also works with educational entities to coordinate services with USDA Foods as well as foods available from national manufacturers.

Eight separate programs administer the distribution of approximately 30 million pounds of food each year under the umbrella of the FDP. Those programs include the National School Lunch Program (NSLP), the Child and Adult Care Food Program (CACFP), the Summer Food Service Program (SFSP), the Commodity Supplemental Food Program (CSFP), the Emergency Food Assistance Program (TEFAP), the Food Assistance for Disaster Situation (Disaster Assistance), the Disaster Feeding Program (both in-state and out-of state), and the Senior's Farmers Market Program (SFMP).

The Low-Income Energy Assistance Program (LEAP) provides cash assistance to help families and individuals pay for winter home heating costs. The Department oversees the LEAP which is funded by the federal Department of Health and Human Services Office of Energy Assistance and administered by the counties. LEAP applications are mailed or faxed to the applicant's county office. There are 64 county LEAP offices in the State of Colorado that review and process basic LEAP applications. County LEAP offices have up to 50 calendar days to process non-emergency LEAP applications. The LEAP eligibility period is November 1 through April 30.

In addition, the Crisis Intervention Program (CIP) assists LEAP eligible households with the repair or replacement of the home's primary heating system such as a furnace or wood stove. Heating system maintenance and servicing are not covered by the CIP. Applicants must be eligible for LEAP in order to qualify for the CIP. The maximum allowable assistance is \$2,000 per household. The CIP is managed by Energy Outreach Colorado and all households in need of furnace repair or replacement are directed to the statewide CIP hotline for referral and coordination of services.

## Department Description FY 2014-15 BUDGET REQUEST

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### Division of Colorado Works:

The Colorado Works Division is responsible for the ongoing implementation of welfare reform (TANF - Temporary Assistance for Needy Families) in Colorado and supervises 64 county departments of social/human service in the administration of the program. Colorado Works is designed to assist participants to terminate their dependence on government benefits by promoting employment, job preparation, strong families and healthy relationships. Colorado Works Division staff write policies and rules, train county staff on policies, procedures and effective case management skills and provides technical assistance to counties on systems issues and ongoing program implementation. The Division allocates federal block grant funds to the counties for their use in implementing the program, provides fiscal oversight and program monitoring, and is responsible for reporting to the Administration for Children and Families under the federal Department of Health and Human Services.

In an effort to consolidate programs with similar missions, the Adult Financial section of the Division of Aging and Adult Services was moved to the Colorado Works Division effective July 1, 2013. Both programs serve low-income families, with some having disabilities and work limitations. The programs share overlapping goals of supporting low-income people and encouraging self-sufficiency and employment. Adult Financial assistance is for low-income adults and includes Aid to the Needy Disabled (AND) and Aid to the Blind (AB), Old Age Pension (OAP), Home Care Allowance (HCA), Adult Foster Care (AFC), Burial Assistance, and Repatriation.

### Division of Child Support Services:

The Division of Child Support Services (CSS) establishes paternity; establishes financial and medical support orders; and enforces child support orders for recipients of public assistance as well as for individual applicants that do not receive public assistance. The State of Colorado supervises the program and it is administered by the counties. The program is funded 66% with the federal Department of Health and Human Services, Office of Child Support Enforcement funds and 34% with State General Fund. Applicants for the program can submit applications for services to a county CSS office in person, via mail or can apply on-line. An application must be initiated in the child support automated system within 10 days of receipt by the county office.

The program provides services to almost half a million Coloradans involved in over 150,000 child support cases and collected \$328,553,523 in child support in 2012.

### Division of Refugee Services:

The Colorado Refugee Services Program (CRSP) promotes effective resettlement and rapid self-sufficiency within eight months after entry into the United States for the roughly 2,000 refugees who currently arrive in Colorado each year. The primary long-term purpose of CRSP is to prepare refugees for full integration with their new American communities. CRSP is 100% federally funded.

## Department Description FY 2014-15 BUDGET REQUEST

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Currently, about 87% of CRSP's funding comes from various formula and discretionary grants from the Health and Human Services Office of Refugee Resettlement, and 13% comes from the Temporary Assistance for Needy Families (TANF) block grant through a direct appropriation in the Long Bill. CRSP supervises the delivery of refugee services that are not delivered by the counties, but rather are delivered through a network of non-profit agencies dedicated to refugee assistance. Refugees are qualified aliens exempt from the five-year bar for the receipt of public benefits and assistance.

Refugees who are TANF-eligible receive TANF Basic Cash Assistance through their county of residence, but receive all workforce and case management activities through CRSP. Refugees who are not TANF-eligible receive Refugee Cash Assistance for just the first eight months from their date of admission into the United States, but can receive ongoing case management and employment services for up to five years from their date of admission. The primary outcome measurements for CRSP are the federal Government Performance Results Act measurements of: percentage of the caseload receiving employability services that become employed; percentage of employed refugees who retain employment 90 days after placement; percentage of employment offers that include health insurance; average hourly wage.

### County Administration

County Administration is a separate section in the Department's Long Bill. County Administration is not a separate office or division, but instead is a source of funding for the county social services departments to administer some of the programs that are part of the Office of Economic Security, including the Supplemental Nutrition Assistance Program and the Adult Financial Services program. The funding for counties is for direct program staff, common supportive staff, and general administration. Also included as part of County Administration is funding for a line item titled County Tax Base Relief which provides funding to assist counties in meeting the obligations (local match required by the State for certain public assistance programs) for social services costs due to low property tax values. And finally, County Administration includes funds passed on to counties in the County Share of Offsetting Revenues and County Incentive Payments lines which represent revenues from the reimbursement of funds that had been paid for public assistance and were later recovered.

### **Office of Behavioral Health**

The Office of Behavioral Health (OBH) is responsible for policy development, service provision and coordination, program monitoring and evaluation, and administrative oversight of the public behavioral health system in the State of Colorado. The OBH includes Community Behavioral Health consisting of mental health and substance use community programs and the Mental Health Institutes at Fort Logan and Pueblo.

#### Community Behavioral Health:

Colorado's public behavioral health services are purchased primarily by two departments, the Colorado Department of Human Services and the Colorado Department of Health Care Policy and Financing. Community services to Colorado's non-Medicaid eligible population (i.e. the Medically Indigent) are provided by the community-based mental health and substance use programs overseen by Community Behavioral Health. Services to the Medicaid-eligible population are provided through the State's Medicaid capitation program administered by the Colorado Department of Health Care Policy and Financing (HCPF).

The Office of Behavioral Health is designated as the State Mental Health Authority and the Single State Agency (SSA) for Substance Abuse Services. These respective authority designations allow the Office to access \$30.7 million in block grant funding from the federal government (Substance Abuse and Mental Health Services Administration). The community-based public behavioral health system is specifically defined as the substance use and mental health, prevention; early-intervention; treatment; and recovery service system for the State of Colorado. The Office's role is to provide leadership and oversight specifically for the public, community behavioral health system, including overseeing development of State policies, standards, rules and regulations; planning, contracting and allocation of State resources; program and contract monitoring; technical assistance; program evaluation and outcome measurement; as well as the development and maintenance of management information systems to support and enhance the provision of high-quality behavioral health care.

#### Mental Health Institute Division:

The Office administers and oversees the State's two Mental Health Institutes: the Colorado Mental Health Institute at Pueblo (CMHIP) and the Colorado Mental Health Institute at Fort Logan (CMHIFL). CMHIFL operates 94 inpatient psychiatric beds (four treatment teams) for civilly committed adults. CMHIP operates 451 beds, including 144 beds for adult, adolescent, dually diagnosed (substance abuse and mental illness) and geriatric civilly committed patients. CMHIP also operates the Institute for Forensic Psychiatry (IFP) which includes 307 forensic beds. The Institutes serve as the State "safety net" provider for inpatient psychiatric services, predominately treating indigent, Medicaid, and Medicare eligible citizens.



## Department Description FY 2014-15 BUDGET REQUEST

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The Mental Health Institutes provide comprehensive psychiatric, psychological, rehabilitation and therapeutic care to individuals with a serious mental illness. Typically, these individuals are referred for admission by the community mental health centers, county departments of social services and the Division of Youth Corrections.. In addition, CMHIP's Institute for Forensic Psychiatry serves individuals with pending criminal charges that require evaluations of competency to stand trial and restoration to competency and individuals found to be not guilty by reason of insanity. The Institutes work collaboratively with community agencies and community mental health centers to: assess the appropriateness for civil patient admission; coordinate benefits and payment sources; prepare a discharge plan for the patient; and secure placement in the community once inpatient psychiatric care is no longer needed.

In FY 2012-13 the Institutes admitted 1,501 patients. Over the last several fiscal years, CMHIP has experienced a dramatic increase in number of forensics patients referred by the courts to CMHIP for inpatient competency evaluations and restorations. For example, the number of patients referred for inpatient competency examinations continues to grow, increasing by 197 percent (111 to 337) from FY 2005-06 to FY 2012-13, and the number of patients referred for inpatient restoration grew by 63 percent (162 to 267) in that same time span. In addition, CMHIP received referrals for 644 patients to have outpatient competency examinations in FY 2012-13 as ordered by courts across the State. The CMHIP Forensic Community Based Services program monitors approximately 168 Not Guilty by Reason of Insanity (NGRI) clients on community placement or conditional release status and living in the community.

### **Office of Early Childhood**

The Office of Early Childhood (OEC) was created in July 2011 to provide leadership, guidance, and support to develop high quality environments for young children; promote equitable access to inclusive programs and services for all children from birth through age eight, including the promotion of access to quality child care; facilitate state and community partnerships that address the needs of young children and their families; and, provide professional development, technical assistance and resources for personnel in early childhood care and education settings. Activities of the Office include the development and implementation of policy, data collection and evaluation, leadership for systems development of early childhood initiatives, collaboration among programs and agencies, and the provision of support for Early Childhood Councils.

The OEC is also responsible for Colorado's implementation of the Early Learning Challenge Fund grant to increase quality in early learning experiences, strengthen the early childhood workforce, and prepare all children for kindergarten. The early childhood system in Colorado includes four system sectors that address the needs of children, including early learning, child health, child mental health, and family support and parent education. The OEC is guided by Colorado's Early Childhood Leadership Commission (Colorado's Early Childhood State Advisory Council). The commission is comprised of state agency representatives, business leaders, providers, and parents, and is also responsible for making recommendations and advising further alignment of early childhood programs and funding streams.

The Office of Early Childhood has two Divisions, the Division of Early Care and Learning, and the Division of Community Support.

#### Division of Early Care and Learning:

The Division of Early Care and Learning (DECL) brings programs focused on promoting high quality early learning experiences for Colorado children together for the first time, with a special emphasis on supporting highest need families. DECL includes Child Care Regulation and Licensing, Child Care Quality Initiatives, the Colorado Child Care Assistance Programs (subsidized child care), and works closely with the Head Start collaborative.

#### Division of Community and Family Support:

The Division of Community and Family Support (DCFS) helps to provide families and communities across Colorado with the resources needed to support young children to thrive. DCFS includes coordination of Early Childhood Councils, Early Intervention Colorado, Promoting Safe and Stable Families, Early Childhood Mental Health Specialists, Community Response, Home Visiting Programs, Colorado Children's Trust Fund and its board, and the Family Resource Center Program.

### **Office of Administrative Solutions**

The Office of Administrative Solutions (OAS) is a support unit that provides services that help program areas achieve their goals. The OAS Director's Office is responsible for the management of all OAS functions, which include four primary functional Divisions – Financial Management, Facilities Management, Employment Affairs, and Business Technology. These areas provide an array of services to the Colorado Department of Human Services (Department) - accounting, payroll and timekeeping, client billing and banking, contracting and procurement, building maintenance, long-range infrastructure and capital asset planning, human resources, emergency preparedness planning and response, space planning and moves, and linking the Department to the Governor's Office of Information Technology (GOIT).

The vision of the Office of Administrative Solutions is having dynamic partnerships providing customer centered solutions for today, tomorrow and the future.

#### Financial Management:

Financial Management supports the Department by managing all financial operations and resources, providing fiscal and accounting functions related to the diverse programs , providing fiscal support related to sources and uses of funds to program and budget management, providing timely and accurate financial data and reports in compliance with Generally Accepted Accounting Principles, the Governmental Accounting Standards Board, Federal regulations, and State fiscal rules and internal accounting controls. They provide cost accounting, general accounting, program accounting, settlement accounting (with County Departments of Human/Social Services), patient and client personal account maintenance, insurance and Medicaid billing services, and payroll and timekeeping recordings.

This Division is also responsible for Contract Management and Procurement. Contract Management provides contract development and administrative assistance to all offices and divisions, and provides overall direction and assistance with contract management and dispute resolution. It assists programs with managing their contracts by having programs focus on the “best practices” of contract management by providing training, advising, and assessing. It reviews every contract for completeness and compliance prior to recommending acceptance to the State Controller or their delegate. Procurement supports the Department's needs for Goods and Services, assisting with the solicitation and purchasing of goods and services, maintain warehouses of supplies for essential department products such as paper goods and food, complying with state and federal laws that govern the expenditure of funds, improving and simplifying procurement procedures, committing to innovation and flexibility, and promoting ethical dealings with the business community throughout the State.

#### Facilities Management:

## Department Description FY 2014-15 BUDGET REQUEST

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Facilities Management is responsible for providing facilities management services to all Department agencies and offices. Services they provide include building and grounds maintenance, custodial and laundry/linen services, utilities and vehicle fleet management, building space leasing allocations, and facilities planning services. This Division is also a major contributor in the Capital Construction budget process, and is responsible for the planning and implementation of capital construction and controlled maintenance projects.

Providing these services is accomplished through a centralized statewide team that is divided into three districts and a central office. The unit manages 1,562 acres of land and 347 buildings comprised of four million square feet. The buildings and the infrastructure supporting them have an estimated replacement value of over \$800 million.

### Employment Affairs:

Employment Affairs performs all activities related to the Department's personnel. These activities are provided by four units – Human Resources, Center for Equal Opportunity and Risk Management, Training Team, and Employment Background Investigation.

The Human Resources unit provides technical services and consultation to all Department employees in the areas of personnel management, employee benefits, and workers compensation. Specific services include recruitment and selection of job applicants, creation and evaluations of positions, listings of hiring and promotion eligibility, consultation on personnel system rules, employee performance, coaching and counseling and employer/employee relations and disputes. The unit also creates and maintains personnel records, tracks employee information using specific data systems, and develops policies and procedures on employee benefits and Workers' Compensation Liability Insurance. Human Resources staff can also provide support and consultation in situations such as litigation, entitlement disputes, audits and compliance.

The Center for Equal Opportunity and Risk Management unit provides services relating to civil rights, Americans with Disabilities Act of 1990 (ADA), risk management, safety, workplace violence, and ergonomics. It researches and interprets various Federal and State laws to develop Department policies and procedures to offer consulting, advising, investigating and ensuring that equal opportunity, civil rights, and safety of its clients and employees are protected. It assists managers with risk management tools such as risk and threat assessments, model programs, consultation, training and audits. The unit uses ergonomic principles to help improve work environments, systems, tasks, methods and equipment for safer and more effective use and to reduce the potential for any type of injury. These services consist of ergonomic coordinator training, ergonomic assessments, and safety coordinator development.

The Training Team manages, develops and delivers training and development services and curriculum state wide in the area of compliance, supervisory, leadership and other performance and employee development related training and skills development opportunities.

Employment Background Investigation conducts background checks for state and contracting employees who will have direct contact with vulnerable persons that receive services from the Department.

Business Technology:

Business Technology was established after the responsibilities of the Department's former Office of Information Technology Services transferred to the Governor's Office of Information Technology (OIT). The primary function of this Division is acting as liaison to OIT and providing oversight for OIT programs benefiting the Department.

This Division serves as the main point of contact for departmental issues involving technology resources and needs and coordinates activities with the program staff for individual projects. This includes business analysis guidance to the offices and divisions of the Department to capture, analyze, refine and document unmet business needs for the purpose of initiating a technical investigation into changing an existing IT service or creating a new IT service through a formal IT project. The Business Analyst elicits requirements from business partners and critically evaluates the business requirements to ensure clear and concise translation of need into functional specifications.

This Division is also responsible for conferencing services for the Department and acting as a single point of contact to provide guidance and support for a broad suite of conferencing technologies to facilitate collaboration. These include support for video conferencing, web conferencing options, and audio conferencing.

This Division provides guidance to programs for state and federally mandated security and privacy regulations including those that relate to health information under the Health Insurance Portability and Accountability Act (HIPAA).

The Division also provides services for planning and response for emergency preparedness, including representing the Department in statewide and inter-agency efforts, maintaining and coordinating a Continuity of Operations Plan (COOP) to ensure that the Department can maintain or resume critical operations during an emergency, and leading an internal committee to coordinate response to a widespread illness affecting the workplace.

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