

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

The Colorado Department of Human Services (DHS) 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.

DHS makes decisions with, and acts in the best interests of the people it serves because Colorado's success depends on their well-being. DHS 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. DHS 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, DHS 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 and for Colorado's war heroes. DHS staff is 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 total FY 2015-16 appropriated operating budget is \$1,914,659,158 and 4,970.9 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 DHS management structure and individual programs are as follows.

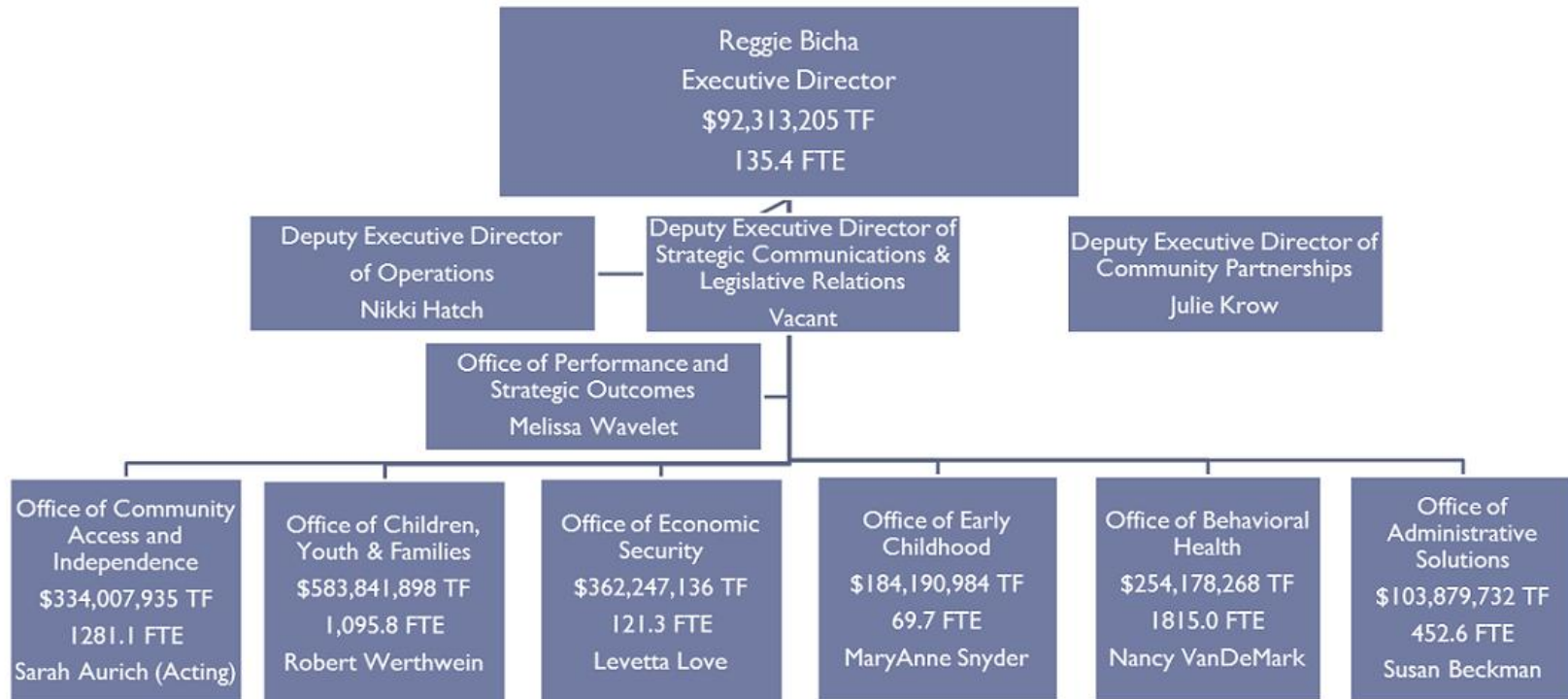


# FY 2015-16 Appropriation

\$1,914,659,158 Total Funds

\$811,905,208 General Fund	\$348,624,954 Cash Funds
\$131,723,226 Reappropriated Funds	\$622,405,770 Federal Funds

4,970.9FTE



### **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 (DHS). The Executive Director's Office includes staff and operating resources for the Executive Director, Strategic Communications & Legislative Relations, Community Partnerships, and the Office of Performance and Strategic Outcomes.

The Medical Directors Unit, a newly created position, will address the medical, behavioral health and dental needs of children in the child welfare and youth corrections systems. The Chief Medical Officer will provide clinical supervision for the Medical Director for the Office of Children, Youth and Families (OCYF).

#### Strategic Communications and Legislative Relations

Strategic Communications and Legislative Relations is comprised of three divisions. The Communications Division 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. State Board is responsible for appointments to the boards, commissions, councils, task forces and committees that are located in the Department. The unit also acts 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. These units coordinate the Department's interactions with external entities.

#### Community Partnerships

Community Partnerships is responsible for operational oversight of the external entities and agencies with whom the Department contracts and partners, including Community Centered Boards, Community Mental Health Centers, Early Childhood Councils, county human service agencies, etc. It includes two units. The County Liaisons unit provides guidance, support and consultation to the 64 county departments of human and social services and local service providers. The Client Services/Controlled Correspondence unit receives and coordinates constituent input and responses.

#### Office of Performance and Strategic Outcomes

The Office of Performance and Strategic Outcomes includes four units. Audits independently verifies, through internal and external audits, that state and federal financial assistance has been distributed correctly. The Audit Division is responsible for federally mandated sub-recipient monitoring of federal and State funds to insure that the awards are used for authorized purposes in compliance with laws, rules and regulations, and grant provisions. The Division of Quality Assurance and Quality Improvement (QA/QI)

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continues to consolidate QA functions across the Department. QA/QI includes the quality assurance functions for County facing - public assistance programs: Supplemental Nutrition Assistance Program (SNAP), Colorado Child Care Assistance Program (CCCAP), Low-Income Energy Assistance Program (LEAP), Adult Financial (AF), and Colorado Works (CW). New responsibilities to of Quality Insurance Assurance also include the Administrative Review Unit Division (ARD), Youth Corrections QA, Office of Appeals, and Child Support Services QA. ARD serves as an independent third party review system that facilitates reviews of child welfare cases mandated by federal requirements, foster care programs, child maltreatment reports, instances of egregious child abuse and neglect; near fatalities, and child fatalities, the statewide child abuse hotline, and manages the appeal and dispute review process for founded allegations of child abuse and neglect. The Performance Management Division tracks and analyzes performance data and measures. The Budget and Policy Division builds the annual budget submission, tracks and reports both actual and allowable revenues and expenditures, as well as performs analysis on policy changes to Department programs. Together these four 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 Administrative Solutions
- Office of Behavioral Health
- Office of Children, Youth and Families
- Office of Community Access and Independence
- Office of Early Childhood
- Office of Economic Security

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 Administrative Solutions**

The Office of Administrative Solutions (OAS) is a support unit that provides services that help program areas achieve their goals through a dynamic partnership providing customer centered solutions for today, tomorrow and the future. The OAS Director's Office is responsible for the Risk Management Unit, the Division of Financial Services, the Division of Facilities Management, the Division of Employment Affairs, and the Division of Business Technology. These areas provide an array of services to the 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 (OIT).

#### Risk Management Unit:

The Risk Management Unit administers and manages the safety, emergency preparedness, workers' compensation and Americans with Disabilities Act (ADA) programs for the Department.

The Risk Management Unit develops and implements policies, procedures and best practices related to safety, emergency preparedness, Workers' Compensation and ADA, in compliance with state and federal laws. The Unit provides guidance and training to the Department in the areas of risk management, safety, injury prevention, ergonomics, emergency preparedness, fire safety and prevention, workers' compensation and ADA. The safety program includes developing and implementing strategies to mitigate hazards, reduce injuries and create a safe work environment for Department employees and clients. The workers' compensation program includes administering and managing workers' compensation claims for the Department. The ADA program manages requests for reasonable accommodations and ensures the Department is following state and federal laws.

#### Division of Financial Services:

Financial Services supports the Department by managing all financial operations and resources, including providing fiscal and accounting functions related to the Department's diverse programs, timely and accurate financial data and reports in compliance with accounting principles and standards, federal regulations, state fiscal rules, and internal accounting controls. The Division provides cost accounting, general accounting, program accounting, settlement accounting (with County Departments of Human and 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

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dispute resolution. It assists programs with managing their contracts by having programs focus on the “best practices” of contract management by providing training, advice, and assessment. Procurement supports the Department’s needs for goods and services, assisting with the solicitation and purchasing of goods and services, maintaining 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 with a commitment to innovation and flexibility.

### Division of Facilities Management:

The Division of Facilities Management is a customer-driven support organization responsible for providing facilities management services to all DHS offices and divisions. These services include the maintenance of building and grounds, custodial, laundry/linen, budgeting and implementation of the capital construction and controlled maintenance projects, utilities management, vehicle fleet management, building space leasing allocation, and facilities planning services. This is accomplished through a statewide team encompassing a Central Planning Office and three geographically dispersed regional districts, the North District, the South District and the Western District.

### Division of Employment Affairs:

Employment Affairs performs all activities related to the Department’s personnel. These activities are performed by Human Resources, the Training and Consulting Services Team, and the Employment Background Investigation Unit.

Human Resources provides technical services and consultation to all Department employees in the areas of personnel management and employee benefits. Specific services include recruitment and selection of job applicants, creation and evaluation of positions, consultation on personnel system rules, employee performance, coaching and counseling related to employer/employee disputes, employee civil rights consultation and investigation, and maintenance of personnel records.

The Training and Consulting Services Team manages, develops and delivers training and development services state wide in the areas of compliance, supervision, leadership, performance, employee development and skills development related training.

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

Division of Business Technology:

Business Technology was established to act as liaison to OIT and provide oversight for OIT programs benefiting the Department.

Business Technology 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.

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).

### **Office of Behavioral Health**

The Office of Behavioral Health (OBH) is responsible for developing and implementing the statewide plan for a comprehensive behavioral healthcare system, 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 Programs consisting of mental health and substance use community programs and the Mental Health Institutes at Fort Logan and Pueblo.

#### Community Programs:

Colorado's public behavioral health services are purchased primarily by two departments: the Department of Human Services (DHS) and the Department of Health Care Policy and Financing (HCPF). 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, which are overseen by the Office. Services to the Medicaid-eligible population are provided predominantly through the State's Medicaid capitation program administered by the HCPF.

The OBH is designated (by the federal government) as the State Mental Health Authority and the Single State Agency (SSA) for Substance Abuse Services. These respective authority designations allow the OBH to access \$32.1 million in federal block grant funding from the Substance Abuse and Mental Health Services Administration. The Office of Behavioral Health provides prevention/early-intervention, treatment, and recovery services (i.e., services generally not covered by health insurance) in the areas of mental health and substance use. The OBH'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.

The Division receives General Fund; various sources of cash funds; reappropriated funds from the Department of Health Care Policy and Financing (Medicaid), the Department of Local Affairs, the Division of Vocational Rehabilitation and the Judicial Department; and federal funds (Substance Abuse Prevention and Treatment Block Grant, Mental Health Services Block Grant, Projects for Assistance in Transition from Homelessness (PATH) grant and grant allocations). There are 60.1 FTE appropriated in FY 2015-16 to support the Division.

#### Mental Health Institutes:



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The OBH administers and oversees the State's two Mental Health Institutes at Pueblo and Fort Logan. The Mental Health Institutes provide comprehensive psychiatric, psychological, rehabilitation and therapeutic care to individuals with a serious mental illness. The Institutes serve as the State's "safety net" provider for inpatient psychiatric services, predominately treating the indigent, as well as Medicaid-eligible, and Medicare-eligible citizens. Typically, these individuals are referred for admission by the community mental health centers, county departments of human and social services and the Department's 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.

The Colorado Mental Health Institute at Fort Logan (CMHIFL) operates 94 inpatient psychiatric beds (four treatment teams) for civilly committed adults. While the Colorado Mental Health Institute at Pueblo (CMHIP) operates 449 beds, including 96 beds on five Admission units, 72 beds on three forensic competency-restoration units, 122 beds on eight cognitive-behavioral treatment units (including 20 adolescent beds and the Circle program, which serves individuals who have been dually diagnosed as having both a substance use problem and mental illness), and 159 beds on six psych-social treatment units (including 40 geriatric beds). Three of these treatment divisions (Admission, Cognitive and Psych-Social) serve both forensic and civilly-committed patients, according to their treatment and security requirements, while the Restoration Division serves individuals who have been forensically committed as incompetent to proceed to trial.

For FY 2014-15, CMHIP operated at an Average Daily Census of 416.7 patients (93% of capacity). As of August 25, 2015, the CMHIP percent of the patient population per commitment type is: 34% Not Guilty by Reason of Insanity (forensic); 33% Incompetent to Proceed/Restoration (forensic); 15% Involuntary Civil; 11% Voluntary Civil; and 7% Court Ordered Evaluation (forensic). For FY 2014-15, CMHIFL operated at an Average Daily Census of 91.3 patients (97% of capacity).

The Division receives General Fund; cash funds from Medicare, the Marijuana Tax Cash Fund, and other sources of patient revenues; reappropriated funds from the Department of Health Care Policy and Financing (Medicaid), the Department of Education and the Department of Corrections. There are 1,221.0 FTE appropriated in FY 2015-16 to support the Division.

**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, the Domestic Violence Program and the Juvenile Parole Board.

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 community partners. The Division is involved 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 2014-15 budget cycle, the 2.0 update of the plan received additional funding for a number of policies, programs, and activities arranged around the following goals: prevention, consistent decision making, and workforce investments. Additionally, funding was made available for a legislatively mandated statewide hotline system to report suspected child abuse or neglect. The hotline went live in January 2015. The Division continues to promote the statewide use of best practices that improve child and family outcomes. 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, through the allocation of 100 additional county staff beginning in FY 2015-16, 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 July 2013 and is in the third year of the five-year waiver. Under the waiver, federal Title IV-E funding, which was decreasing over the last several years, is capped. For the third year of the demonstration, interventions include kinship supports, family engagement, permanency roundtables, and trauma-informed services. All intervention activities are being monitored and evaluated to assess the benefit to Colorado children, youth, and families.

The Division receives General Fund, various sources of cash funds, reappropriated funds from the Department of Health Care Policy and Financing (Medicaid), and federal funds (Title IV-E, IV-B, and XX funding, and grant allocations). There are 94.4 FTE appropriated in FY 2015-16 to support the Division.

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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 ten state-operated and two 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 Department of Human Services.

In FY 2014-15, DYC served an average daily population (ADP) of 281.8 detained youth (with new admissions of 7,024), 740.0 ADP committed youth, and 245.6 ADP paroled youth.

DYC is funded primarily by General Fund; reappropriated funds from the Department of Health Care Policy and Financing (Medicaid), Department of Higher Education, and Department of Education; and federal Title IV-E funding. There are 998.7 FTE appropriated in FY 2015-16 to support DYC.

### 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 DVP offer crisis intervention through 24-hour hotlines, advocacy, support groups, emergency shelter, community education, and other supportive services for victims and their children. DVP is the sole government entity dedicated entirely to funding and sustaining community-based domestic violence programs across the State and is responsible for monitoring funded programs to ensure that services and programs are in compliance with DVP rules, state laws and federal mandates. In addition to serving as a funding administrator, DVP is responsible for working collaboratively and developing partnerships with state entities, counties, and community stakeholders to address domestic violence policy and legislative initiatives. DVP staff provides technical assistance, training, and consultation to state programs, counties, and others. DVP strives to continually seek ways to improve services and educate the general populace about domestic violence.

*Funding for the DVP includes cash revenues from tax check-off contributions, marriage and civil union 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. There are 2.7 FTE appropriated in FY 2015-16 to support DVP.*

Juvenile Parole Board:

The Juvenile Parole Board (JPB) is a nine-member body responsible for reviewing and approving parole applications for adjudicated juveniles in the custody of the Division of Youth Corrections. Authority for the JPB is established in Section 19-2-206, C.R.S. (2015). The full board is required to meet no less than once per month. Members of the JPB are reimbursed for expenses incurred in the performance of their duties.

Pursuant to Section 19-2-206 (6), C.R.S. (2015), the Department is responsible for providing support for the JPB. The Executive Director appoints the juvenile parole board administrator. The JPB is a Type 1 transfer agency with independent authority to conduct parole hearings for youths committed by the judicial branch to the custody of the Department. The work unit consists of a statutorily mandated Administrator and professional and support staff who provide high level technical and professional support to the JPB in the tracking, review and conduct of juvenile parole hearings, and coordination with client managers/parole officers and administrators in the Division of Youth Corrections. The JPB is also responsible for ensuring the victims of crimes against persons, as defined by the Colorado Victim Rights Amendment, are provided their statutory and constitutional rights.

Funding for the JPB is General Fund, as well as reappropriated funds from a grant from Victim Assistance and Law Enforcement (VALE) through the Department of Public Safety, Division of Criminal Justice. There are 3.2 FTE appropriated in FY 2015-16 to support the JPB.

**Office of Community Access and Independence**

The Office of Community Access and Independence includes the Colorado Commission for the Deaf and Hard of Hearing, the Division of Disability Determination Services, the Division of Regional Center Operations, the Division of Vocational Rehabilitation, the Veterans Community Living Centers, and the Division of Aging & Adult Services. The Office provides oversight for the administration of programs for older adults, at-risk adults, veterans, and individuals with a disability.

Colorado Commission for the Deaf and Hard of Hearing:

The Commission is responsible for: (1) facilitating the provision of general government services to persons who are deaf and hard of hearing and/or deaf-blind; (2) distribution of telecommunications equipment for persons who are deaf and hard of hearing; and (3) overseeing provision of legal interpreters for the hearing impaired. The Commission is funded through the General Fund (for a portion of the legal interpreters program), and the balance reflects appropriations from the Colorado Disabled Telephone Users Cash Fund (DTUF) at the Department of Regulatory Agencies (DORA) reappropriated to the Commission.

Division of Disability Determination Services:

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

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 120 employees including disability examiners, administrative and clerical staff.

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### 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 (IID), provide support to persons in crisis and effectively utilize the resources the State of Colorado provides for the care of individuals with IID.

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 funded through reappropriated Medicaid funds from the Department of Health Care Policy and Financing and client cash funds.

At the Grand Junction Regional Center, there are three (3) ICF/IID settings on campus and nine (9) Home and Community Based Waiver settings in the community. At the Pueblo Regional Center, there are ten (10) Home and Community Based Waiver settings in the community. There are nineteen (19) homes licensed individually as ICFs/IID at the Wheat Ridge Regional Center. Fourteen (14) homes are located throughout the West Metro area from Lakewood to Westminster. The remaining five (5) homes, known as Kipling Village, serve individuals with a history of problematic sexual behavior. In FY 2014-15, the Regional Centers had an average census of 267 residents.

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 IID individuals with a history of sex offenses; and 3) monthly evaluations for short term residents and quarterly evaluations of intensive and long term residents by their treatment teams.

### 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 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.

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DVR provides services in communities across the State through 30 locations. 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 FY 2014-15, DVR served 15,428 individuals and achieved successful employment outcomes for 1,339 individuals.

SB 15-130 transfers the Vocational Rehabilitation Programs and Business Enterprise Program within DVR to the Colorado Department of Labor and Employment, effective July 1, 2016.

### Colorado Veterans Community Living Centers:

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

The Veterans Community Living Centers oversee five skilled nursing facilities (Fitzsimons, Florence (McCandless), 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 Veterans Community Living Centers 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 Veterans Community Living 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 Veterans Community Living Centers. Secure units are available at the Community Living Centers at Fitzsimons, Florence, Rifle and Walsenburg.
- Short-term "respite" care: Respite care can provide a helpful option when homecare providers are unavailable. These short-term stays are offered at the Veterans Community Living Center at Florence, Homelake, Rifle and Walsenburg.
- End-of-life/hospice services: Comfort-oriented care is offered at all Veterans Community Living Centers.

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### Division of Aging & Adult Services:

The Division of Aging and Adult Services is located within the Department of Human Services in Denver and provides oversight for, and coordination of, programs that allow elder adults and adults with disabilities to live safely and independently. County Departments of Human and Social 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 Title III and Title V of the Older Americans Act and State Funding for Senior Services, consisting of State funding and the Older Coloradans Cash Fund.

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. (2015) 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. (2015) 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 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, and collaboration among programs and agencies.

The OEC is also responsible for Colorado's implementation of the Race to the Top 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 sectors that address the needs of children, including early learning, child health, child mental health, and family support 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 22 members including 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 and Family 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 Program (subsidized child care) including the Cliff Effect Pilot Program and the Market Rate Study, the Early Literacy Book Distribution Program, Micro Loans and Micro Grants to Increase Access to Child Care, and works closely with the Head Start collaborative.

#### Division of Community and Family Support:

The Division of Community and Family Support (DCFS) provides 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, Colorado Community Response, Home Visiting Programs, SafeCare, Colorado Children's Trust Fund and its board, and the Family Support Services Program.

**Office of Economic Security**

The Office of Economic Security 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.

Division of Food and Energy:

The Division of Food and Energy manages several of the United States Department of Agriculture (USDA) programs. The Division receives General Fund, various sources of cash funds, and federal funds. There are 36.9 FTE appropriated in FY 2015-16 to support the Division.

1. The Food Assistance Program (known at the federal level as the Supplemental Nutrition Assistance Program – SNAP) is a federal entitlement program that provides monthly food benefits to qualifying households and individuals statewide and is considered the nation’s safety net in the prevention of hunger.
2. 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 Needy Disabled (AND); Aid to the Blind (AB); Low-Income Energy Assistance Program (LEAP); Child Care; and Child Welfare and Subsidized Adoption programs.
3. SNAP Nutrition Education program provides education, social marketing and environmental support 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 Colorado State University – Extension, University of Denver, and the Cooking Matters program through Share our Strength.
4. The Food Distribution Program (FDP) administers USDA 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. Six separate programs administer the distribution of approximately 30 million pounds of food each year under the umbrella of the FDP.

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5. 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.

### Division of Employment and Benefits:

The Division of Employment and Benefits has grown extensively in the last few years. The Division now encompasses the Temporary Assistance for Needy Families (TANF) program, Adult Financial Programs, ReHire, Refugee Services, and most recently added the Employment First Program. The Division receives General Fund, various sources of cash funds, and federal funds (Temporary Assistance for Needy Families federal block grant). There are 34.7 FTE appropriated in FY 2015-16 to support the Division.

The Division supports Colorado families in need to become safe, stable, strong and self-sufficient by striving to meet the following goals:

1. Ensure that county departments and program partners have the tools, resources, and training needed to implement financial assistance programs that are accurate and timely.
2. Build capacity and provide opportunities for low-income Coloradans to prepare for, gain, and retain employment.
3. Identify and promote strategies to increase household income and economic stability.
4. Serve as a financial safety net for the aged, disabled, children, and parents while participating in work related activities.
5. Promote family and individual safety and stability, healthy relationships, and well-being.

The Division is responsible for the ongoing implementation of welfare reform (TANF - Temporary Assistance for Needy Families) in Colorado and supervises 64 County Departments of Human and Social services in the administration of the program. Each county department has the ability to determine how to administer the program in their area, so long as it meets the minimum criteria set forth by the State. Among the options available is the flexibility to develop policies, implement procedures, and contract for program functions with other providers in the region. Colorado Works is designed to assist participants to terminate their dependence on government benefits by promoting employment, job preparation, strong families and healthy relationships.

The Division is also responsible for implementing the ReHire Colorado Program. ReHire Colorado is a transitional employment program created by the Colorado Legislature in July of 2013, and administered through the Colorado Department of Human Services.

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Transitional employment combines wage-paid work, job skills training, and supportive services to help individuals facing barriers to employment succeed in the workforce.

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 Employment and Benefits Division effective July 1, 2013. 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.

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. The Division provides services and programs to support refugees and the larger receiving community working together to build the social capital necessary to both sustain a welcoming environment for refugees as well as a return on investment for the mainstream. Working with local partners, CRSP supported services include: English as a Second Language (ESL) classes, job training, cash assistance, legal services, and health care. 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.

### Division of Child Support Services:

The Division of Child Support Services (CSS) strives to assure that all children are put first by helping both parents assume responsibility for the economic and social well-being, health and stability of their children. The Division supports Colorado Families by providing the following services: locating parents; establishing paternity; establishing financial and medical support orders; enforcing and modifying child support orders for recipients of public assistance as well as for individual applicants that do not receive public assistance; as well as collecting and distributing collections. The Division also works with various partners to provide referrals to services that assist individuals with employment, visitation and other important family needs. The State supervises the program and it is administered by the counties. The Division receives General Fund, various sources of cash funds, and federal funds (Title IV-D). There are 49.4 FTE appropriated in FY 2015-16 to support the Division.

The program provides services to almost half a million Coloradans involved in over 153,000 child support cases and collected over \$347 Million in child support in 2014.

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 Departments of Human and Social Services to administer some of the programs that are part of the Office of Economic Security. This allocation provides the 64 county departments with resources to administer the programs within this Office. 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.