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# Denver Human Services

## 2023 Budget Hearing

September 27, 2022 | 1:00 to 3:00 p.m.



# DHS's Change Request Philosophy

## Primary Considerations

### *Mission*

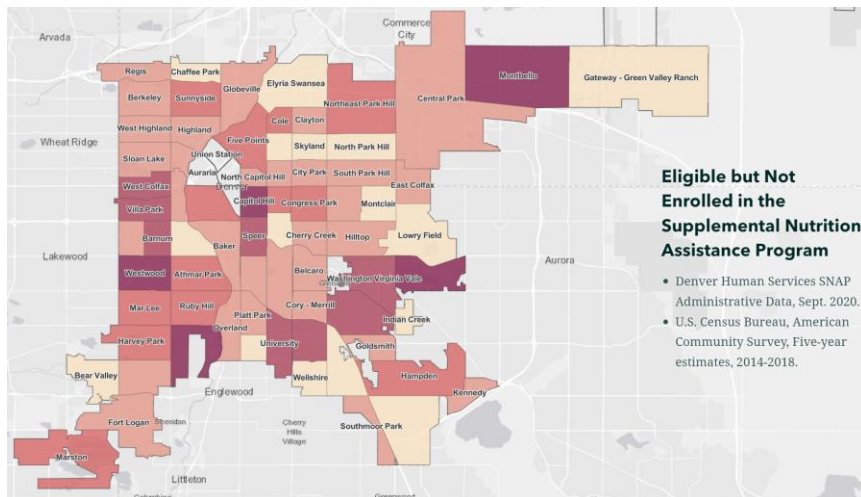
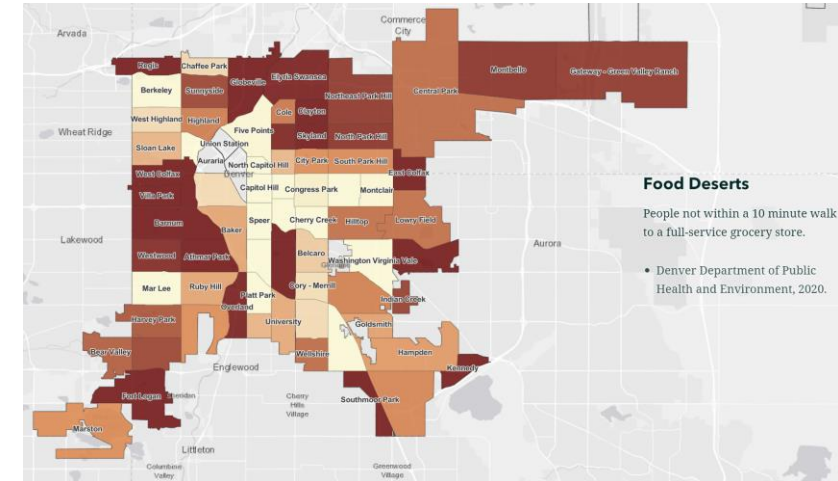
Partnering with our community to protect those in harm's way and help all people in need.

### *Vision*

Denver Human Services envisions a healthy community where people are connected, supported, safe and well.

## Equity Considerations

DHS relies on the Human Services Index, Household Pulse Survey Data, and other geospatial maps of the City and County of Denver, each of which is used to identify disparities in access to services, neighborhoods with expressed need, health indicators and community partnership opportunities.



## What is the Human Services Index?

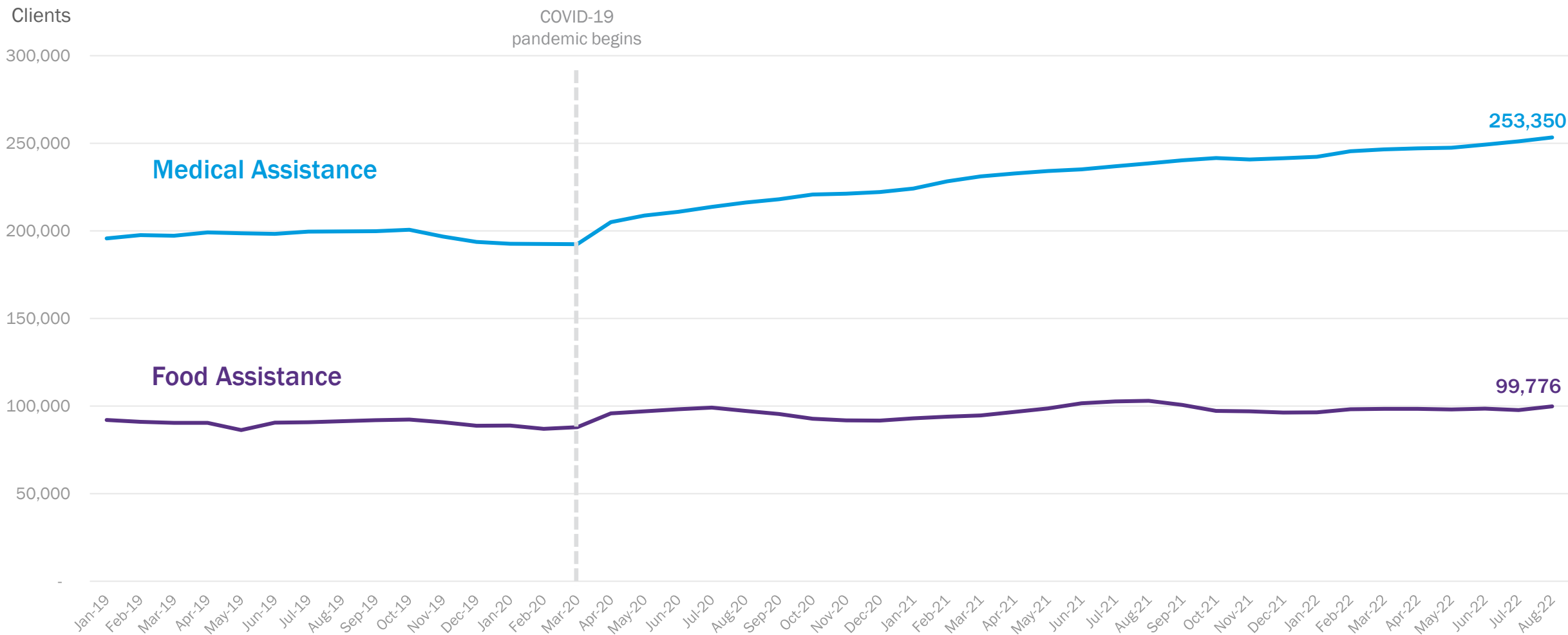
The Human Services Index aggregates 16 key indicators by neighborhood into one summary map, which can be used by DHS decision-makers and community partners to inform programs, practices, services, and investments across the Denver community. Indicators include food deserts, teen births, people in poverty, unemployment, housing cost burden, etc.

## Human Services Index Link:

<<https://storymaps.arcgis.com/stories/34607b37192a44959f027b4913755521>>

# Key Strategic Metrics

## Clients Requesting Aid by Program

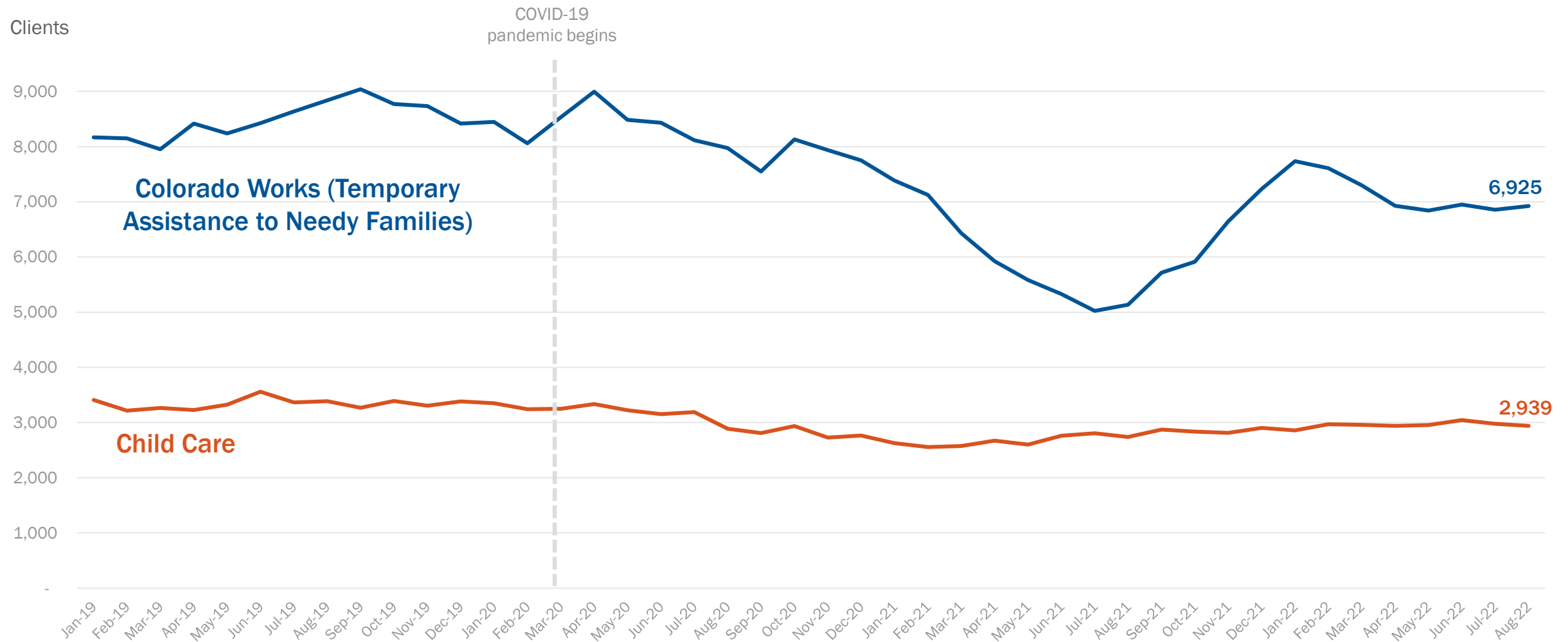


Source: Colorado Benefits Management System (CBMS)



# Key Strategic Metrics

## Clients Requesting Aid by Program



Source: Colorado Benefits Management System (CBMS) and Child Care Automated Tracking System (CHATS)

# Key Strategic Metrics

## DHS Out of Home Placements & New Removals

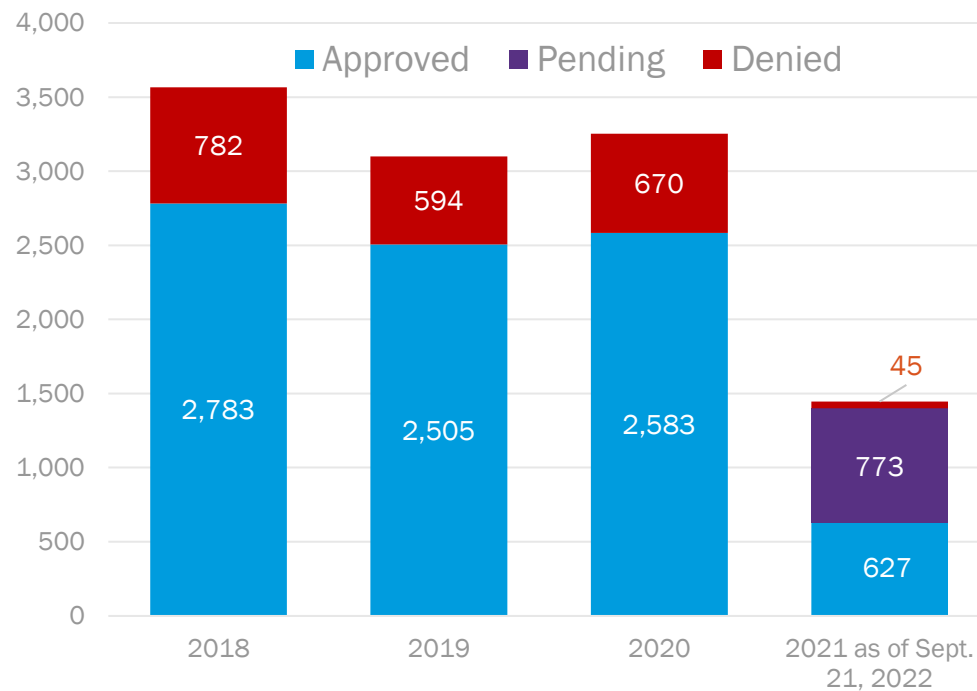


Source: Colorado Department of Human Services

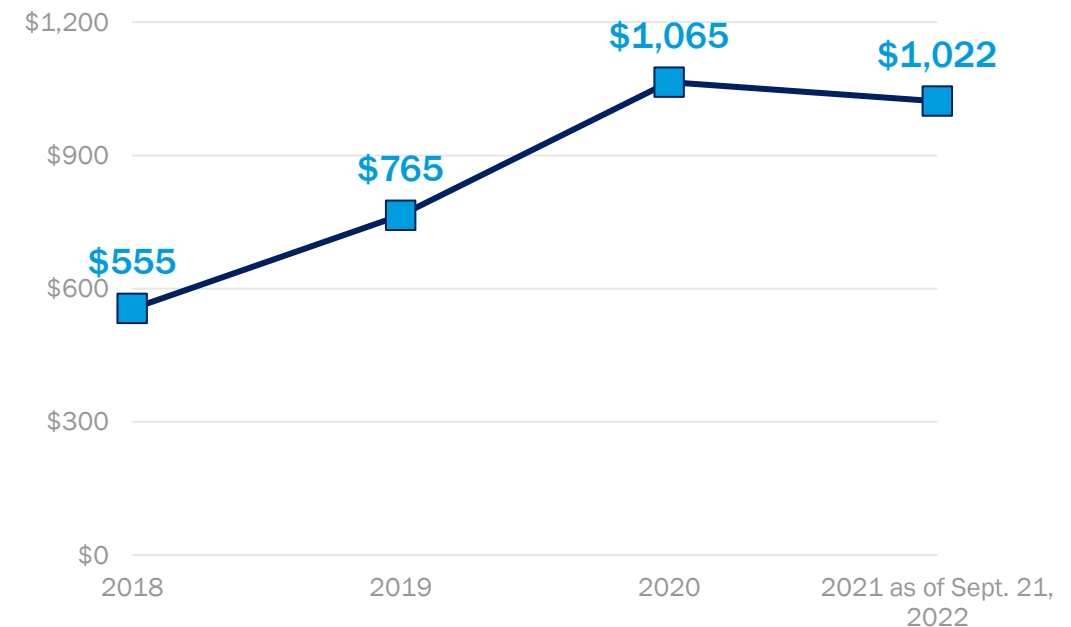
# Key Strategic Metrics

## Property Tax Relief Program

### Applications Received – By Program Year



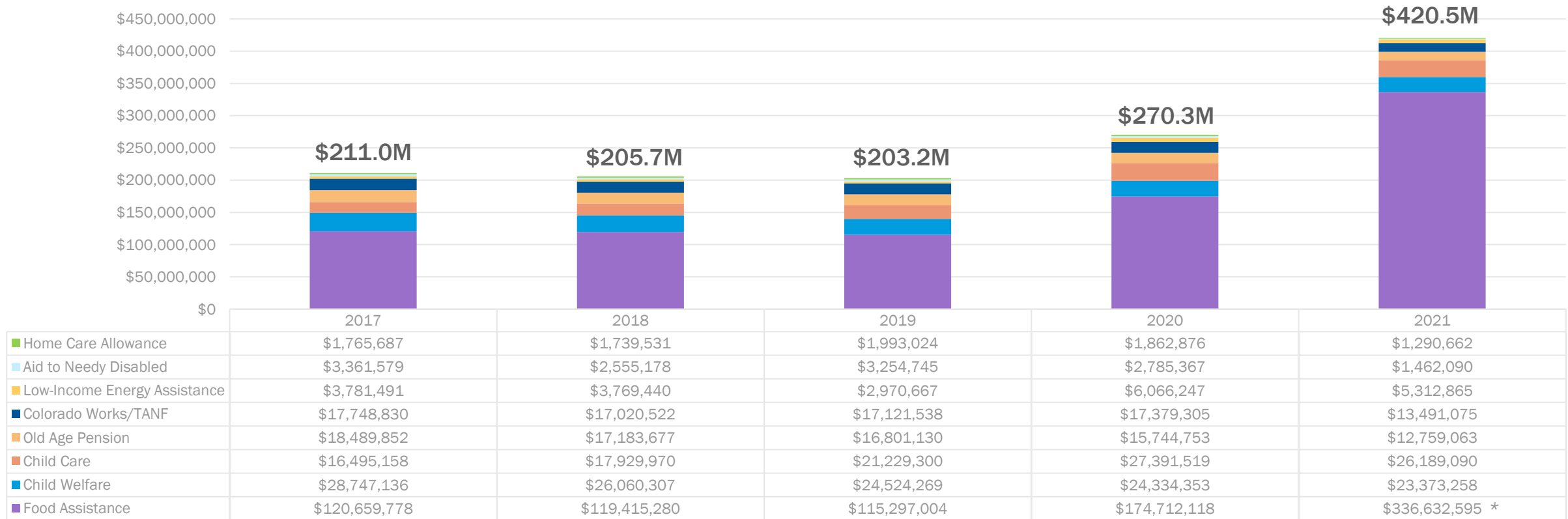
### Average Rebate Amount – By Program Year



**Note:** “Program Year” reflects the property tax year for which an applicant applies for the rebate. For example, 2021 property taxes are due in 2022. To receive a rebate on 2021 property taxes due in 2022, an applicant would apply between May 1, 2022 and April 30, 2023.

# Client Assistance & Services Paid Through State Systems

The graph and table below show federal and state benefits paid—including Denver’s share—to/for residents through state systems. Only Denver’s share is reflected in the City budget. The figures do NOT include local benefits paid (i.e., Property Tax Relief) or the value of medical assistance to Denver residents for which DHS determines eligibility.



\* Food Assistance for 2020 and 2021 includes issuances provided for the Pandemic Electronic Benefit Transfer program, emergency allotment, and maximum household allotment. DHS expects issuances to revert to much lower levels in 2022 and beyond.



# Proposed 2023 DHS Budget by Fund and Cost Center

## Service Delivery and Administration (13008)

- Child Welfare: **\$45.1M** | 355 FTEs
- Family & Adult Assistance (FAAD): **\$33.4M** | 394 FTEs
- Administration: **\$26.2M** | 22 FTEs
  - Executive Management: **\$9.9M** | 12 FTEs
  - Human Services Legal Services: **\$7.6M** | 0 FTEs\*
  - Facilities & Security: **\$6.0 M** | 10 FTEs
  - Office of Human Resources: **\$2.7M** | 0 FTEs\*
- Economic Resilience (ER): **\$20.9M** | 65 FTEs
- Performance Improvement & Accountability (PIAD): **\$12.8M** | 117 FTEs
- Child Support Services: **\$11.3M** | 127 FTEs
- Resource Engagement and Prevention: **\$7.5M** | 72.60 FTEs
- Financial Services: **\$6.9M** | 53 FTEs
- Adult Protective Services: **\$2.5M** | 23 FTEs
- Community Impact: **\$2.0M** | 10 FTEs
- Information Systems and Technology: **\$2.0M** | 9 FTEs
- Marketing and Communications: **\$1.5M** | 8 FTEs
- Aid to Needy Disabled: **\$1.0M** | 0 FTEs
- Aid to the Blind: **\$1.0K** | 0 FTEs

**\$173.1M**  
**1,255.60 FTEs**

*Functional areas are divided into divisions or cost centers within this fund / appropriation*

## Services for People with I/DD (13304)

**\$24.1M\*\***  
4 FTEs

## Transfer to Capital Fund for Castro Revitalization (34080)

**\$20.0M**

### Grants and Cash Basis SRFs

**\$7.3M**  
9.25 FTEs

### Affordability Programs (13813)

**\$6.1M**  
6 FTEs

Transfer to Property Tax Relief Program **\$1.0M**

Total  
**\$231.6M**  
**1,274.85 FTEs**

*Areas represent separate funds / appropriations*

\* Human Services Legal Services and the Office of Human Resources' DHS Service Group are budgeted in their respective departments, which bill DHS for associated costs. There are 47 FTEs in the Human Services Legal Services section of the City Attorney's Office and 15 FTEs in the Office of Human Resources' DHS Service Group.

\*\*Services for People with I/DD Fund 13304 is appropriated and non-lapsing. Any amount appropriated but not spent in 2022 will roll to 2023.



# ARPA Recovery

Proposal Name	Beneficiaries	Expenditures	General Fund Impact	Timeline
Promotoras Pilot	SNAP EBNE population throughout Southwest Denver, Montbello, and Windsor	\$400,000	N/A	2 Years

Create a promotoras pilot grant program to partner with local Denver-based community organizations to expand knowledge and access to Supplemental Nutrition Assistance Program (SNAP) for those who are eligible but not enrolled (EBNE).

## What are promotores de salud?

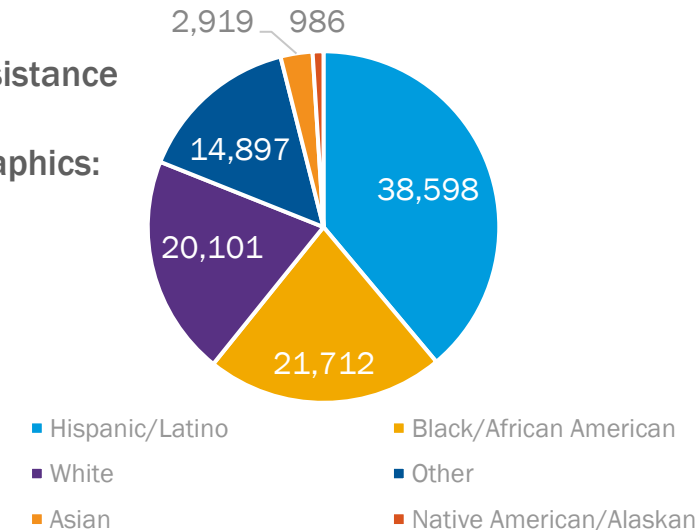
Promotores de salud, also known as promotoras, is the Spanish term for “community health workers”. The Latinx community recognizes promotores de salud as lay health workers who work in Spanish-speaking communities.

Learn more at

<https://www.cdc.gov/minorityhealth/promotores>



**Food Assistance Program Demographics:**



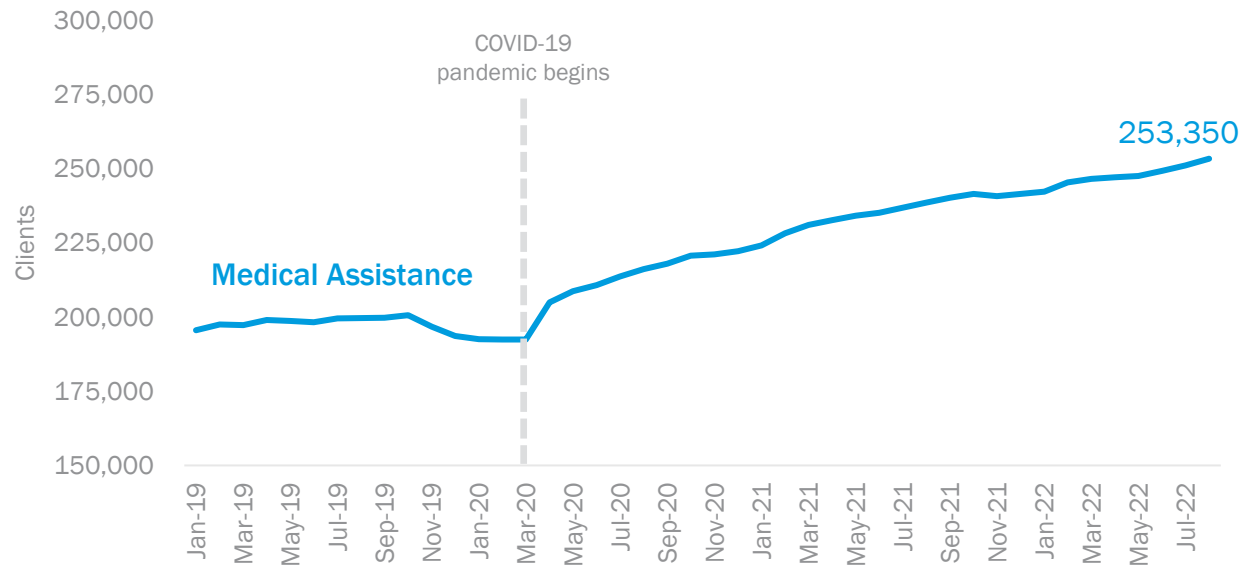
## Budget Equity Framework Summary

*This request is intended to reach more clients who disproportionately face barriers and would target specific neighborhoods as guided by the Human Services Index.*



# Family & Adult Assistance Public Health Emergency Staffing

Expenditures	Revenues	FTE	Duration
\$328,000	\$328,000	0.00	One Time



One-time personnel budget for staffing costs associated with the anticipated end of the declared Public Health Emergency (PHE). During the PHE, federal waivers have allowed clients enrolled in Medicaid to forego periodic reviews for ongoing eligibility. When the PHE expires, all Medicaid cases will be required to undergo a review for eligibility.

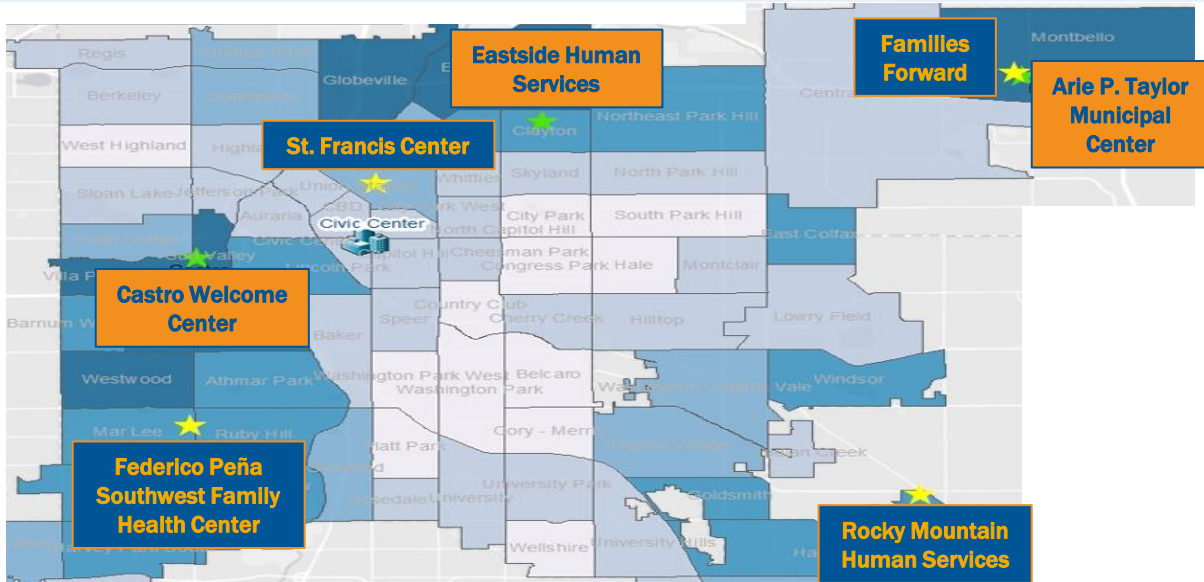
To complete this work, the Colorado Department of Health Care Policy and Financing (HCPF) has allocated funding to counties to review these cases. Although 100% of these expenditures are backed by intergovernmental revenue from HCPF, expending authority is needed for these projected costs in 2023, which have not previously been budgeted.

## Budget Equity Framework Summary

*This budget will ensure DHS can keep up with increasing costs to do its work to help all people in need and accurately verify eligibility for benefits. Please note, the costs will be offset by revenue from the state.*

Family and Adult Assistance  
 Neighborhood Resource Sites

Description	Expenditures	Revenues	FTE	Duration
New Positions for EBT Issuance at DHS Primary and Neighborhood Resource Sites	\$688,600	\$415,700	9.00	Permanent
Neighborhood Resource Site Operations	\$150,000	\$94,500	0.00	Permanent



Nine new positions to staff all DHS primary sites and neighborhood resource sites to ensure EBT issuance services are widely available across the city. Additionally, permanent leasing and operational costs associated with current and upcoming neighborhood resource sites located throughout the city are budgeted.

To address the community need that services and supports be more readily available to customers in the neighborhoods in which they live, DHS has identified neighborhoods with the greatest need for a local office and have thus far opened two neighborhood resource sites. Like DHS’s primary sites, these neighborhood resource sites are expected to offer an array of services, either directly or through referrals to others.

In 2023, DHS anticipates opening one to three more neighborhood resources sites with a specific focus on the Montbello, Whittier and Globeville/Elyria/Swansea neighborhoods.

## Budget Equity Framework Summary

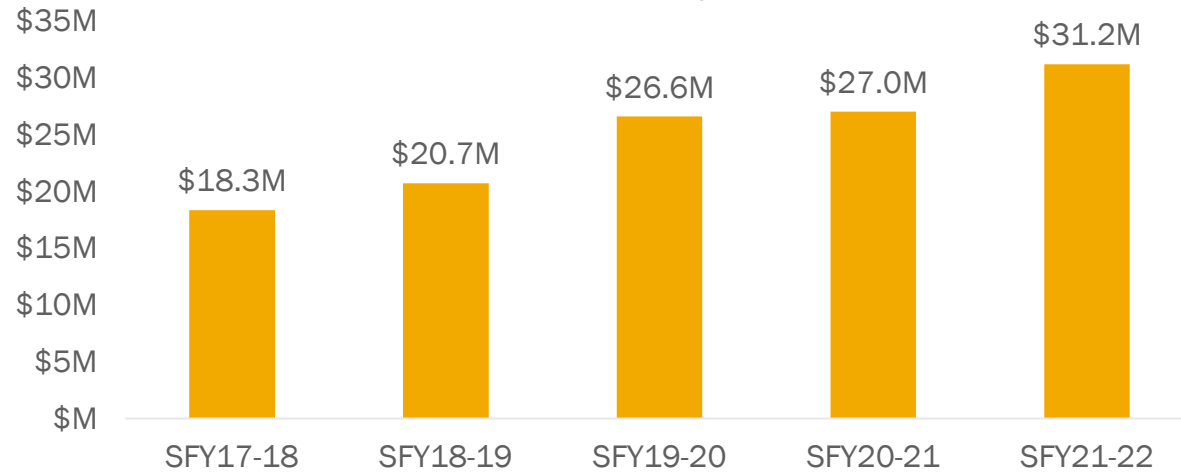
These budget items will increase access to city services/opportunities for historically and/or traditionally marginalized racial and ethnic communities and other structurally marginalized groups by decreasing transportation challenges and increasing accessibility for Denver customers to obtain their EBT cards and other DHS services.



## Economic Resilience Child Care Program Support

Description	Expenditures	Revenues	FTE	Duration
New Human Services Operational Supervisor Position	\$92,800	\$83,600	1.00	Permanent

DHS CCCAP Expenditures by State Fiscal Year



One new supervisor position to address increased workload driven by changes to CCCAP case reviews. Additionally, this will allow for a more manageable supervisor to direct report ratio given the only current CCAP supervisor oversees 12 direct reports.

Adding a new supervisor will allow workload distribution to be more balanced and help stabilize the workforce, leading to increased timeliness and responsiveness for clients. It will improve employee morale and allow for more professional development and one-on-one supervision.

### Budget Equity Framework Summary

*Expanding the child care staffing model increases opportunities for outreach and engagement with historically marginalized and underserved communities. This increases access to critical safe and supportive child care which contributes to keeping families together, increases economic resilience, and serves as a prevention mechanism for involvement in other systems.*

# Economic Resilience

## Volume-Based Trash Collection Affordability Program

Description	Expenditures	Revenues	FTE	Duration
New Eligibility Technician II Positions	\$148,000	\$0	2.00	Limited (2 Years)

2022 INCOME LIMITS						
Area Median Income	HOUSEHOLD SIZE					
	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person
30%	\$24,650	\$28,150	\$31,650	\$35,150	\$38,000	\$40,800
50%	\$41,050	\$46,900	\$52,750	\$58,600	\$63,300	\$68,000
80%	\$62,600	\$71,550	\$80,500	\$89,400	\$96,600	\$103,750
90%	\$73,890	\$84,420	\$94,950	\$105,480	\$113,940	\$122,400
95%	\$77,995	\$89,110	\$100,225	\$111,340	\$120,270	\$129,200
100%	\$82,100	\$93,800	\$105,500	\$117,200	\$126,600	\$136,000
115%	\$94,415	\$107,870	\$121,325	\$134,780	\$145,590	\$156,400
120%	\$98,520	\$112,560	\$126,600	\$140,640	\$151,920	\$163,200

Two new eligibility technician positions dedicated to the affordability program for Volume-Based Trash Collection known as the “Trash Rebate”, which will appear as an instant rebate to the customers’ trash collection billing. Working together, DHS and DOTI have developed a simplified enrollment application and process to reduce administrative overhead for the program, which could provide up to a \$252 instant rebate each year for eligible households.

**DHS preliminarily estimates between 15,000 and 20,000 households will enroll in this program.**

### Budget Equity Framework Summary

*This is an effort in the city that will further DHS’s ability to provide relief to cost-burdened families across Denver, which are disproportionately comprised of BIPOC households.*

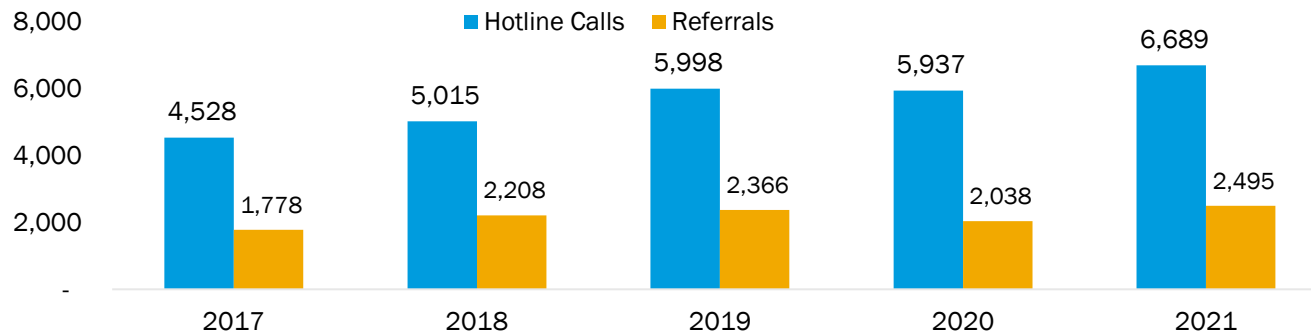


## Child Welfare and Adult Protective Services Combined Referral Hotline

Description	Expenditures	Revenues	FTE	Duration
New Social Case Worker Positions	\$168,800	\$129,600	2.00	Permanent

Two additional social caseworkers are needed to staff the merging of duties into one combined Child Welfare and Adult Protective Services referral hotline. Adult Protection caseworker staff have handled hotline calls in the past, but due to increasing call volume, caseloads, and overall workload, Adult Protection staff can no longer balance managing cases and covering APS hotlines calls. These positions will support the new Child Welfare/Adult Protection Services combined hotline.

Adult Protection Hotline Calls and Referrals



### Future State

- Combined Child Welfare and Adult Protection Hotline to maximize staffing resources and eliminate extra duties placed on case carrying staff
- Increased capacity to meet additional requirements
- Increased capacity to provide sustainable support for implementation efforts and to align best practices

## Budget Equity Framework Summary

Child Welfare and Adult Protective Services provides interventions, supports and services to high risk and vulnerable populations including children, youth, families and vulnerable adults throughout Denver. More robust staffing of our referral hotline ensures we have staff available to take reports of suspected mistreatment of children and at-risk adults while avoiding excessive wait times for our community. More time to conduct enhanced screening at the referral point ensures staff can more effectively discern between true concerns of abuse and neglect, not issues of poverty or lack of resources. This increases our ability as an agency to connect those in need with the appropriate service and support.

# Supportive Services for Child Welfare Clients

Description	Expenditures	Revenues	FTE	Duration
New Social Case Workers for Kinship Support Services	\$168,800	\$129,600	2.00	Permanent
New Positions to Support the Chafee Independent Living Program	\$148,400	\$142,000	2.00	Permanent
New Positions to Support the Parenting Time Program	\$0*	\$0*	6.00	Permanent

Internal Parenting Team Utilized?	Avg. Length of Removal
Yes	471 days
No	529 days

Internal Parenting Team Only?	Avg. Length of Removal
Yes	383 days
No (combined with external providers)	519 days

Ten new positions to provide kinship, parenting time, and independent living support service to families and children being served by the Child Welfare Division. Robust staffing in these areas ensures kin caretakers feel supported, children and families have increased access to high quality parenting time, and will allow the division to expand capacity, outreach, and responsiveness to requests from eligible youth who need independent living services.

\* DHS reduced professional services budget in a commensurate amount to offset the estimated cost of this budget item. DHS will increasingly utilize employees for parenting time going forward, a model that has proven to be more effective for the families we serve.

## Budget Equity Framework Summary

Child Welfare provides interventions, supports and services to high risk and vulnerable populations including children, youth and families throughout Denver. Anticipated outcomes include reducing placement disruptions, minimization of trauma, preserving cultural and family connections, promoting sibling ties, supporting parental attachment, and promoting economic stability for youth exiting care.



# Resource Engagement and Prevention Prevention, Support and Outreach Initiatives

Description	Expenditures	Revenues	FTE	Duration
Prevention Services Program Pilot	\$350,000	\$0	0.00	Temporary (2 Years)
New Peer Navigator Positions to Support the Denver Parent Advocates Lending Support (DPALS) Program	\$155,600	\$0	2.00	Limited (2 Years)
New Program Manager Position for Community Outreach	\$110,925	\$0	1.00	Permanent
New Program Administrator for the Youth Empowerment Program	\$54,200	\$0	0.60	Limited (2 Years)



All requests are aimed at offering emergency, preventative and/or outreach services to residents with the goal of reducing and eliminating the need for higher levels of care or intervention by a government agency. This includes reducing the likelihood that a family will become involved with child welfare or that a youth will experience involvement with the juvenile justice system.

## Budget Equity Framework Summary


These aim to support staff in delivering exceptional service, ensuring Denver residents have timely access to emergency resources, supports and programming designed to reduce or eliminate the need for higher levels of care or intervention by a government agency. By continually assessing need, seeking new and innovative ways of preventing harm, and partnering with customers and community stakeholders, we ensure our outcomes are centered on the most marginalized folks in need, increasing equity in all areas.

# Community Impact Equity, Diversity, and Inclusion Funding


Expenditures	Revenues	FTE	Duration
\$100,000	\$0	0.00	Permanent

Budget to support agency-wide initiatives that will raise awareness of equity barriers and implement effective solutions. This will be completed by contracting with subject matter expert for training/presentations and staging robust ongoing internal workshops and programs.


Current & Past Trainings




Intersectionality Matters




Uncomfortable Conversations with Black Women




Intro to Micro-aggressions



Professionalism Is Not About Proximity to Whiteness



BIPOC Healing Circles



DHS Call To Action: Moving EDI Forward

## Budget Equity Framework Summary

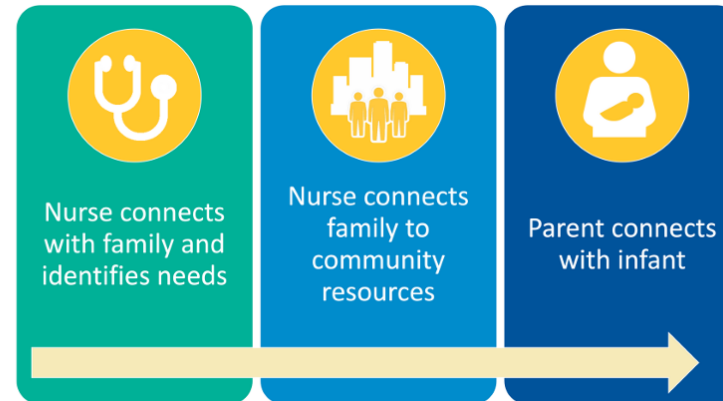
DHS has over 1,200 staff members that provides essential services, connections to community and operational support. DHS serves 1 in 3 Denverites and our workforce supports our clients through our essential services. Research shows how Employee Resource Groups (ERG) positively impact organizational outcomes and having a healthy workforce improves the experience of both of staff and workforce. Establishing dedicated funds to ensure the EDI infrastructure is supported is imperative for the wellbeing of our staff and community.

# Family Connects Home Visiting Nurse Program

Expenditures	Revenues	FTE	Duration
\$450,000	\$0	0.00	Temporary (3 years)

Contract budget to support the Family Connects home visiting program will provide prevention services and resources to connect nurses to every newborn and their primary caregivers in Denver, including birth mothers, and foster and adoptive parents. This program is a primary prevention service and is intended to support caregivers at the outset of raising a child and set them, and the children, up for more positive longitudinal outcomes. The goals of the program include increasing caregiver well-being, connecting caregivers to needed supportive services, increasing health outcomes for both caregivers and children, and reducing involvements with the Child Welfare system. Funding needs are expected to diminish over time, as service costs are expected to be replaced through insurance claims.

Family Connects is an **evidence-based model** that combines engagement and alignment of community services and resources with short-term nurse home visiting beginning in the first month after birth. Family Connects is designed to be provided to **all** families with newborns, **voluntarily** and at no cost.



Learn more about the Family Connects Model at <https://familyconnects.org/family-connects-model/>

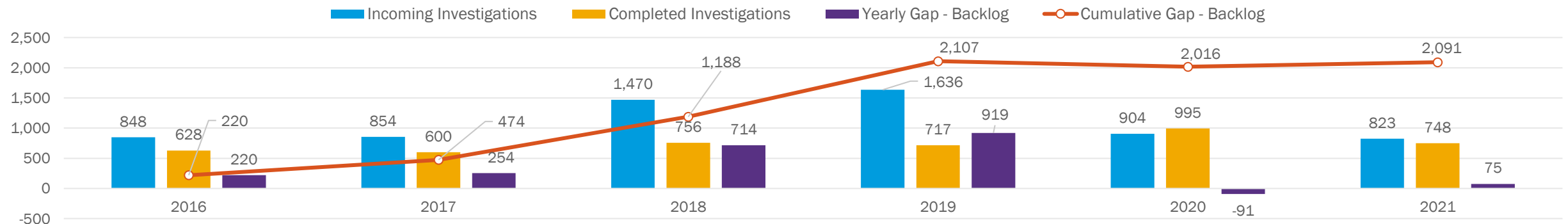
## Budget Equity Framework Summary

*This increases access to DHS benefits and hopes to decrease the need for a referral to Child Welfare Services. It reaches all people of Denver and does not have exclusionary criteria. This program will support people with disabilities, individuals with chronic medical conditions, historically marginalized communities, and under-resourced communities.*

## Department-Wide Operational Initiatives

Description	Expenditures	Revenues	FTE	Duration
Document Conversion and Retention Program	\$340,000	\$214,200	0.00	Temporary
Work Number Contract Increase	\$256,000	\$161,280	0.00	Permanent
New Fraud Claim Investigator Positions	\$233,400	\$140,900	3.00	Limited (3 Years)
New Emergency Management Specialist Position	\$118,900	\$0	1.00	Permanent

Investigation Demand vs. Investigation Capacity



## Budget Equity Framework Summary

These items aim to support staff in delivering exceptional service, ensuring Denver residents have timely access to emergency resources, supports and programming designed to reduce or eliminate the need for higher levels of care or intervention by a government agency.



# Department-Wide CIP Transfer Castro Revitalization

Expenditures	Revenues	FTE	Duration
\$20,000,000	\$0	0.00	One Time

**Space Revitalization:** DHS is currently utilizing capital funding to revitalize the Castro Building located at 1200 Federal Boulevard. DHS expects to have the Castro Building revitalization design work completed by the end of 2022, which would then be implemented in construction phases estimated to cost in excess of \$40 million total. An additional capital transfer will enable DHS to encumber and move forward with the initial construction phases of the project to include revitalization of the first and second floors of the four-story Castro Building, a project that has been in the works for the past few years.



## Budget Equity Framework Summary

*The capital transfer will make the Castro Building more accessible to clients and employees with mobility impairments by better complying with the Americans with Disabilities Act in new construction. Pay equity adjustments will more fairly compensate employees based on objective standards.*



# Office of Human Resources

## Paid Internship Program Pilot

Expenditures	Revenues	FTE	Duration
\$311,200	\$0	0.00	Limited (2 Years)

Budget for 2023 and 2024 to support DHS internship recruitment, selection, onboarding, programming and, most importantly, pay for interns throughout DHS programs, while evaluating the overall effectiveness of the paid internship program. In the past, DHS has only paid interns in some instances.

Beginning in Fall 2022, to align with the academic year, DHS will launch the Paid Internship Program Pilot utilizing unspent budget from 2022.

Division	Fall '22 Paid Interns
Child Support	4.00
Child Welfare	11.00
Community Impact	2.00
Economic Resilience	2.00
Family & Adult Assistance	2.00
Resource Engagement & Prevention	4.00
<b>Total</b>	<b>25.00</b>

### Prior to Fall '22

- Decentralized
- Multiple Processes Followed
- Intern Experience is Variable

### Fall '22 Forward

- Equitable
- Standardized Operations
- **Strong Talent Pool to Fill Vacancies**

### Potential Savings

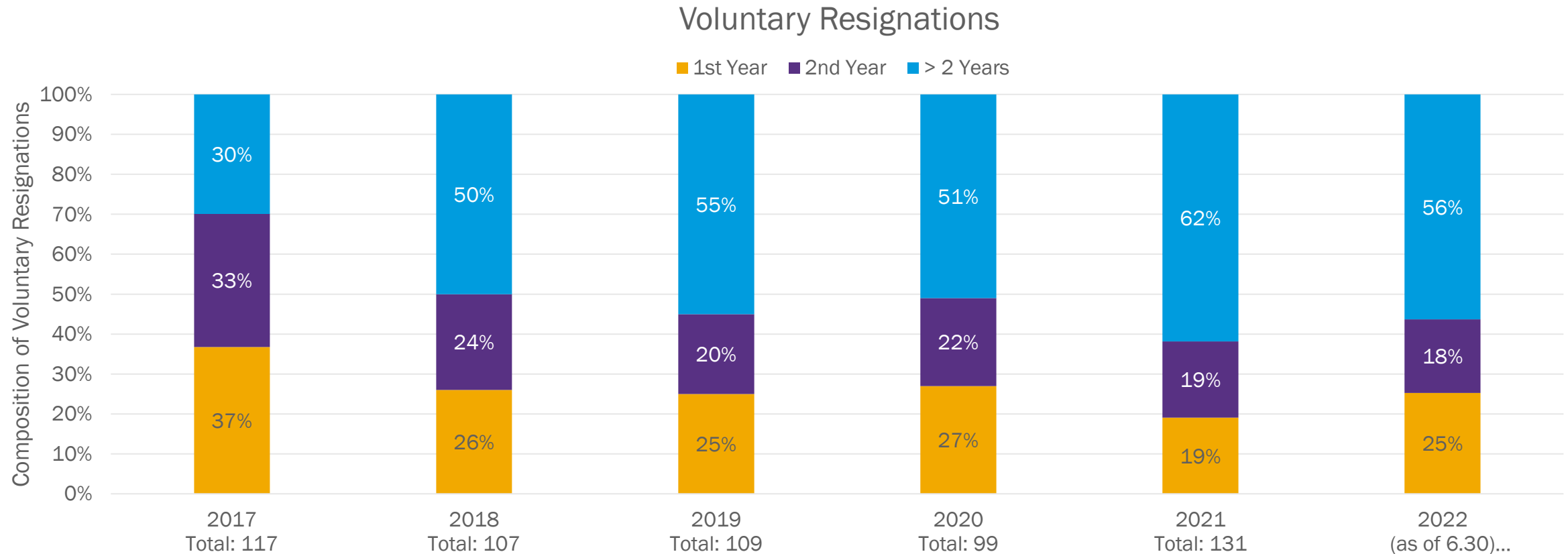
- Recruiting Costs
- Time and Effort
- Training Costs

### Efficiencies

- Single Point of Contact
- Single Process
- Single Approver

## Budget Equity Framework Summary

Expanding DHS's internship program and paying all interns is intended to bring a wider diversity of practitioners into DHS, which should help build a more diverse workforce and better connections with the communities DHS serves.



Turnover increased in 2021 due primarily to the impact of COVID-19, and the department anticipates this trend to continue through 2022 and 2023 given the current highly competitive job market.

## Vacancy Rate

7.7%

## Time to Fill

41.7 Days

## Total Turnover

15.7%\*

DHS has experienced more significant turnover in 2021 and 2022 than in previous years. Employees have expressed concerns about burn-out and returning to the office more frequently.

\* The total turnover figure includes retirements and involuntary resignations. DHS also tracks its voluntary resignations as a percentage of its workforce, which equates to 12.6% at this point in the year.

Data as of Sept 1, 2022



## Retention

- Pay equity reviews
- Scheduling flexibility
- Offering on-call job opportunities to employees who no longer wish to work full-time or who have retired and are open to returning on a limited basis

## Recruitment

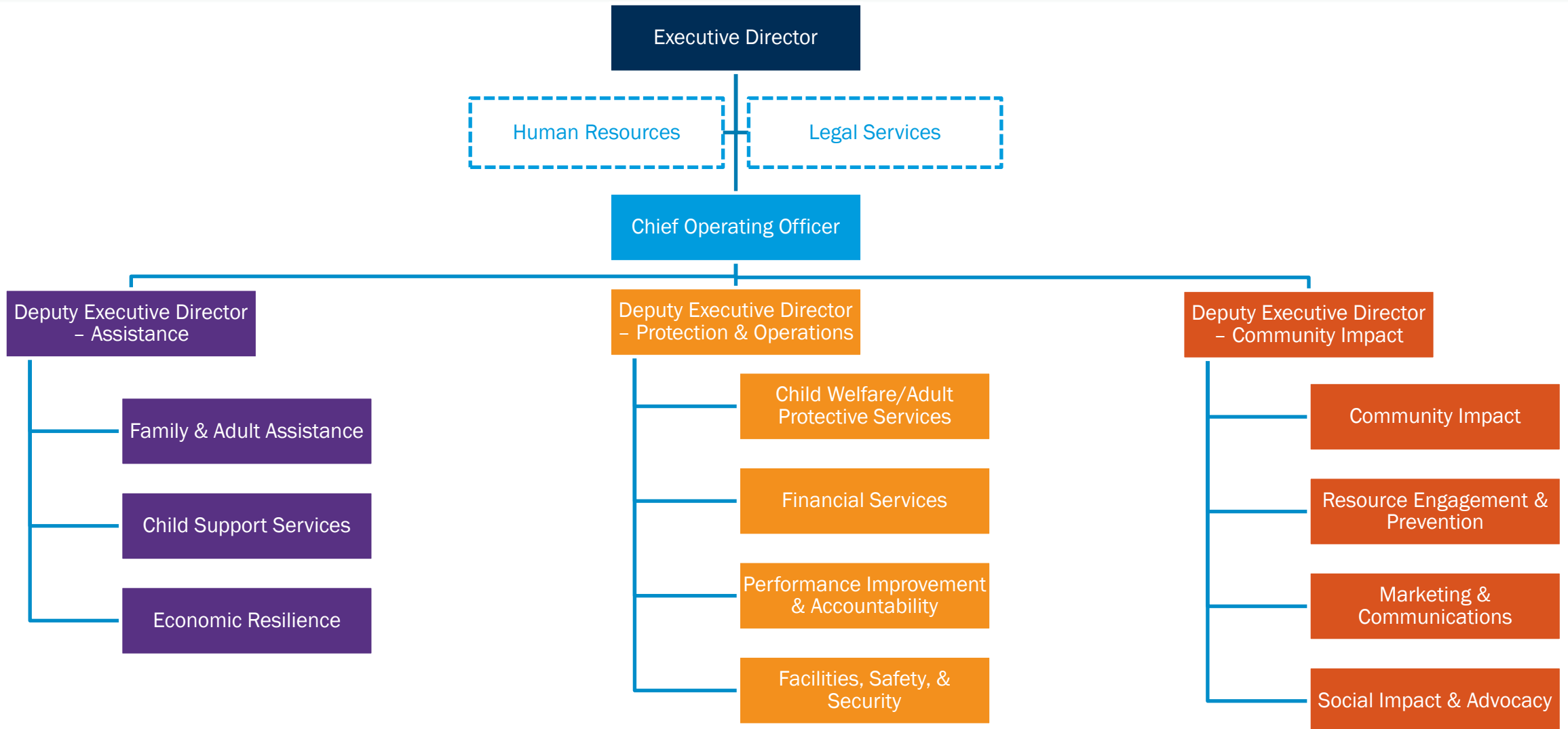
- Developing a paid internship program to build a talent pipeline
- Developing a subsidized employment program to create a pipeline of Colorado Works clients to be hired into the DHS workforce
- Standardized starting pay practices based on years of experience

## EDI

- Affinity groups to create safe spaces and opportunity to share experiences
- EDI ambassadors in each division who meet with EDI Administrator multiple times per month
- Workshops and trainings open to all employees
- DHS divisions are in the process of developing equity action plans
- 35% of DHS employees have completed the full RSJ Academy and 11% have partially completed it.

# APPENDIX

# DHS Organizational Structure



# DHS Expansion Summary

## Service Delivery and Administration

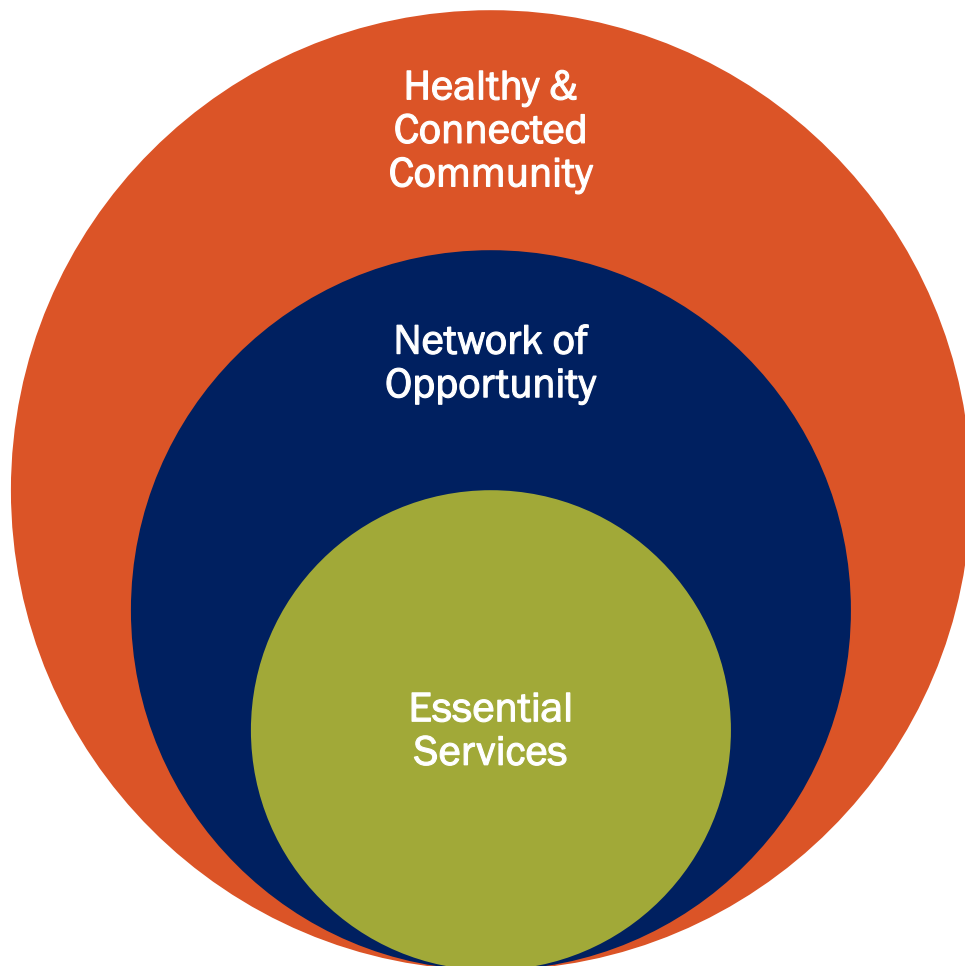
### Fund (13008)

Account Category	Permanent	Temporary	One-Time	Total 2023
Personnel	\$2,102,000	\$945,100	\$328,000	\$3,375,100
Services and Supplies	(\$5,500)	\$1,141,200	-	\$1,135,700
Capital Equipment	-	-	-	-
Internal Services	-	-	\$19,855,100	\$19,855,100
Grand Total	\$2,096,500	\$2,086,300	\$20,183,100	\$24,365,900

Requested Permanent FTE	Requested On-Call/Limited FTE	Total Requested 2023 FTE
25.00	5.60	30.60

- The total requested FTE does not reflect the decrease of 17.38 on-call positions. DHS modified the way it budgets for on-call positions. Previously DHS approximated the number of full-time equivalents its on-call budget would be able to fund in various cost centers based on the estimated salary for a particular job classification. Due to the wide range of job classifications DHS uses its on-call budget to fund, it will no longer use that methodology, but rather treat on-call budget as a lump sum not associated with any FTEs.
- DHS also has a budget request for \$144K in the Affordability Program Fund and \$400K in ARPA funding requests.

# DHS Value Sphere and Human Together Goals



## Equity & Access

Ensure the Denver community has access to the unique services and supports that they need to live a healthy and quality life.



## Health & Wellness

Advance and promote the physical, mental and social well-being of the community.



## Economic Resilience

Strengthen economic well-being to increase access to opportunity.



## Safe & Thriving Communities

Support neighborhoods with the tools and resources that they define as a need to support all Denverites in having the opportunity to thrive.

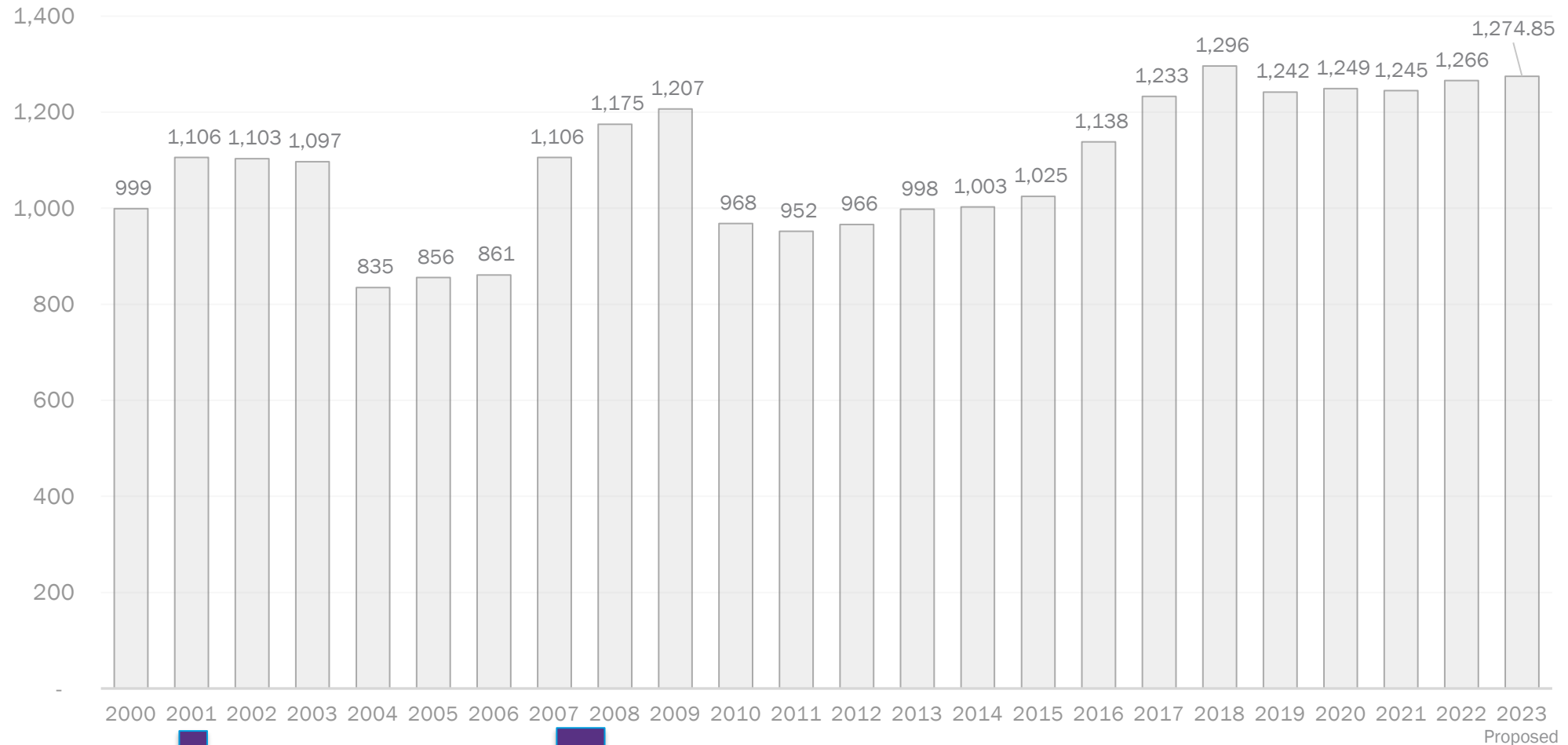


## Workforce & Operations Focused on Excellence

Support a healthy and connected workforce that is equipped to strengthen the communities of Denver.



# Historical DHS FTE Changes

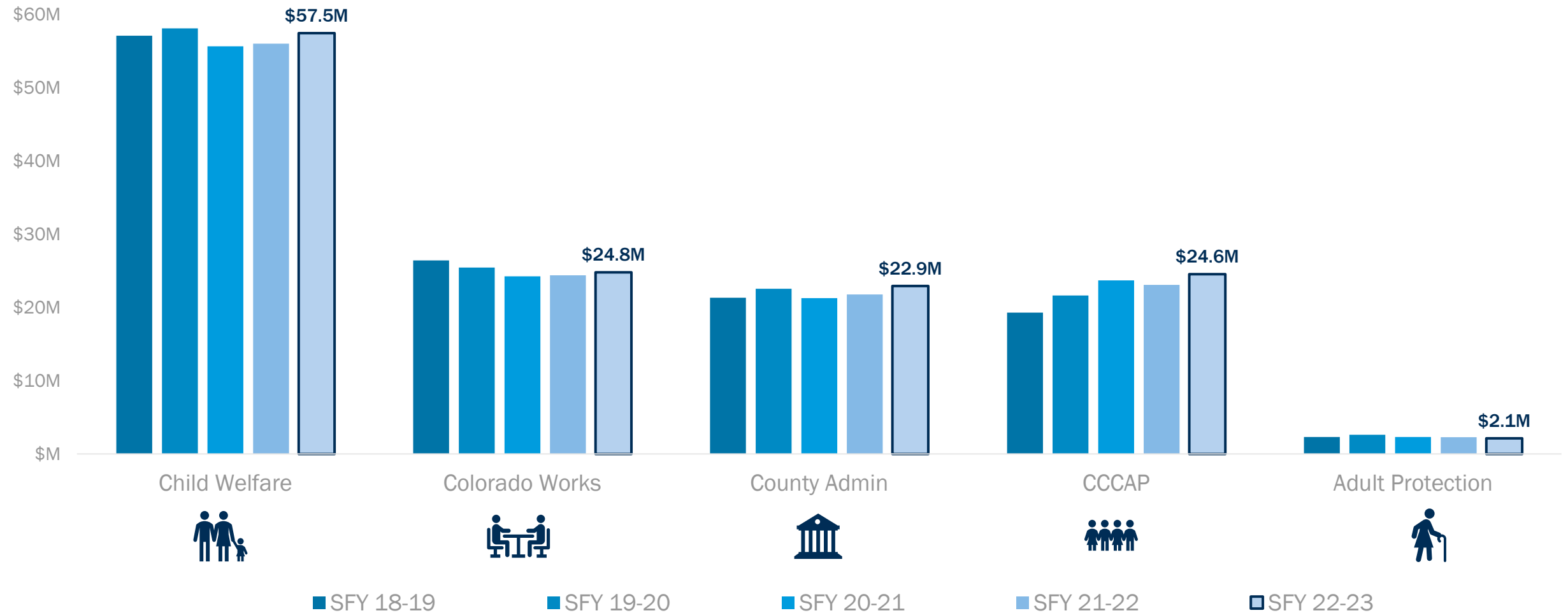


Mar. to Nov 2001 Recession

Dec. 2007 to June 2008 Recession

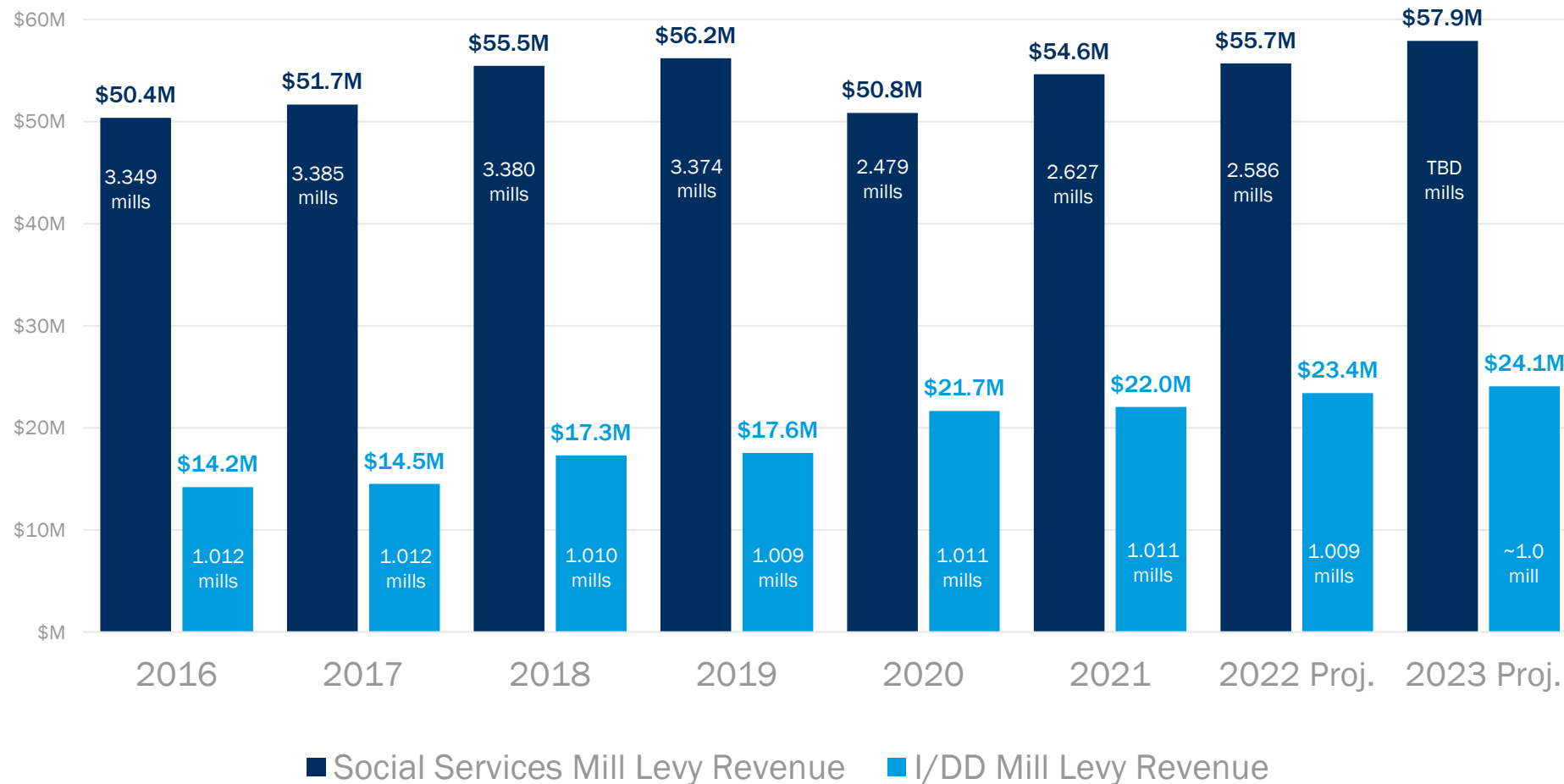
Source: Annual City and County of Denver Budget Books

# Major State Allocations to DHS



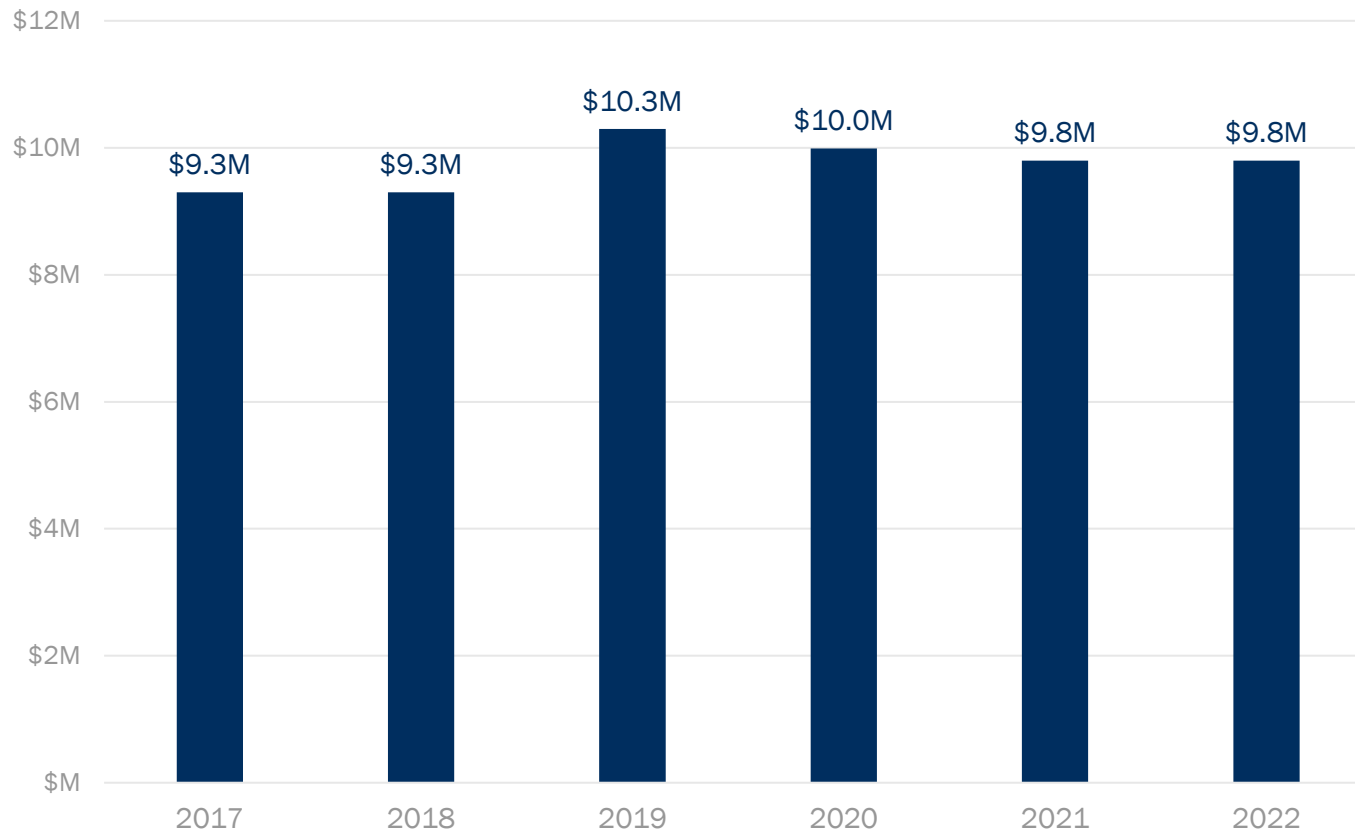


# DHS Property Tax Revenues



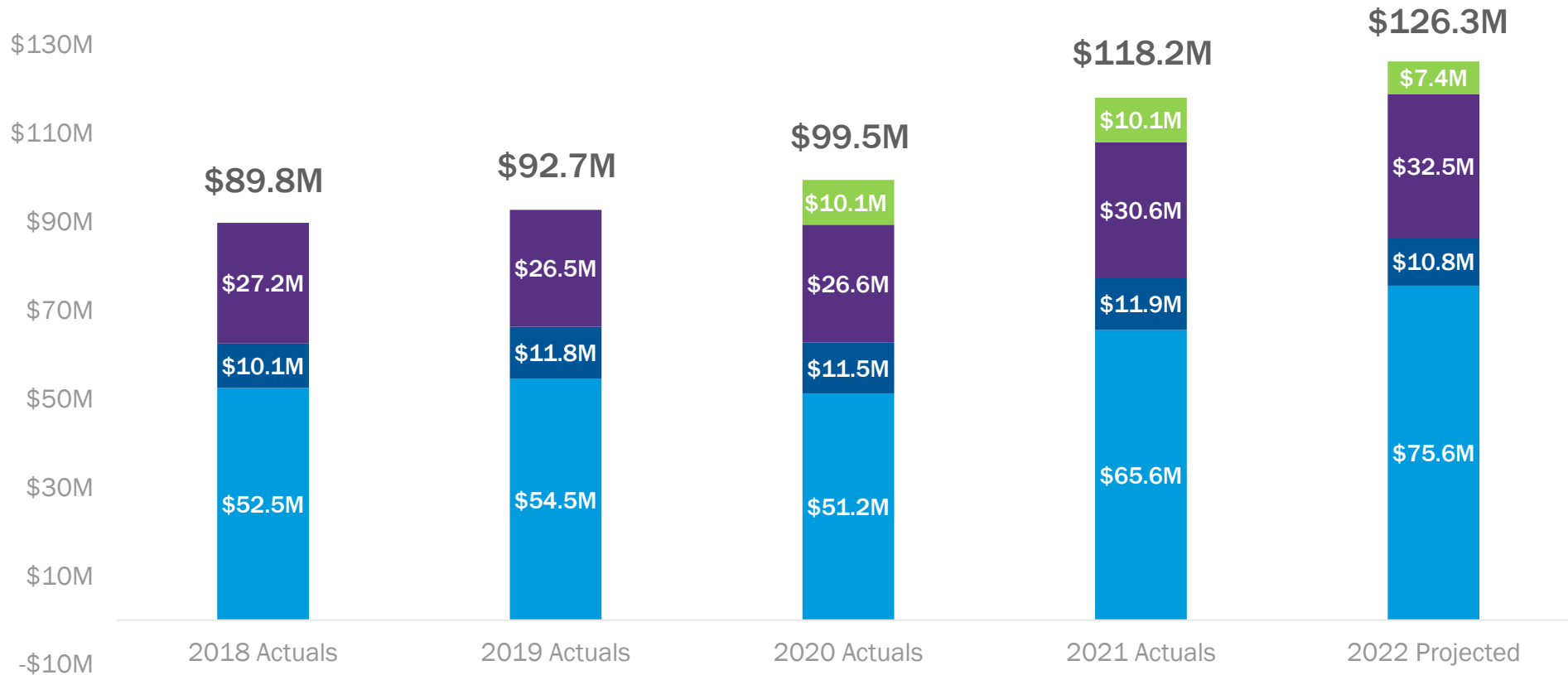


## DHS TANF Reserves 2017 to 2023



- DHS has had about \$9.8M available in its Temporary Assistance to Needy Families (TANF) reserves held off its books in a state account. The state is updating the figure for 2023 based on the SFY 22-23 TANF allocation.
- These reserves can be used to offset overspending of state allocations to DHS for Child Welfare, Colorado Works/TANF, or Child Care.
- DHS's TANF reserves are statutorily capped at 40% of the annual TANF allocation and some additional considerations apply.
- Recent changes to the TANF program that will increase Basic Cash Assistance payments may impact reserves going forward.





As of Dec. 31  
of Each Year

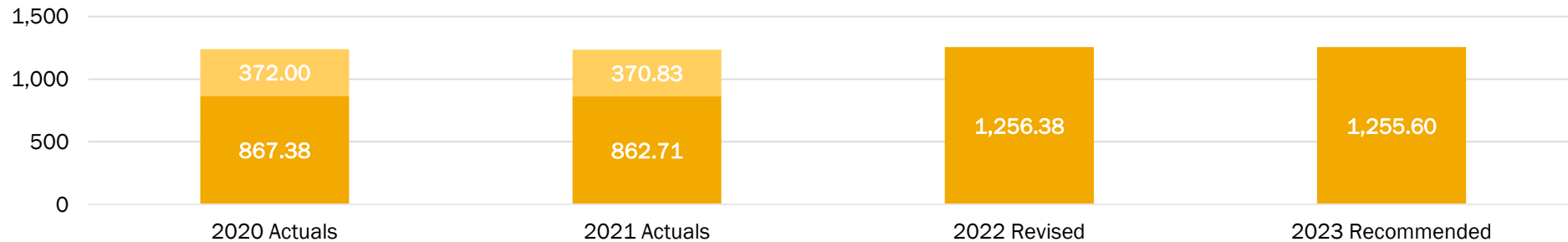
- Unassigned
- Assigned - Could Support Mandated Programs
- Assigned - Dedicated to Specific Programs
- Capital Fund

NOTE: The fund balances shown here do not match the CAFR or budget book due to GASB 54, which requires funds that receive the bulk of their revenue from General Fund transfers (such as the Affordability Fund used to administer the Property Tax Relief Program) to be captured in the General Fund's fund balance.

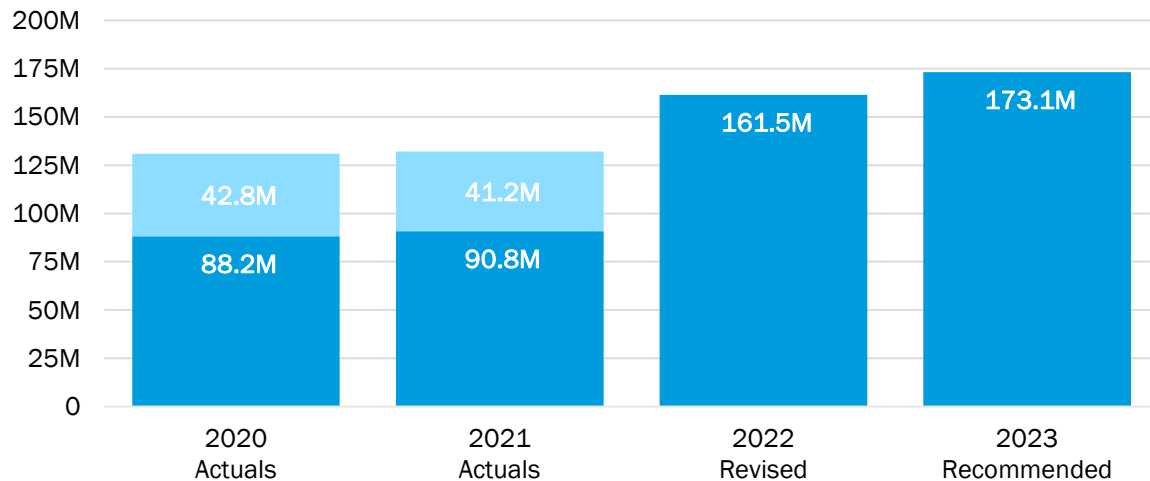
1. **Programs Administered with Social Services Mill Levy Revenue plus Federal/State Reimbursement:** DHS uses local property tax revenue to cover expenses for various programs authorized/mandated at the local, state, or federal levels. The federal and state governments reimburse DHS for significant portions of program costs authorized/mandated at those levels. DHS is left to pay its share. All Social Services Mill Levy revenue is recorded in fund 13008. State or federal reimbursement for programs such as Child Welfare and Child Care had previously been recorded in their respective unique funds but now is recorded in the Service Delivery and Administration (13008). **The balances in these funds that rely on Social Services Mill Levy revenue is unassigned. The balances are likely to be consolidated into Service Delivery and Administration (13008) in 2023.**
2. **Supplemental Funding that Can Support Mandated Programs:** DHS has received revenue from the State of Colorado and other sources to supplement its programming in ways that extend beyond the mandates of the programs it administers. This funding is intended to enhance baseline services but can be used to cover program necessities in some cases with limitations. **These balances are considered assigned although they can be used more flexibly than on just one specific purpose or program. Examples include Assistance Incentives (13811), Parental Fees (13301), and Integrated Care Management (13502).**
3. **Programs Administered with Dedicated Revenue:** DHS administers certain programs such as services for people with intellectual and development disabilities (I/DD) and property tax relief using dedicated funding sources, which may only be used for those programs. Because of the dedicated nature of this funding, expenses associated with each of these programs must be separately managed within available revenue and fund balance. **These balances are considered assigned to certain purposes and may only be used for those purposes. Examples include IDDEAS (13304), Affordability Programs (13813), and Energy Assistance (13808).**
4. **Grant Programs:** DHS administers various grants for which revenues generally offset expenditures. Given that any balance in these funds is likely due to timing, the current balance in DHS's grant funds is not shown in the fund balance stacked bar chart. **Examples include DHS's federal (13001), state (13501), and private (13601) grant funds.**
5. **Capital:** The Dept. of Finance established a non-lapsing DHS capital appropriation for the first time in late 2019. DHS added to this appropriation in 2020 and is looking to do so again in 2023. **This balance is considered assigned although DHS and BMO could pursue an ordinance to redirect it before it is spent. This balance is in fund 34080, which is outside the Human Services (13000) fund series.**

# DHS Service Delivery and Admin. Fund (13008) Expenses, Revenues, and FTEs

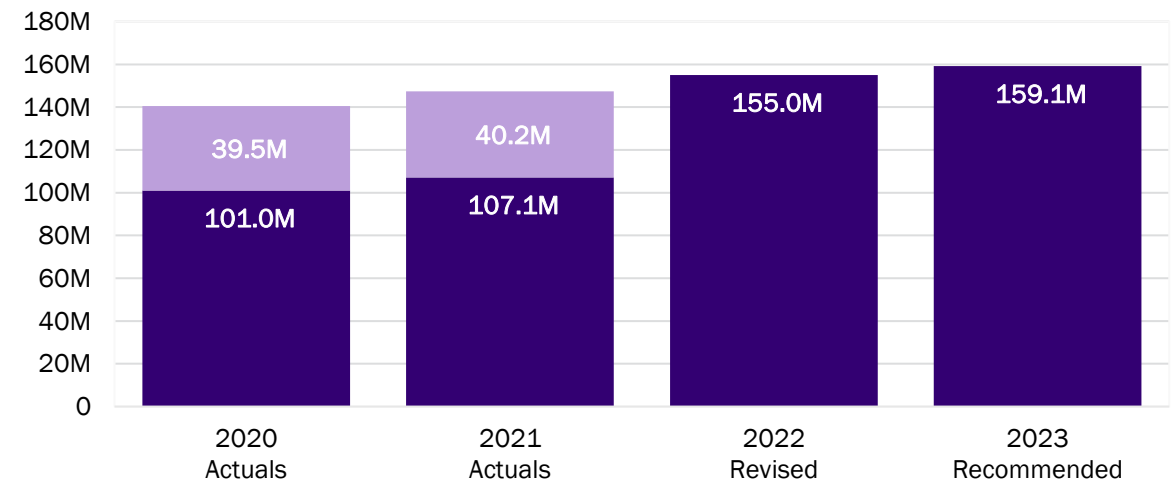
Total FTE



Total Expenses



Total Revenues



NOTE: The lighter shades in the graphs reflect FTE, expenses and revenues that were in funds which are now consolidated into the Service Delivery and Admin Fund.

# DHS IDDEAS Program Fund (13304)

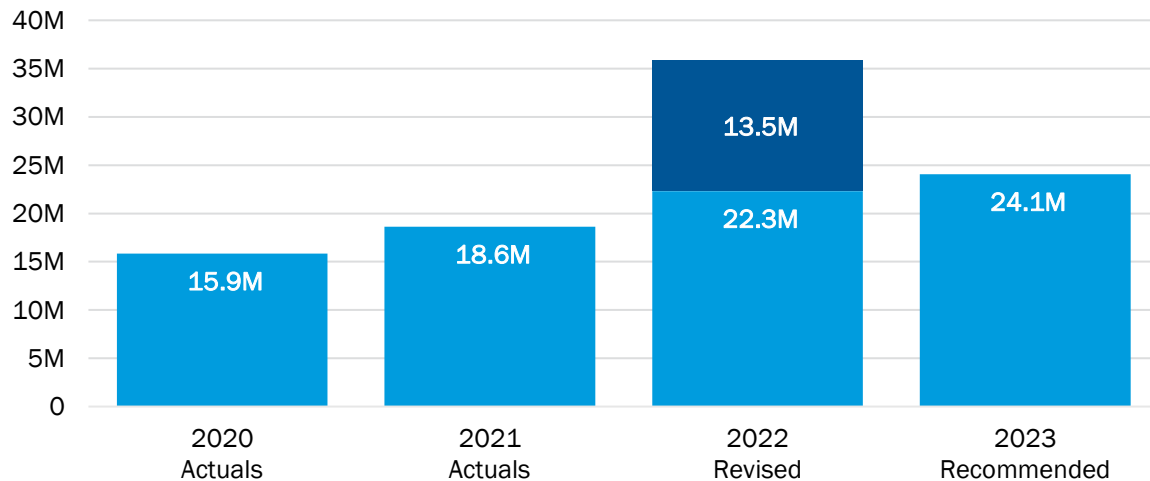
## Expenses, Revenues, and FTEs

Total FTE

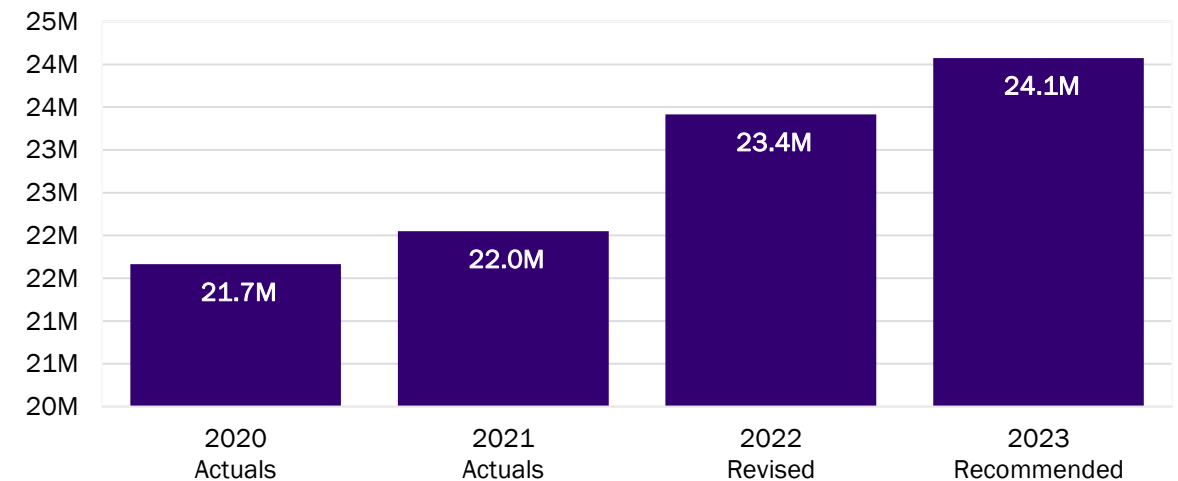


NOTE: 2023 will be the first year DHS budgets FTE in this fund. Previously, IDDEAS positions were budgeted in the Service Delivery and Admin Fund and their costs were journaled to this fund up to the administrative cap.

Total Expenses



Total Revenues

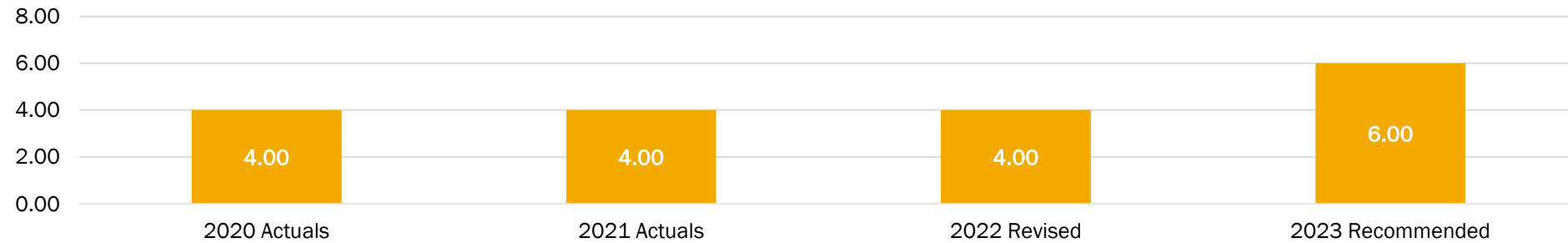


NOTE: The amount in the graph to the right shaded in navy blue reflects unspent appropriation that has rolled since 2019 because this fund became non-lapsing that year.

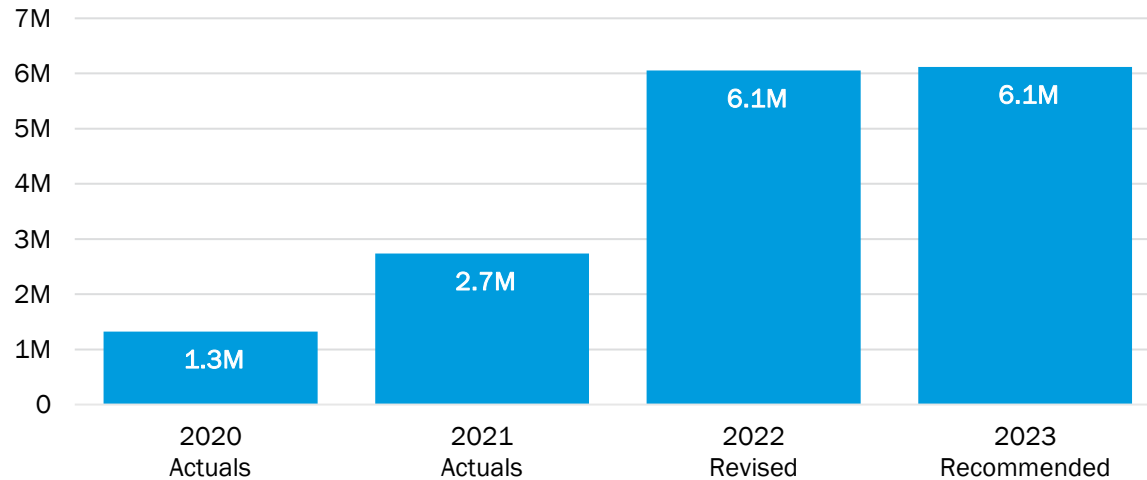
# DHS Affordability Program Fund (13813)

## Expenses, Revenues, and FTEs

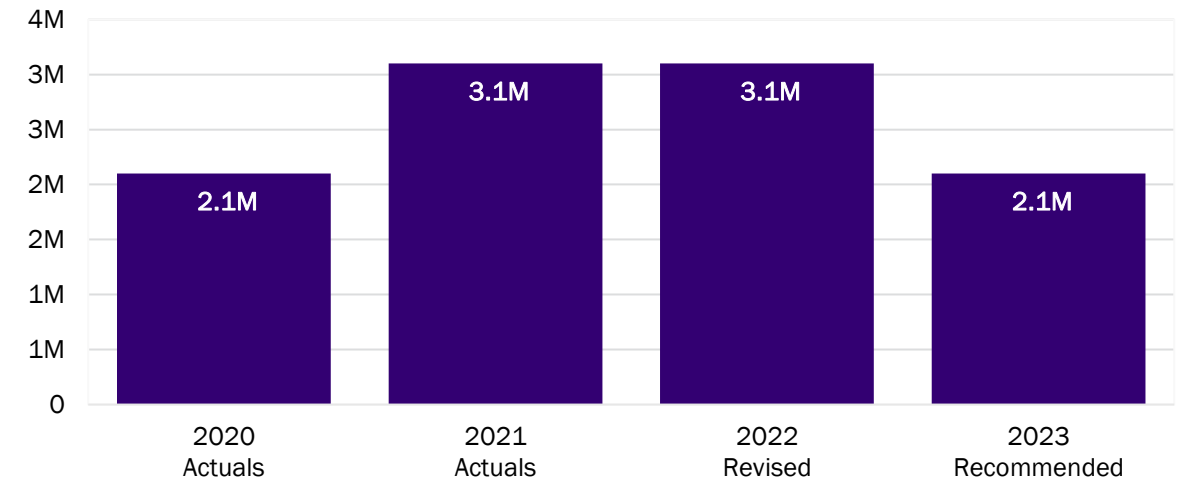
Total FTE



Total Expenses



Total Revenues



# State-Supervised, County-Administered

- **Colorado is one of nine states with state-supervised but county-administered human services systems.**
  - The other eight states include California, New York, Pennsylvania, and Ohio. More than half of the U.S. population resides in the nine states.
- **The relationship between the state and county departments, both fiscally and programmatically, is found in the Colorado Revised Statutes.**
- **The state has rule-making authority that ensures all counties operate with some level of consistency.**



## Administration

- Each county in the state is **required to establish** a department of human services whose responsibility is to provide assistance payments, food stamps, and social services. (CRS 26-1-115)
- Other counties' boards of county commissioners serve as the county board, but **in Denver the department's director serves in this role.** (CRS 26-1-116)

## County Share

- The county's share of expenses are to be raised through **property taxes.** (CRS 26-1-122.5)
- In most instances, the state funds **80% of the cost.** (CRS 26-1-122)
- Each county is **required to create a "county social services fund"** which is to consist of moneys appropriated for public assistance and welfare and related purposes. (CRS-26-1-123)
- A county social services budget is to be prepared by the county director and reviewed by the county board. Before being adopted by the board, the budget is to be submitted to the state department for **review.** (CRS 26-1-124)



## State Funding Allocations

- With input from a statutory “[works allocation committee](#)”, the state department allocates funds (“the county block grant”) to counties for the administration and implementation of the [Colorado Works \(TANF\) program](#). The state also monitors the statewide progress in meeting the [work participation requirements](#). (CRS 26-2-712; 26-2-714)
- A county that doesn’t fully spend its allocation [can retain the unspent funds](#) in reserve, provided that the county’s reserve doesn’t exceed 40% of its allocation. (CRS 26-2-714)
- A county can [transfer](#) up to 30% of its county block grant to augment its child care assistance program, and up to 10% to child welfare, provided that it not transfer an amount in total that exceeds 30%. (CRS 26-2-714)
- The state allocates funding to each county for child welfare services. The allocation model is developed with the input from a statutory committee. [Denver is assured of a seat on the committee](#). (CRS 26-5-103.5)

Federal Departments

Federal Programs

State Departments

County Departments

