



**Commissioners' Conference Room
Second Floor – County Administration Building
10:00 am – 12:00 am**

In Attendance: Commissioner Lew Gaiter; Commissioner Steve Johnson; Commissioner Tom Donnelly; Linda Hoffmann; Neil Gluckman; Laura Walker; Heather O'Hayre; Carolyn Martin, Early Child Education Director; Corinne Van Dyke, Early Child Education Assistant Director; Jim Drendel, Laura Sartor, Kelly Morrison, and Ann Marie Grobarek.

A recording of this worksession is available at: http://larimer.org/bcc/list_worksessions.cfm.

Introductions & Announcements

Commissioner Donnelly welcomed everyone and called the meeting to order. Director Laura Walker asked if there were any additions to the agenda.

Head Start Presentation

Commissioner Johnson explained that he had asked for a presentation on this program because he had seen a presentation from the Head Start program in Summit County. It had sounded so connected to what the Department of Human Services does that he wanted to learn more about the program in Larimer County. Commissioner Johnson was curious about how we support each other and if we could determine whether or not there are areas where we could collaborate as our missions are so closely aligned.

Carolyn Martin provided a handout detailing the Head Start program and provided a presentation and organizational chart the next day. During her presentation she highlighted the following details:

- Poudre School District's Early Childhood Education program serves 1200 children a year in 20 separate schools, 8 partner centers and 88 individual homes.
- Early Head Start is a no-cost program for pregnant mothers and children up to 36 months of age. It is home and center-based and has space for 108 children. The program includes doctor visits, discussions around lifestyle choices and meetings with a pediatric nurse. The Home Visit curriculum involves 90 minute visits once a week focusing on the leadership role parents play in their child's education, including choices before children start going to school and activities that parents can do with children.
- Head Start is a no-cost program for children from 36 months to five years old, is based in schools and has room for 275 children. This program consists of six home visits a year, each 3.5 hours long. There is legislation pending determining standards for this program, but we don't know what will happen with the upcoming change in national leadership.
- Local Funding also provides the Colorado Preschool Program, the Tuition-Based Preschool Program, and Early Childhood Integrated Services for children from 36 months to five years old in schools and centers.

Except for making referrals between programs when staff notice concerns as part of each program's usual course of business, this program does no direct work with Child Youth and Family Services. Laura Walker added that CYF services are focused on safety in the home during a specific point in time, whereas the Head Start program is more concerned with overall wellness and education.

About 25% of children entering schools in the Poudre School District have been involved in Early Childhood Education programs. Assessment results for the children are strong, and a focus on



Board of Social Services

MINUTES

November 14, 2016

attendance shows the commitment on a family. Programs encourage an organized family, which increases attendance at programs and is directly tied to literacy success. The majority of slots for children from 36 months to five years old are children with risk factors. The programs try to use a methodology for addressing a multi-tiered system of support for the children's behavior and the behavior of the family. This program has been successful in having some children finish an Individual Educational Plan or Individual Family Service Plan before they enter into first grade.

Commissioner Johnson commented on the value of the work that Poudre School District's Early Childhood Education program is doing and thanked Carolyn for her presentation. Carolyn mentioned that she would like any recommendations on ways that her program could work more collaboratively with the Department of Human Services.

Trauma Journey Presentation

Jim Drendel, Director of Child Youth and Family Services, provided the highlights of a presentation he did at a conference in Washington DC. Five Federal employees complimented Larimer County on their approach to the practice of child protection. His presentation included the following points:

- An historical overview of the progress his Division has made in their practice models in the field from Restorative Justice Principles in 2002 through using Trauma Assessments in 2014 which demonstrates the County's leadership in the State of Colorado.
- The changes made in the approach to the practice of child protection resulted in dramatic improvement in the number of children placed out of the home as a result of increasing participation in family meetings.
- Federal funding had been tied to the number of children in out-of-home placement. Larimer County asked the Federal government through a waiver to keep the funding level so we could use it on services to keep children in their homes. But the waiver only lasts through 2019.
- There has been a significant change in the proportion of money Larimer County Human Services invested in Residential Placement versus Community Based Services over the past 11 years. The money invested in Residential Placement has decreased over 90% and the money invested in Community Based Services has increased over 350%.
- Larimer County Human Services spent \$192,000 in 2016, funded through the IV-E waiver money, to complete 340 Trauma Screens used to educate and engage families in the trauma practice. The screen allows for objective input from a variety of people who have contact with the children involved in the case. 139 Trauma Assessments were completed by therapists which made recommendations for services and next steps for the family. The tools used also allow children and others involved to rate the effectiveness of the services provided.
- One important thing Larimer County learned is that talk therapy is not the most effective service for children who have been traumatized. Results also showed that one service provider the County used had to improve their approach to their work, which created a basis for a conversation that resulted in the provider improving their services. Data that was not available before can help us focus on the successes we have had when we get upset about children who are having a tough time.

Commissioner Gaiter asked for a further explanation offline in order to become better versed in the details of the IV-E Waiver Demonstration. There was a general discussion about future funding as the Waiver will be ending soon and Federal funds will be cut off. The Commissioners suggested requesting a meeting with representatives from the offices of Senator Cory Gardner and Senator Michael Bennett to



see if they can help in any way. Jim said he would be glad to speak with them to discuss the concerns. Neil recommended that they meet to determine what steps to take next.

SB-190/County Administration Workload Study

Laura Walker and Laura Sartor showed a presentation on SB-190, the County Administration Workload Study. County Administration funding accounts for the majority of public assistance programs. They are underfunded because of a workload study done in 2007. Shortfalls have had to be covered with our fund balance, which is not a sustainable solution for us. Federal audit results spurred the Joint Budget Committee to provide funding through TANF Long-Term Reserves for a Workload Study and Continuous Quality Improvement project. The study should involve the following:

- Performance Standards for timeliness, error rates and compliance issues that would be used for future incentives or sanctions.
- A scope that includes programs funded by County Administration and Colorado Works and efforts made to improve across the State that will identify funding levels necessary.
- And employee feedback on what improvements have been effective and what have not.

Results will be different from the 2007 study due to a number of factors like increasing caseloads and the ability for clients to apply for benefits online via PEAK. It will be important to understand how to effectively use process improvement. State Representative Bob Rankin, the legislator sponsoring this bill, has said there is no silver bullet that will solve everything but he wants to make sure counties are continuing to try to move forward. Laura Sartor explained the progress so far in developing the Request for a Proposal for someone to do the work study, and commented that this study is expected to be done quickly for changes to be put into effect for the 2017-2018 fiscal year.

Child Care Assistance Program – Spending and Waitlist

Laura Walker and Laura Sartor reported on the impact of the changes in the Child Care Assistance Program. A waiting list was instituted on September 12, 2016. As of November 10, 2016, there are 76 families and 196 children who are deemed eligible but who cannot obtain services because we do not have funding. The goal of the most recent changes was to impact quality of care in a positive way, but there was no additional funding included with the changes.

The theory is that waiting list numbers will be able to indicate how much additional funding is necessary, but Laura has some concerns and believes this indicator is flawed because people will not apply for the program if they know there is a waiting list.

Commissioner Johnson inquired about additional funding that Senator Kefalas had obtained a few years ago. Laura replied that funding was to help counties when the minimum poverty level to be eligible for CCAP services was raised and the pool of eligible people increased. But those additional funds went away the next year. Commissioner Johnson asked what other counties were doing, and Laura replied that they are either using TANF funding or using county-only money. There was a discussion regarding what additional funds would be necessary to cover the people on the waiting list, and a rough estimate of 2.4 million dollars was estimated. This would be too much for the county to bear. Commissioner Johnson suggested that it would be good to inform Senator Kefalas as he would be a good advocate for additional funding, and Laura said she had provided him a briefing about a month ago as he was part of an ad hoc group looking at quality of service providers.

Commissioner Johnson had recommended previously that Human Services work together with other counties to have data that will be useful to request additional funds. Laura Sartor is part of a work group



Board of Social Services

MINUTES

November 14, 2016

that has put out a survey asking questions and gathering data specific to this need. They have responses from 33 counties and will be calling the other counties. The data will be presented to the JBC in January or February. Commissioner Johnson requested that data be presented to the Board at the next Board of Social Services meeting.

In addition, Laura reminded the Board that there is a provision that it takes six months of continued eligibility for someone to come off the list when they are over income. This means that it will take longer for people to come off the program and make room for people on the waiting list.

Also, CHSDA sent a letter to Julie Krowe and Mary Ann Snyder asking for information about the 28 million in Federal funds that was awarded to CCAP in Colorado which was not allocated by the State to county programs. It is money that has been promised by the Federal Government but not yet delivered to the State. There are different stories from different people about that money, so CHSDA decided to request an answer in writing. The deadline for the answer has passed and no one has responded to that letter. Commissioner Johnson recommended that Laura Walker reach out to Senator Kefalas and ask him to request the information from the JBC analyst.

Laura Walker estimates that Larimer County will probably be overspent on CCAP by one million dollars this year. Laura has a plan to request to purchase CCAP allocation dollars from Pueblo as they historically have been underspent in the past as their demographics allow them a higher allocation than they need.

Laura Sartor added that she is on the task force looking at the Child Care allocation formula and will report back when she has more information than she has gathered in two meetings.

Jim Drendel added that his Division will also face challenges soon as the Governor did not ask for an increase in the allocation for child protection despite knowing that all the counties together were overspent by a total of seven million dollars last year. Overspending is inevitable given the increases in pay due based on FLSA changes and the workload study results indicating more caseworkers are necessary.

C-Stat Dashboard Review

Laura Walker provided an overview of the C-Stat dashboard through September 2016. Laura reported that there are only really 21 out of 23 measures on this dashboard that can be counted. Larimer County demonstrates green (successful) outcomes on 15 out of 21. The large ten counties have successfully met 13 of 21 outcomes, so Laura is motivated to encourage our outcomes to improve.

Client Activity Report

Ann Marie Grobarek, Business Operations Coordinator, presented an overview of the department's client activity. Ann Marie reviewed: monthly average caseloads, program activity, complaint totals, and results from the client follow-up survey regarding complaints from July 1, 2016 through September 30, 2016.

During the 3rd Quarter of 2016:

- The Food, Medical & Financial Assistance Program caseload has increased by 0.4% to 64,714.
- Child Support collected over \$4,515,105 dollars.
- Children, Youth and Family received 1,624 referrals, and 94% of children with a case plan to remain home did.
- We received no formal complaints during the 3rd Quarter.



Board of Social Services

MINUTES

November 14, 2016

Just as a reminder, the Department has changed the number used to report the monthly average caseload for Child Protection. Instead of listing the total number of open cases plus new referrals, the Department reports the total number of children on open cases. This is a more accurate representation of who is the priority in the work we do. This will result in the charts and report looking odd for one more quarter while the old numbers drop off the report.

Meeting adjourned.