



BOULDER COUNTY  
**HOUSING**  
**& HUMAN**  
**SERVICES**



**Boulder County Housing & Human Services**  
**2018 Budget Hearing**  
**September 7, 2017**

# Our Mission:

## Building Community, Empowering People, Strengthening Families

We are building a healthy, connected community that empowers people and strengthens families by confronting the root causes of crisis and instability.



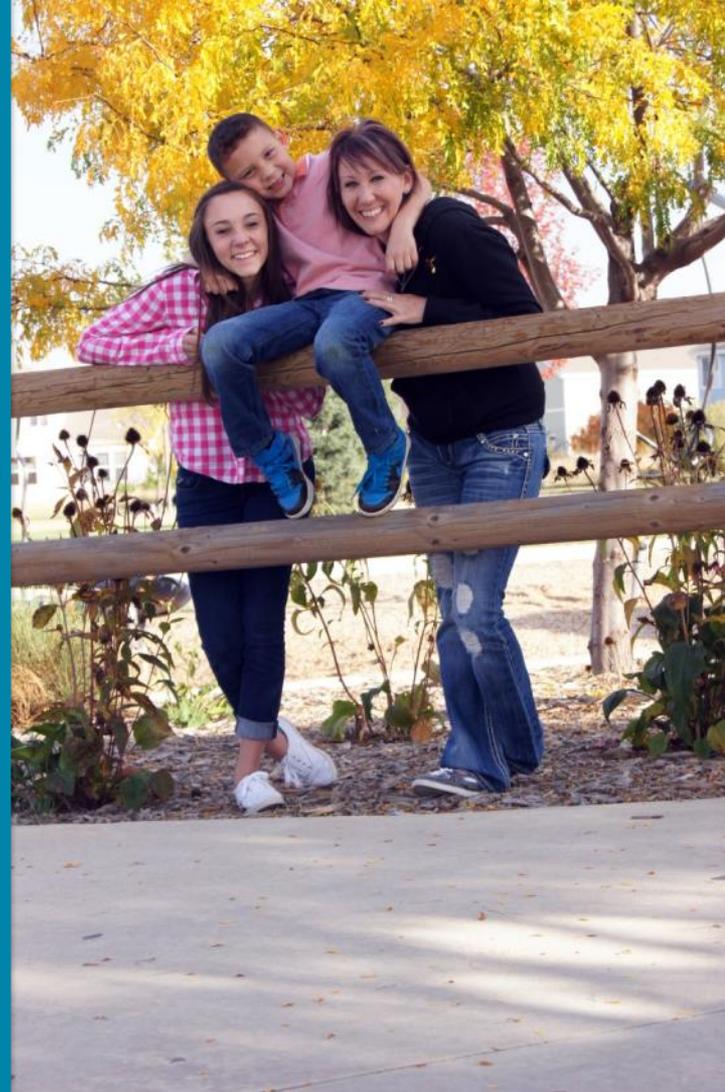
BOULDER COUNTY  
**HOUSING  
& HUMAN  
SERVICES**



# Agenda

- Human Services Budget Overview

\*Boulder County Housing Authority budget presentation will be September 26, 2017





# 2017 Successes



- ❖ State 2016-17 year-end closeout highlights:
  - Fully covered Child Welfare and Core Services programs \$1.5M savings
- ❖ Purchase of additional funding allocations:
  - \$100k of TANF allocation
  - \$1.127M of Child Care Assistance allocations
- ❖ Receipt of \$356k in TANF SFY16-17 excess reserves – Boulder County maintains a \$1.4M TANF reserve
- ❖ Successful completion of all SFY16-17 HCPF County Incentives, with a total award payment of \$213,128
- ❖ Creation of a new Regional Homeless Collaborative with Community Services, City of Boulder and City of Longmont to govern a countywide coordinated homeless services delivery system



# Opportunities 2018 and Beyond



- ❖ Allocation/Funding Increases:
  - 13% increase in County Administrative allocation
  - 11% increase in Adult Protective Services Admin
- ❖ The overall environment of funding uncertainty will allow HHS to focus on core business functions.
- ❖ Increasing emphasis on quality CCAP placements due to tiered rate structure and incentive to increase quality rating.
- ❖ Strong local funding position and partnerships with local provider agencies.
- ❖ Potential opportunity to expand the coordinated care delivery model through the Regional Accountable Entity (RAE) to improve client access and outcomes



# Risks 2018 and Beyond



- ❖ Funding Reductions:
  - Possible significant Child Welfare allocation reduction
  - IV-E Waiver funding uncertainty
  - Reduction in Core Services funding
  
- ❖ Potential major reductions to federal funding in FFY 2017-18.
  
- ❖ Statewide increases in spending in the major allocations will result in fewer surplus distribution dollars being available during the closeout process
  
- ❖ Natural, economic or other disasters



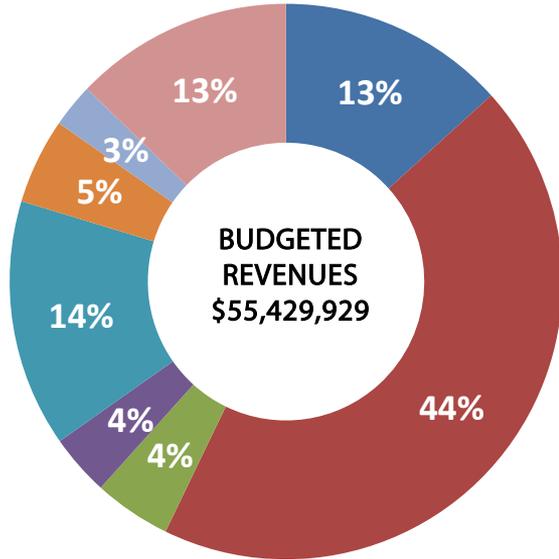
# 2018 Assumptions



- ❖ Social Services Fund property tax revenue reflects an anticipated 5.5% increase over 2017
- ❖ Human Services Safety Net revenue reflects a possible 15.7% increase over 2017
- ❖ 2018 personnel costs reflect a budgeted 3.5% increase for merit, market and range
- ❖ BCDHHS targeted an internal 3% personal services reduction and 5% operating reduction as part of the 2018 budget process
- ❖ BCDHHS reserves for disaster emergency operations

# 2018 Budgeted Sources of Revenues by Source

## \$55,429,929 (Preliminary)



- Property Taxes, \$7,377,137 (preliminary)
- Intergovernmental - Fed/State, \$24,318,573
- IMPACT (HU2), \$2,501,203
- Other: Incentives, Private Grant, Interest, Recoveries, \$1,977,874
- HHS Contracts and Operational Support Fund 01, \$7,986,603 (preliminary)
- HHS Contracts Fund 020, \$2,762,289
- HHS Fund 020, \$1,412,286
- Human Services Safety Net Fund 032, \$7,094,054 (preliminary)



Preliminary amounts reflect anticipated increases to property tax revenue and the HHSN Fund 032 transfer, and include revenue associated with our three REV requests.

Hope for the future, help when you need it.

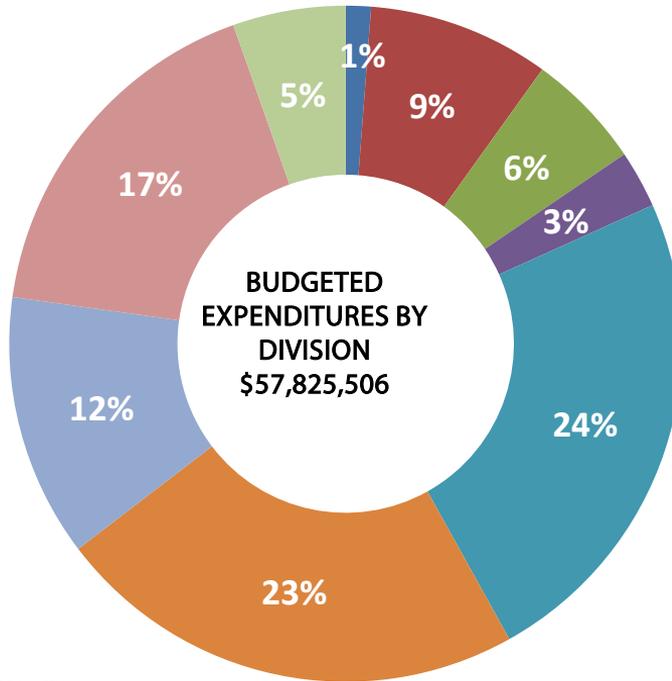
# Budgeted Sources of Revenues by Source

## Comparison of 2017 Budget to Preliminary 2018 Budget



Source of Funds	2017	2018	% incr/(decr)	\$ incr/(decr)
Property Taxes	6,993,163	7,377,137	5.5%	383,974
Intergovernmental - Fed/State	27,410,435	24,318,573	-11.3%	(3,091,862)
IMPACT (HU2)	2,547,047	2,501,203	-1.8%	(45,844)
Other: Private Grants, Interest, Incentives, Recoveries	1,207,203	1,977,784	63.8%	770,581
HHS Contracts & Operational Support Fund 001	7,843,034	7,986,603	1.8%	143,569
HHS Contracts Fund 020	2,262,289	2,762,289	22.1%	500,000
HHS Fund 020	1,412,286	1,412,286	0%	-
Human Services Safety Net Fund 032	6,133,509	7,094,054	15.7%	960,545
<b>Total Sources of Funds</b>	<b>55,808,966</b>	<b>55,429,929</b>	<b>-0.7%</b>	<b>(379,037)</b>

# 2018 Budgeted Expenditures by Division \$57,825,506 (Preliminary)



- 4550 Director's Office & Communications, \$699,409
- 4555 BOSS, \$5,045,974
- 4560 Finance, \$3,235,304
- 4565 Housing \$1,588,405
- 4570 Family & Children Services, \$13,667,867
- 4575 Care Management, \$13,129,821
- 4585 Case Management & Community Outreach, \$7,278,745
- 4587 Community Support, \$10,046,965
- 4590 IMPACT (HU2), \$3,133,016



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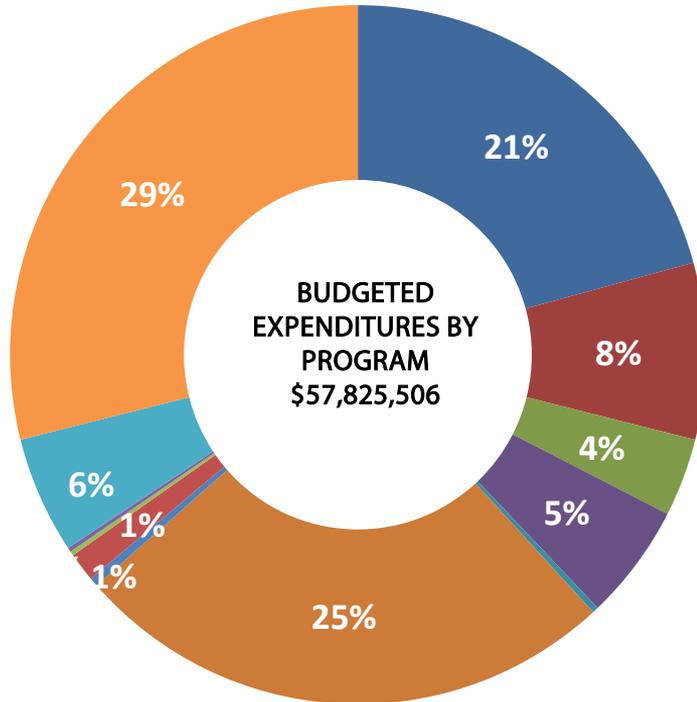
# Budgeted Expenditures by Division

## Comparison of 2017 Budget to Preliminary 2018 Budget



Division	2017	2018	\$ incr/(decr)	% incr/(decr)
4550 Director's Office & Communications	765,625	699,409	(66,216)	-8.6%
4555 BOSS	5,095,362	5,045,974	(49,388)	-1.0%
4560 Finance	3,063,089	3,235,304	172,215	5.6%
4565 Housing	1,315,620	1,588,405	272,785	20.7%
4570 Family & Children Services	13,962,831	13,667,867	(294,964)	-2.1%
4575 Care Management	12,923,154	13,129,821	206,667	1.6%
4585 Case Management and Community Outreach	7,368,968	7,278,745	(90,223)	-1.2%
4587 Community Support	10,150,617	10,046,965	(103,652)	-1.0%
<b>Total HU1</b>	<b>54,645,266</b>	<b>54,692,490</b>	<b>47,224</b>	<b>0.1%</b>
4590 IMPACT (HU2)	2,692,438	3,133,016	440,578	16.4%
<b>Total Fund 012</b>	<b>57,337,704</b>	<b>57,825,506</b>	<b>487,802</b>	<b>0.9%</b>

# 2018 Budgeted Expenditures by Program \$57,825,506 (Preliminary)



- County Admin & other grants, \$12,001,813
- TANF/CO Works, \$4,718,626
- Child Support IV-D , \$2,092,220
- Child Care, \$3,100,105
- LEAP, \$164,769
- Child Welfare, \$14,656,728
- Old Age Pension Admin, \$234,749
- Core Services, \$774,789
- ILA/Chafee, \$117,683
- PSSF, \$111,561
- IMPACT (HU2), \$3,133,016
- County Only, \$16,719,447

Fund 012 salary & benefits are preliminary.

# Budgeted Expenditures by Program

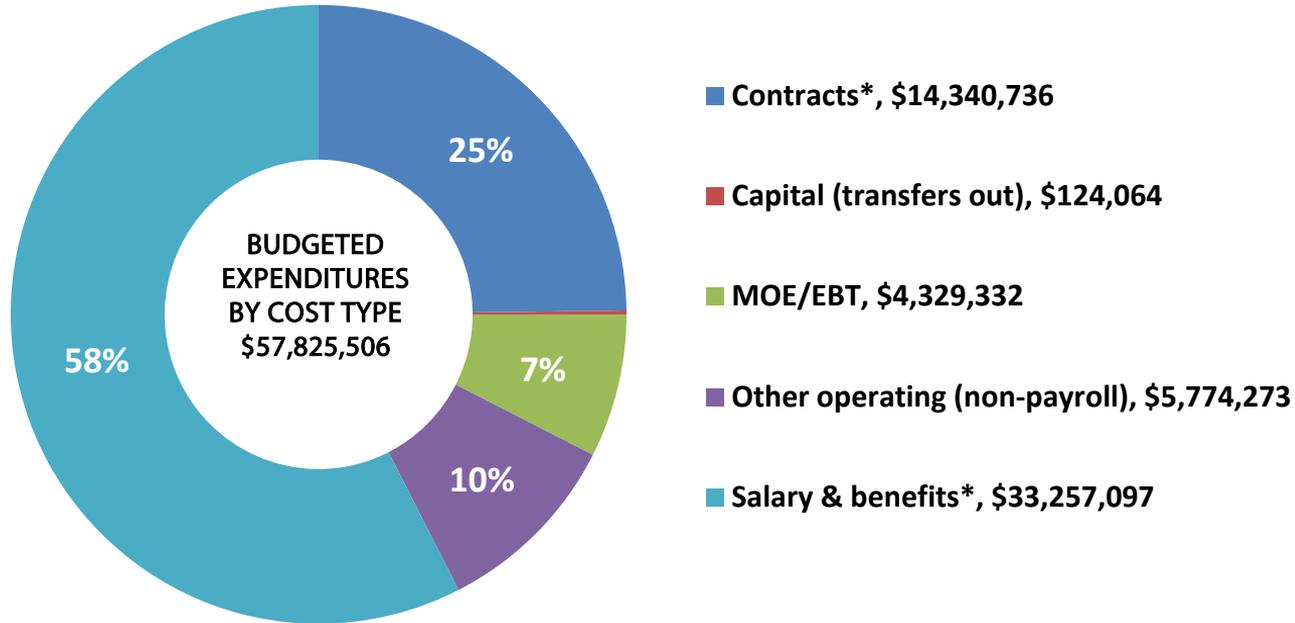
## Comparison of 2017 Budget to Preliminary 2018 Budget



Budgets by Source	2017 Budget	2018 Budget	% incr/(decr)	\$ incr/(decr)
County Admin & other grants	11,424,426	12,001,813	577,387	5.1%
TANF/CO Works	4,238,728	4,718,626	479,898	11.3%
Child Support IV-D	2,755,158	2,092,220	(662,938)	(24.1%)
Child Care	1,538,523	3,100,105	1,561,582	101.5%
LEAP	148,367	164,769	16,402	11.1%
Child Welfare	15,539,298	14,656,728	(882,570)	-5.7%
Old Age Pension Admin	292,672	234,749	(57,923)	-19.8%
Core Services	1,105,401	774,789	(330,612)	-29.9%
ILA/Chafee	106,683	117,683	11,000	10.3%
PSSF	365,027	111,561	(253,466)	-69.4%
IMPACT (HU2)	2,692,438	3,133,016	440,578	16.4%
County Only	17,130,983	16,719,447	(411,536)	-2.4%
<b>Total Uses of Funds by Program</b>	<b>57,337,704</b>	<b>57,825,506</b>	<b>487,802</b>	<b>.9%</b>

# 2018 Budgeted Expenditures Cost Type View

## \$57,825,506 (Preliminary)



Fund 012 salary & benefits are preliminary.

\* - If IDD Fund 015 contracts of \$7,392,603 are included, the percent of budgeted payroll decreases to 51%.

# Budgeted Expenditures Cost Type and Appropriation Comparison of 2017 Budget to Preliminary 2018 Budget



Budgets by Category	2017	2018	% incr/(decr)	\$ incr/(decr)
Contracts	13,564,688	14,340,736	5.7%	776,048
Capital (transfers out)	125,759	124,068	-1.3%	(1,691)
MOE/EBT	4,360,575	4,329,332	-.7%	(31,243)
Other operating (non-payroll)	5,859,337	5,774,273	-1.5%	(85,104)
Salary & Benefits	33,427,305	33,257,097	-.5%	(170,208)
<b>Total Fund 012</b>	<b>57,337,704</b>	<b>57,825,506</b>	<b>.9%</b>	<b>487,802</b>

Fund 012 Budgets by Appropriation	2017	2018	% incr/(decr)	\$ incr/(decr)
Human Services HU1 budget	54,645,266	54,692,490	.1%	47,224
IMPACT HU2 budget	2,692,438	3,133,016	16.4%	440,578
<b>Total Fund 012</b>	<b>57,337,704</b>	<b>57,825,506</b>	<b>.9%</b>	<b>487,802</b>

# Projected 2018 Fund Balance - Fund 012

	Human Services (HU1)	IMPACT (HU2)	Total
Projected Fund Balance at Jan. 1, 2018	8,820,636	1,831,258	10,651,894
revenue base	52,314,208	2,501,203	54,815,411
revenue requests	614,518	-	614,518
<b>Revenue Total</b>	<b>52,928,726</b>	<b>2,501,203</b>	<b>55,429,929</b>
expense base	(54,577,972)	(3,133,016)	(57,710,988)
expense requests	(114,518)	-	(114,518)
<b>Expense Total</b>	<b>(54,692,490)</b>	<b>(3,133,016)</b>	<b>(57,825,506)</b>
2018 Budgeted Use of Fund Balance	(1,763,764)	(631,813)	(2,395,577)
Projected Fund Balance at Dec. 31, 2018	7,056,872	1,199,445	8,256,317





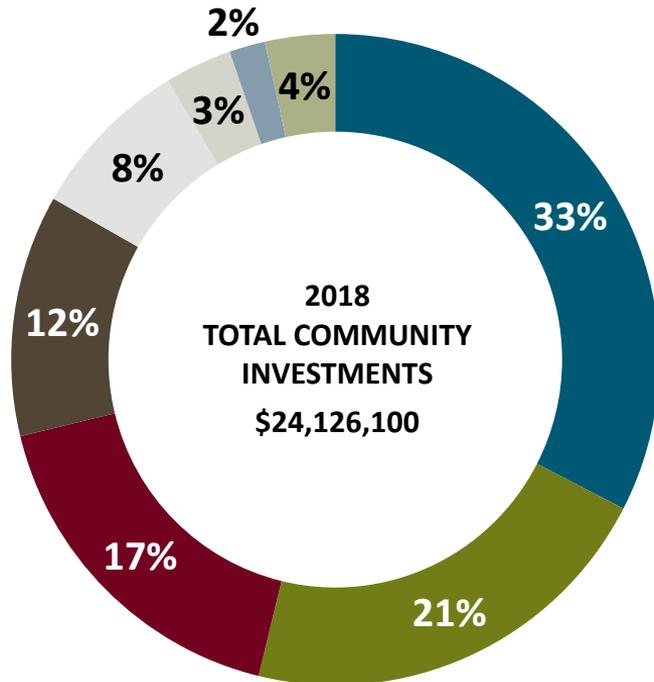
# Human Services Fund Balance



<b>Optimal / Highly Secure</b>	<ul style="list-style-type: none"><li>• 20% + of Annual Budget</li><li>• \$10.8M +</li></ul>
<b>Acceptable / Stable</b>	<ul style="list-style-type: none"><li>• \$10% to 20% of Annual Budget</li><li>• \$5.4M to \$10.8M</li></ul>
<b>Critical Level</b>	<ul style="list-style-type: none"><li>• Below 10% of Annual Budget</li><li>• Below \$5.4M</li></ul>

# Total Community Investments by Type

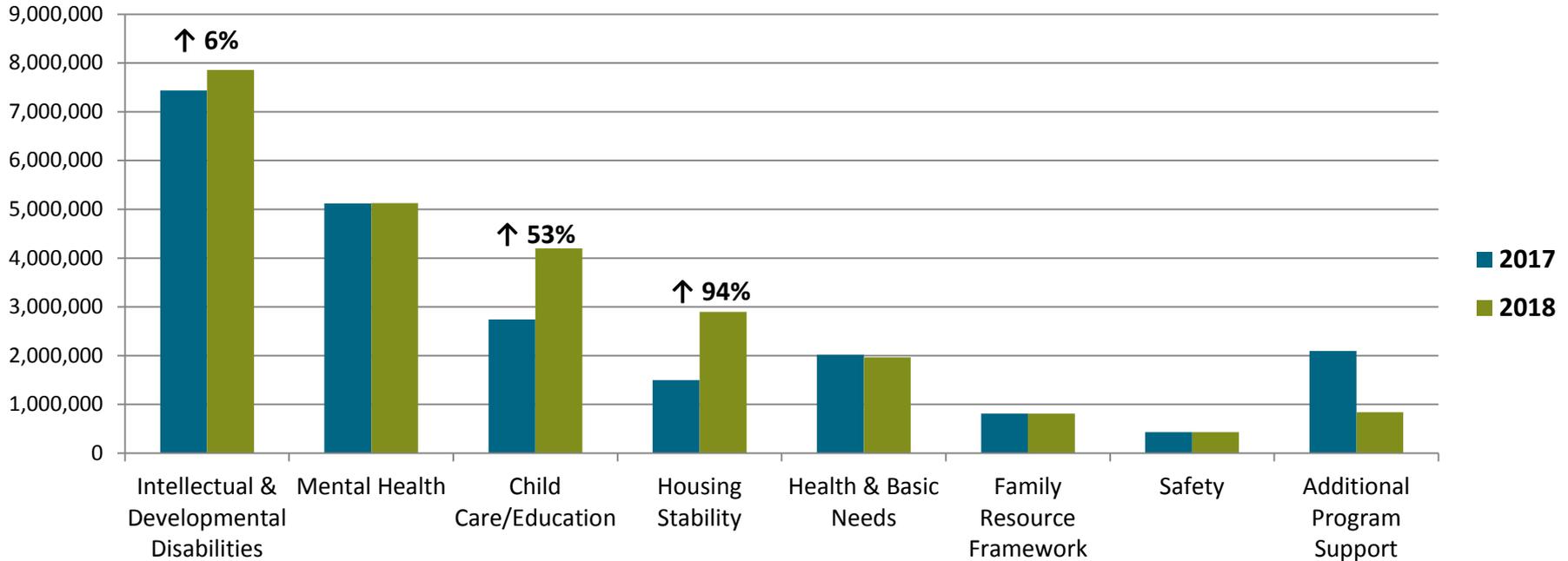
## General Fund, HS Fund, HSSN, IDD



- Intellectual & Developmental Disabilities, \$7,856,032
- Mental Health, \$5,125,178
- Child Care/Education, \$4,200,148
- Housing Stability, \$2,897,024
- Health & Basic Needs, \$1,963,490
- Family Resource Framework, \$810,327
- Safety, \$431,324
- Additional Program Support, \$842,577

# Total Community Investments by Type and Year

## General Fund, HS Fund, HSSN, IDD



	2017	2018
Total Community Investments	\$22,152,743	\$24,126,100

# Community Investments

## General Fund (Fund 001) and Health & Human Services Fund (Fund 020)



GF/HHS Fund Investments	2017		2018	
	Budget	% of Investment	Budget	% of Investment
Mental Health	4,806,505	56%	<b>4,855,710</b>	53%
Child Care and Education	687,266	8%	<b>1,112,686</b>	12%
Housing Stability	385,470	4%	<b>609,396</b>	7%
Health & Basic Needs	1,922,880	22%	<b>1,885,875</b>	20%
Safety	391,324	5%	<b>431,324</b>	5%
Additional Program Support (CCAP, HSP, IMPACT, etc)	387,785	5%	<b>281,023</b>	3%
<b>Total Community Investments</b>	<b>8,581,230</b>		<b>9,176,014</b>	
General Fund	6,318,941		6,413,725	
Health & Human Services Fund	2,262,289		2,762,289	

### 2018 Highlights

- Continued collaboration with Mental Health Partners to align strategic priorities
- Investment shift from child care general operating contracts to direct CCAP client benefits
- Request for \$500,000 from Health & Human Services Fund for CCAP
- Request for \$94,784 from General Fund for homeless coordinated entry system

# Community Investments

## Human Services Safety Net (HSSN)



HSSN Investments	2017		2018	
	Budget	% of Investment	Budget	% of Investment
Mental Health	316,050	5%	<b>269,468</b>	4%
Child Care and Education	2,055,664	33%	<b>3,087,462</b>	44%
Housing Stability	1,110,917	18%	<b>2,287,628</b>	32%
Health & Basic Needs	92,615	2%	<b>77,615</b>	1%
Family Resource Framework	810,327	13%	<b>810,327</b>	11%
Safety	40,000	1%	-	-
Additional Program Support (CCAP, HSP, Child Welfare, IMPACT, etc)	1,707,936	28%	<b>561,554</b>	8%
<b>Total Community Investments</b>	<b>6,133,509</b>		<b>7,094,054</b>	

### 2018 Highlights

- Additional 15.7% in available funds (preliminary)
- Increased CCAP investment
- Collaboration with cities on homeless coordinated entry system
- Continued investment in the Family Resource Framework
- Blending of general fund and HSSN investments (safety investment shifted to general fund)

# Community Investments

## Intellectual and Developmental Disabilities (Fund 015)



IDD Investments	2017 Budget	2018 Budget
Association for Community Living	110,771	<b>110,771</b>
Center for People with Disabilities	181,023	<b>181,023</b>
Imagine!	5,584,975	<b>5,584,975</b>
PLAY Boulder Foundation	17,490	<b>17,490</b>
TLC Learning Center	35,000	-
Child Care for Individuals w/ IDD	-	<b>150,000</b>
Case Management Training Pilot	453,344	<b>453,344</b>
Pay for Performance Pilot	1,045,000	<b>1,045,000</b>
Mid-Year Emergent Needs	10,401	<b>313,429</b>
<b>Total Community Investments</b>	<b>7,438,004</b>	<b>7,856,032</b>

### 2018 Highlights

- Additional 15.7% in available funds (preliminary)
- Investment shift from child care general operating contract to direct child care benefits for individuals with IDD
- Conduct review of IDD pilot programs to determine future investments

Note: 2017 investment included \$1,181,853 from fund balance

# Leveraging of Community Investments



## Re-purpose Underspent Funds

- Re-investment of funds into the Child Care Assistance Program and Housing Stabilization Program

## Identify Additional Funds

- Received grant funds to support and expand the Housing Stabilization Program
- Collaborate with local partners to increase our return on investment (e.g. county-wide homeless coordinated entry system)

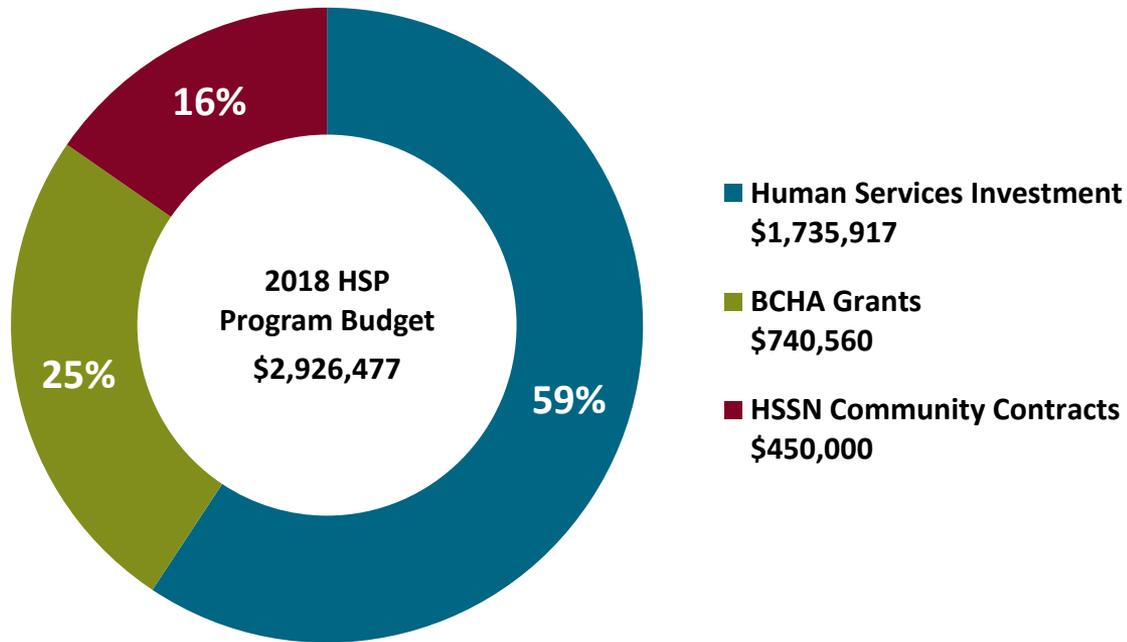
## More Focused Investments

- Alignment of investments with HHS strategic priorities (e.g. increased 2018 CCAP investment)
- Alignment of investments with programs and areas receiving Federal/state funding cuts
- Increase data quality and create shared data systems



# Community Investments

## Program Highlight: Housing Stabilization Program (HSP)



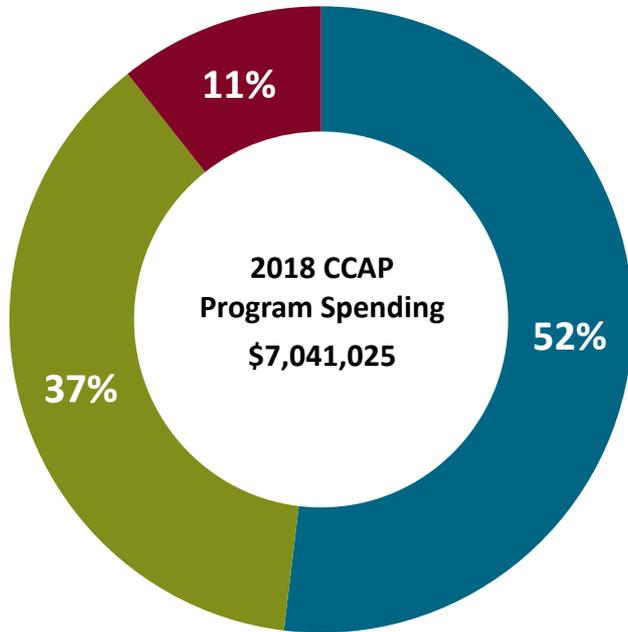
### 2018 Highlights

- Maintain 2017 program budget
- Re-purpose unspent funds
- Continued collaboration with community partners for case management, data sharing and shared decision-making around clients and rental supports
- Leveraging of county dollars to receive grant funds



# Community Investments

## Program Highlight: Child Care Assistance Program (CCAP)



■ State Allocation  
\$3,654,694

■ Human Services Safety Net  
\$2,636,331

■ Health & Human Services Fund  
\$750,000

### 2018 Highlights

- Potential for gradual reduction in costs due to current waitlist policy (Waitlist Started June 1, 2017)
- Health & Human Services Fund investment includes a \$500,000 request
- Potential use of TANF reserves to provide additional assistance
- Surplus distribution is unlikely



# Personnel

	Actual Positions January 1, 2017	Estimated Positions January 1, 2018	Change
CDBG-DR Disaster & Flood Recovery	5.0	0	(5.0)
Human Services (HU1)	408.35	408.60	0.25
Human Services – Overfills in FCS & CS	8.0	0	(8.0)
IMPACT (HU2)	10.35	12.00	1.65
Housing Authority (HAA)	71.75	71.85	0.1
<b>Total</b>	<b>503.45</b>	<b>492.45</b>	<b>(11.0)</b>

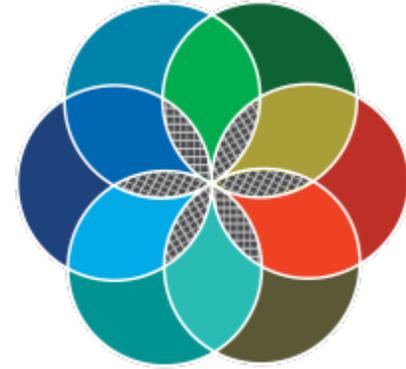
# 2018 Decision Package Requests Fund 012 Funded

Three Hybrid All-Wheel-Drive vehicles  
CAP 47420, 47421, 47422

\$ 124,068

## Human Services fleet:

- Year two of three year plan to reduce used/ghost fleet
- Currently consists of 7 used/ghost and 12 fleet vehicles
- Will dispose of three gasoline-only 4x4 used/ghost vehicles
- Will continue to monitor fleet utilization for optimal fleet size
- Through July 2017, BCDHHS reimbursed \$212,200 employee mileage (396,635 miles)



# 2018 Decision Package Requests Other Funds

<b>Child Care Assistance Program (Health &amp; Human Services Fund)</b>	<b>BAR 47495</b>	<b>\$500,000</b>
<b>Homeless Services Coordinated Entry System (General Fund)</b>	<b>BAR 47500</b>	<b>\$94,784</b>
<b>Housing Department Operational Sustainability (General Fund)</b>	<b>BAR 47497</b>	<b>\$19,734</b>
<b>Total</b>		<b>\$614,518</b>

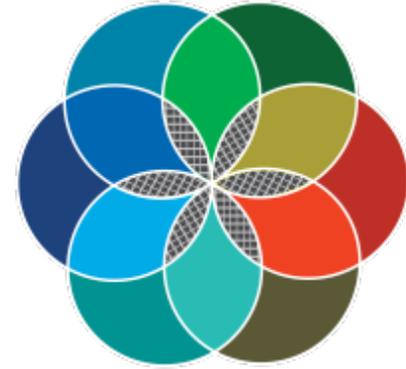


# 2018 Decision Package Requests Other Funds

**Child Care Assistance Program (CCAP)  
Health & Human Services Fund BAR 47495**

**\$500,000**

- Access to quality child care is a key strategic priority for BCDHHS.
- Due to increased child provider rates (HB 1317), total CCAP spending is projected to exceed the state allocation by \$3M for SFY18.
- A CCAP waitlist was implemented Fall 2017 to gradually reduce costs; however, BCDHHS believes it is important to serve as many families as fiscally viable as child care is the cornerstone to stable employment.
- The requested funds of \$500,000 will help offset increased costs and serve additional families.

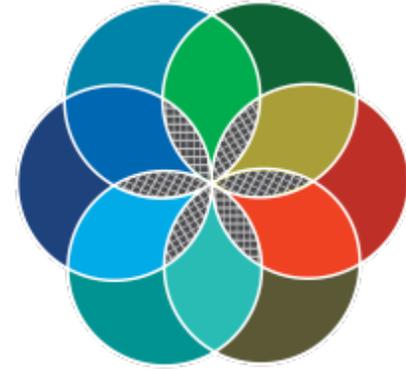


# 2018 Decision Package Requests Other Funds

**Homeless Services Coordinated Entry System  
General Fund BAR #47500**

**\$94,784**

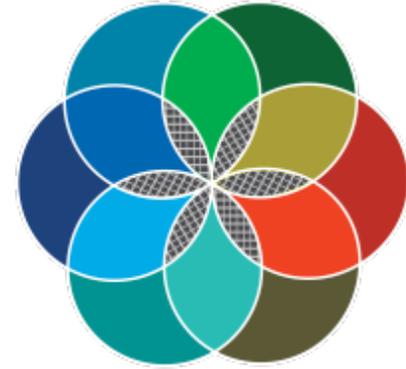
- BCDHHS has worked collaboratively with Community Services, City of Boulder, and City of Longmont over the past 9 months to develop a more streamlined and coordinated homeless service delivery system that is in line with national best practices.
- All partners have committed to funding the new countywide coordinated entry system. The requested funds of \$94,784 will help cover BCDHHS' share of the system.
- BCDHHS continues to look for ways to utilize other flexible funding sources to fill any remaining funding gaps.



# 2018 Decision Package Requests Other Funds

**Housing Department Operational Sustainability  
General Fund BAR #47497**

**\$19,734**



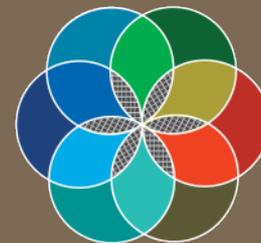
The requested 1.5% increase would support:

- Weatherization assistance to low-income county residents, as local, state and federal levels are at risk.
- Current housing operations related to staffing (mileage, travel, supplies) that are supported by the base funds.





BOULDER COUNTY  
**HOUSING  
& HUMAN  
SERVICES**



# Thank you

**Boulder County Commissioners**

**Residents**

**Partners**

**County staff**

**for your ongoing support and leadership!**