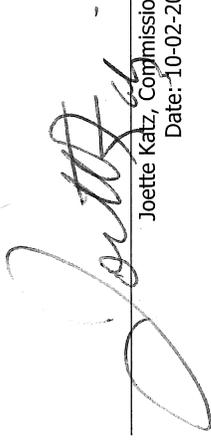


2013-2015 OPTION SUMMARY

DCF91000 - Department of Children and Families
11000 - General Fund



Joette Katz, Commissioner
Date: 10-02-2012

Priority	Option Title	2014 Base	2014 Adjust	2014 Revised	2015 Base	2015 Adjust	2015 Revised
	REDUCTION						
1	Establish Internal Audit Unit to Monitor/Reduce Overtime	279,627,857	-1,571,000	278,056,857	292,915,981	-1,571,000	291,344,981
2	Establish Regional Wrap Fund Oversight	421,079,366	-1,956,916	419,122,450	436,727,365	-1,956,916	434,770,449
3	Establish Voluntary Services Controls	158,596,046	-4,280,124	154,315,922	163,791,807	-5,637,055	158,154,752
4	Re-Utilization of High Meadows Campus	195,849,464	-1,800,000	194,049,464	202,399,414	-1,800,000	200,599,414
5	Credential Transportation Services	162,928,001	-809,298	162,118,703	166,254,292	-809,298	165,444,994
	REVENUE						
1	Random Moment Time Studies	0	7,422,686	7,422,686	0	7,420,367	7,420,367
2	Convert In-State Private Residential Beds to PRTF	158,596,046	3,416,400	162,012,446	163,791,807	3,416,400	167,208,207
3	Administrative Costs for Relative Placements	0	2,500,000	2,500,000	0	2,500,000	2,500,000
4	PRTF Accreditation for Solnit North	0	5,850,000	5,850,000	0	5,850,000	5,850,000
5	Revenue Maximization for Children Over the Age of 18	0	7,000,000	7,000,000	0	7,000,000	7,000,000
	OPTION TOTAL	1,376,676,780	15,771,748	1,392,448,528	1,425,880,666	14,412,498	1,440,293,164

2013/2014-2014/2015 Budget Options

Reduction Option

DCF91000 - Department of Children and Families Contact: Cindy Butterfield
 11000 - General Fund Telephone: (860)550-6651

Priority: 1
 09/25/2012

Establish Internal Audit Unit to Monitor/Reduce Overtime

ASSOCIATED PROGRAMS:

43135-Children & Families Behavioral Health

DESCRIPTION & REASON / MEASURE OF IMPACT

The Department proposes to establish an Internal Audit Unit within the Fiscal Services Division to monitor, audit and reduce overtime expenditures on an agency-wide basis. The Department is requesting to establish and fill six (6) new Accounts Examiners positions, one position assigned to each Region. These positions would report to an existing Associate Accounts Examiner assigned to the Fiscal Services Division.

These positions would be responsible for working collaboratively with the regional management support staff - Regional Administrators, Program Managers, Social Work Supervisors, etc. - to provide continuous overtime analysis and audit overtime records to determine if the use of overtime is appropriate or if other resources and/or arrangements could be utilized to achieve the desired goal. The Associate Accounts Examiners will also work closely with the agency Human Resources Unit to track overtime expenses and monitor employee time and attendance records to ensure the overtime hours reported to Payroll were approved by the appropriate supervisor and verify the overtime hours performed by the employee.

6 Accounts Examiners @\$71,500 each = \$429,000.

Projected overtime reduction/savings = \$2,000,000

Net savings = \$1,571,000

SID Code / Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
Number of Full Time Positions	3,247	3,247	3,247	6	3,253	3,247	6	3,253
10010 - Personal Services	263,290,170	255,094,477	279,627,857	-1,571,000	278,056,857	292,915,981	-1,571,000	291,344,981
Option Total	263,290,170	255,094,477	279,627,857	-1,571,000	278,056,857	292,915,981	-1,571,000	291,344,981
Quantifiable Statistics	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised

2013/2014-2014/2015 Budget Options

Reduction Option

DCF91000 - Department of Children and Families Contact: Cindy Butterfield
 11000 - General Fund Telephone: (860)550-6651

Priority: 2
 09/25/2012

Establish Regional Wrap Fund Oversight

ASSOCIATED PROGRAMS:

- 28002-Child Protection Services Community Based Services
- 28029-Child Protection Services Out of Home Services

DESCRIPTION & REASON / MEASURE OF IMPACT

The Department proposes to develop a regional presence to oversee the assignment and procurement of ad hoc services funded by Wrap funds. Currently the Department spends \$19 million annually on Wrap Services. These funds are being used to provide more intensive and complex services than they have in the past. This has occurred due to the drive to have more children in homes and use less congregate care beds. This shift in care has saved the State millions of dollars in Residential placements but can only successfully continue if children are matched with the correct community services by qualified providers. Currently the acquisition of these services is performed by a wide variety of workers that do not specialize in contracts or service acquisition that would lead to efficient and effective procurement. Workers need to assess and assemble Husky, Contracted, Credentialed and ad-hoc services to provide a comprehensive, effective and efficient care plan. The Department is proposing the hiring and training of six (6) Program Manager positions, one assigned to each region, to monitor wrap funding expenses and make these procurement arrangements and decisions.

Expenses:

6 - Program Managers @ 85,514 each = \$513,084

Projected Savings: \$2,470,000.00

Net Savings: \$1,956,916

SID Code / Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
Number of Full Time Positions	3,232	3,232	3,232	6	3,238	3,232	6	3,238
10010 - Personal Services	263,290,170	255,094,477	279,627,857	513,082	280,140,939	292,915,981	513,082	293,429,063
16135 - Board and Care for Children	107,246,745	113,299,761	125,674,583	-1,205,504	124,469,079	127,646,685	-1,205,504	126,441,181
16140 - Individualized Family Support	15,672,471	14,870,781	15,776,926	-1,264,494	14,512,432	16,164,699	-1,264,494	14,900,205
Option Total	386,209,386	383,265,019	421,079,366	-1,956,916	419,122,450	436,727,365	-1,956,916	434,770,449

Quantifiable Statistics	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
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2013/2014-2014/2015 Budget Options

Reduction Option

DCF91000 - Department of Children and Families Contact: Cindy Butterfield
 11000 - General Fund Telephone: (860)550-6651

Priority: 3
 09/25/2012

Establish Voluntary Services Controls

Statutory Reference: 17a-11, 46b-129

ASSOCIATED PROGRAMS:

43136-Behavioral Health Community Based Services

DESCRIPTION & REASON / MEASURE OF IMPACT

The Department operates a Voluntary Services program pursuant to CGS sec. 17a-11, which provides services to children and youth who require community based treatment, temporary residential or other out-of-home placement. These children might otherwise be committed as neglected, uncared for, or dependent as provided for in section 46b-129 of the Connecticut General Statutes in order to secure department services. The program is designed to encourage the preservation and enhancement of family relationships and the continuing rights and responsibilities of parents even though limited financial resources prevent them from providing the required care and treatment for their child. DCF is proposing a redesign of the Department's Voluntary Services program.

During this past year, the Department launched the Differential Response Services (DRS) program. This program provides services to families that came to DCF's attention but there was no substantiated finding of abuse or neglect. The Differential Response Program links families with a private providers that offer the family assistance in accessing services and remaining outside of DCF care. This program has been very successful in helping Connecticut's families. The DRS population and the Voluntary Services population are similar in that they require assistance to prevent having further involvement with the Department. The Department is now proposing using a similar model for serving Voluntary Services cases by referring these cases to a private social services agency to access the necessary services. The Department would also transfer cases and resources for specialized service populations that fall into the service specialization of other Departments. In many cases, by transferring the cases to the correct Department for services, this would allow the State to receive federal reimbursement for the expenditures.

The Department proposes the following service delivery changes:

1. Contracting with private providers to accept voluntary cases and program the services for the Voluntary Services population. Currently there are approximately 700 cases served by DCF of which approximately 150 cases would be more appropriate served by DDS.
2. Transfer to the Department of Developmental Services (DDS) service funding and case manager positions and funding to support the immediate transfer of clients meeting the DDS intake criteria. DDS is expert in the delivery of these services and provides services in a more efficient manner than DCF is capable of providing. Explore opportunities for federal reimbursement on these expenditures.
3. Refer all other Voluntary cases to a designated service provider to provide case management and support services to the family. DCF would continue to fund the direct service needs of these children through a purchase of service agreement.

DCF Staffing Reduction through Attrition

Reduction of 30 SWS

Reduction of 6 SWS

Transfer to DDS to serve the 150 children formerly served by DCF

5 Case Managers

1 Supervisor

Funding Transfer to DDS for direct care services

SID Code / Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
Number of Full Time Positions	0	0	0	-36	-36	0	0	0
10010 - Personal Services	0	0	0	-1,280,124	-1,280,124	0	-2,637,055	-2,637,055
16138 - Board and Care for Children	169,013,481	177,009,783	158,596,046	-3,000,000	155,596,046	163,791,807	-3,000,000	160,791,807
Option Total	169,013,481	177,009,783	158,596,046	-4,280,124	154,315,922	163,791,807	-5,637,055	158,154,752

Quantifiable Statistics	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
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2013/2014-2014/2015 Budget Options

Reduction Option

DCF91000 - Department of Children and Families Contact: Cindy Butterfield
 11000 - General Fund Telephone: (860)550-6651

Priority: 4
 09/25/2012

Re-Utilization of High Meadows Campus

ASSOCIATED PROGRAMS:

- 14000-Agency Management Services
- 21005-Juvenile Services Out of Home Services
- 28220-Child Protection Administration

DESCRIPTION & REASON / MEASURE OF IMPACT

The Department proposes using the High Meadows campus for the following purposes:

1. A 20-bed male residential facility population, focused on achieving vocational education skills that had been previously provided by an out of state provider.
2. A group home environment for 8 youths pursuing post secondary education opportunities.
3. Use of the Administration building to house the Department's 24/7 Careline emergency call center. Relocation of the Careline to this building would allow the Department to discontinue the lease of an administration building and relocate those staff in the area in Central Office that is currently inhabited by the Careline operation. This would also allow the Careline to be hosted on a campus that is designed to meet the needs of a 24/7 operation, with a generator in cases of power outages and all other operational challenges associated with housing a 24/7 operation.
4. Use of the Gymnasium as a training space for the South end of the state allowing the Department to reduce its leased space for the training academy in New Haven.

It is projected that #3 and #4 would result in a savings of \$500,000 in leasing expenses. The per diem cost for the children being served at the facility, would be essentially be the same as them being served in any other facility. Using the High Meadows campus would allow us the keep the children in State, which normally results in a average length of stay (ALOS) of 280 days, while an out-of-state placement has an ALOS of over 500 days. Shortening the length of stay could result in savings in residential costs of \$66,000 per child served, with a total potential savings of \$1.3 million per year.

Total Savings \$1.8 million annually.

Additional One Time Costs: TBD by site estimator.

SID Code / Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
Number of Full Time Positions	0	0	0	0	0	0	0	0
10020 - Other Expenses	36,102,323	35,369,572	37,253,418	-500,000	36,753,418	38,607,607	-500,000	38,107,607
16138 - Board and Care for Children	169,013,481	177,009,783	158,596,046	-1,300,000	157,296,046	163,791,807	-1,300,000	162,491,807
Option Total	205,115,804	212,379,355	195,849,464	-1,800,000	194,049,464	202,399,414	-1,800,000	200,599,414

Quantifiable Statistics	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
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2013/2014-2014/2015 Budget Options

Revenue Option

DCF91000 - Department of Children and Families Contact: Cindy Butterfield
 11000 - General Fund Telephone: (860)550-6651

Priority: 1
 09/28/2012

Random Moment Time Studies

ASSOCIATED PROGRAMS:

14000-Agency Management Services

DESCRIPTION & REASON / MEASURE OF IMPACT

DCF seeks Title IV-E reimbursement from the Federal government for applicable child welfare activities and expenses. Included in the expenses that qualify for reimbursement are personal services expenses for hours of time social workers spend on specific Child Welfare activities. The Department has identified an opportunity to maximize revenue by providing training to line workers and the appropriate completion of random moment in time studies. To implement this revenue generating activity, workers will need to be trained and regular time study audits will need to occur.

REVENUE:

Revenue Account/Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
40010 - Revenues	0	0	0	7,500,000	7,500,000	0	7,500,000	7,500,000
Total Gross Revenue	0	0	0	7,500,000	7,500,000	0	7,500,000	7,500,000

ASSOCIATED COSTS:

SID Code / Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
Number of Full Time Positions	0	0	0	1	1	0	1	1
10010 - Personal Services	0	0	0	77,314	77,314	0	79,633	79,633
Option Total	0	0	0	77,314	77,314	0	79,633	79,633

Quantifiable Statistics	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
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2013/2014-2014/2015 Budget Options

Revenue Option

DCF91000 - Department of Children and Families Contact: Cindy Butterfield
 11000 - General Fund Telephone: (860)550-6651

Priority: 2
 09/28/2012

Convert In-State Private Residential Beds to PRTF

DESCRIPTION & REASON / MEASURE OF IMPACT

DCF has made great strides in reducing out-of-state placements and congregate care placements in general. Only children with the highest treatment needs are now being served in residential beds. This is an approach supported by the types of placement that are applicable for federal reimbursement and the changing landscape for seeking federal reimbursement. DCF proposes the conversion of up to 78 private residential beds to Private Residential Treatment Facility (PRTF) beds. This would allow the supply of beds in state to better match the demand for services and for the Department to seek Medicaid reimbursement for the services provided in these facilities.

Expenses:

\$180 per diem, per bed transferred to DSS to cover the State portion of the PRTF per diem. Transfer within State Agencies. No Cost to the State.

Estimated additional cost per bed, per day on average \$60 X 78 X 365 = \$1,708,200

At the same utilization rate as the estimated additional costs: \$5,124,600

Net Revenue: \$3,416,400

REVENUE:

Revenue Account/Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
40010 - Revenues	0	0	0	5,124,600	5,124,600	0	5,124,600	5,124,600
Total Gross Revenue	0	0	0	5,124,600	5,124,600	0	5,124,600	5,124,600

ASSOCIATED COSTS:

SID Code / Title	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
Number of Full Time Positions	0	0	0	0	0	0	0	0
16138 - Board and Care for Children	169,013,481	177,009,783	158,596,046	1,708,200	160,304,246	163,791,807	1,708,200	165,500,007
Option Total	169,013,481	177,009,783	158,596,046	1,708,200	160,304,246	163,791,807	1,708,200	165,500,007

Quantifiable Statistics	2012 Actual	2013 Estimated	2014 Base	2014 Option	2014 Revised	2015 Base	2015 Option	2015 Revised
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