VERMONT

State of Vermont
Department of Human Resources
Office of the Commissioner
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www.humanresources.vermont.gov

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Agency of Administration

TO: **Joint Fiscal Committee**
Government Accountability Committee
House Committee on Government Operations
Senate Committee on Government Operations
FROM: **Maribeth Spellman, Commissioner**
DATE: **July 20, 2016**
SUBJECT: **Department for Children and Families Position Pilot Request**

In accordance with Act 179, Sec. E.100(d) as amended by 2015 Acts and Resolves No. 4, Sec. 74 and Acts and Resolves No. 172, Sec. E.100.2, Secretary of Administration Justin Johnson has approved the attached position pilot request from the Department for Children and Families (DCF).

The written description required by Act 179, Sec. E.100(d)(4), including the method for evaluating the cost-effectiveness of the positions, as provided by DCF, is attached for your information.

The Department of Human Resources fully supports the request to create three positions with the Position Pilot Program. We believe the request is an appropriate use of the Position Pilot. Department of Human Resources has reviewed vacancies at DCF and has determined all vacancies are under active recruitment. Each position will increase the Department's effectiveness and level of service provided to Vermonters.

Summary of Department for Children and Families Position Pilot Request

DCF proposes creating three positions funded within existing departmental appropriations. The positions will be paid for by the use of funds from converting an existing temporary to permanent as well as reducing the cost of contracts and transferring the funds and work to the new pilot positions. Each position will increase the Department's effectiveness and level of service provided to the employees within DCF and Vermonters as outlined below. Three spreadsheets are attached outlining the costs and existing fund sources.

Social Worker Trainee – Funds for this position will be made available with the conversion of a part-time temporary, lowering the pay grade, and reducing the cost of a personal services contract because the new position will be able to complete the contracted work. The Social Worker Trainee full-time position in the Commissioner's Registry Review Unit will assist DCF to meet statutory deadlines for completion of registry reviews through working on redactions of DCF's child abuse investigative files. In addition, converting the part-time position to full-time with benefits will assist with recruitment and retention of competent and fully trained staff.

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Housing Program Officer- Funds for this position are appropriated in the FY 17 budget for a personal services contract to provide evaluation and technical assistance for the Family Supportive Housing grant recipients. The new position will now provide technical assistance as well as support program expansion and oversight of this program. There is a changing focus around homeless assistance to community-based program the use of motels. With the increase of funding for the Family Supporting Housing and Housing Opportunity Grant Program since 2012, DCF has chosen to increase the Office of Economic Opportunities community services team rather than contract the technical assistance. This will keep the knowledge and expertise within DCF.

Systems Developer I - Funds for this position will be found by financial reduction to their Master Contract for IT services as well as from increase efficiencies within the Family Services Division (FSD) and reimbursement for some salary time from the Federal Government. The position will focus on developing expertise on legacy IT systems within FSD as well as making incremental changes to the system that will assist DCF's staff to be more efficient. With increasing caseload and additional social workers, the department needs efficient IT systems that will help improve decision making as well as report accurately to the federal government.

Any questions should be directed to Molly Paulger at 828-3517.

c: Secretary Johnson
Commissioner Schatz
M. Paulger

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Agency of Administration

APPROVED.
7/18/2016

TO: **Justin Johnson, Secretary of Administration**
FROM: **Maribeth Spellman, Commissioner**
RE: **Department for Children and Families Position Pilot Request**
DATE: **July 15, 2016**

On May 12th and June 14th I received Position Pilot Proposals from the Department for Children and Families (DCF). The written description required by Act 179, Sec. E.(100)(d)(4), including the method of evaluating the cost-effectiveness of the positions, as provided by DCF, is attached for your information. Below is our recommendation and summary of our analysis.

The Department of Human Resources fully supports the request to create three positions with the Position Pilot Program. We believe the request is an appropriate use of the Position Pilot. Department of Human Resources has reviewed vacancies at DCF and has determined all vacancies are under active recruitment. Each position will increase the Department's effectiveness and level of service provided to Vermonters.

Summary of Department for Children and Families Position Pilot Request

DCF proposes creating three positions funded within existing departmental appropriations. The positions will be paid for by the use of funds from converting an existing temporary to permanent as well as reducing the cost of contracts and transferring the funds and work to the new pilot positions. Each position will increase the Department's effectiveness and level of service provided to the employees within DCF and Vermonters as outlined below. Three spreadsheets are attached outlining the costs and existing fund sources.

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homeless assistance to community-based program the use of motels. With the increase of funding for the Family Supporting Housing and Housing Opportunity Grant Program since 2012, DCF has chosen to increase the Office of Economic Opportunities community services team rather than contract the technical assistance. This will keep the knowledge and expertise within DCF.

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Any questions should be directed to Molly Paulger at 828-3517.

c: Secretary Johnson
Commissioner Schatz
M. Paulger

VERMONT

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Agency of Human Services

MEMORANDUM

TO:	Justin Johnson, Secretary of Administration
	Maribeth Spellman, Commissioner, Department of Human Resources
FROM:	Ken Schatz, Commissioner, Department for Children and Families
CC:	Hal Cohen, Secretary, Agency of Human Services
DATE:	May 12, 2016, 2016
RE:	Position Pilot Request for Commissioner's Registry Review Unit of DCF

Introduction

The Department for Children and Families (DCF) is requesting approval to convert a temporary position to a permanent position through its position pilot authority. The pilot was created to help participating departments more effectively manage, by removing the position cap with the goal of maximizing resources, to the greatest benefit of Vermont taxpayers. In implementing the pilot, DCF is authorized to create new positions as long as they are funded within existing appropriations and approved by the Secretary of Administration.

Pilot Purpose & Description of Requested New Positions

The Department is requesting conversion of one temporary position to a permanent classified position through the use of the Department's position pilot authority. DCF is requesting that a temporary Social Worker in the Commissioner's Registry Review Unit (CRRU) is converted to a permanent classified position.

Method and Source of Funding and Evaluation of Cost-Effectiveness of Pilot

The source of funding for this pilot request consists of state general fund. The funding for the CRRU temporary Social Worker position is cost neutral as this permanent full-time position will assume some new responsibilities currently done by contractors, which will offset some of the contract expenses.

A. CRRU Social Worker

CRRU is responsible for the administrative review process for appeals of substantiations of alleged child abuse and neglect. In addition, CRRU reviews petitions for expungement from the Child Protection Registry. In calendar year 2014, CRRU received 583 total requests for appeals of DCF substantiations of child abuse and neglect and petitions for expungement. These numbers have been steadily increasing in recent years with the number of requests for calendar year 2015 expected to be even higher.

CRRU consists of two full-time and one part-time staff members in central office and seven contracted registry reviewers, who are neutral and independent arbiters with no prior involvement in the original

investigation of the allegations. In addition, CRRU has one temporary Social Worker position that works part-time primarily on redactions of the Department's child abuse investigative files.[1]

The temporary Social Worker position is an integral member of CRRU and is currently budgeted to work only part-time. Converting this temporary position to a permanent one will allow the Department to convert the position to full-time, which will help CRRU lower the cost of contractor services by approximately 15 percent by having the position assume some additional responsibilities that the contractors currently perform, including conducting extensive file research. Since CRRU was created in 2007, it has never met its statutory deadlines for completions of reviews. Converting this position to a full-time one will allow CRRU to make some progress towards meeting these deadlines. Finally, converting this position to a permanent one provides continuity for CRRU as it will be more likely to retain a Social Worker if the position offers full benefits. Retention is an important aspect of this job as the training and skill set required are vital to the success of the position.

The temporary position is currently classified as a Social Worker B, pay grade 23, step 1, with a total projected annual cost in FY 2017 OF $35,736.36. CRRU has a total contractor budget of $230,520 annually. CRRU is confident that the conversion of the temporary part-time position to permanent full-time Social Worker Trainee position with additional responsibilities will result in a projected contractor savings total of 15 percent, or $34,578 annually. The total amount of funds available for conversion is $70,314.36 (current annual cost of $35,736.36 plus contractor savings of $34,578). The permanent classified full-time position would be a Social Worker Trainee, PG 21 step 3, at a total annual estimated cost of $66,510 including benefits, which is cost neutral based on the available amount of $70,314.36. Please see the attached excel cost neutral analysis detailing each contract.

Conclusion

I hope that you will approve the conversion of this temporary position at DCF to a permanent classified full-time position. The legislation that created this pilot states in Section E.100(d)(4): "At least 15 days prior to the establishment of Pilot positions, the Joint Fiscal Committee, the Government Accountability Committee, and the House and Senate Committees on Government Operations shall be provided a written description from the Pilot entity and the Commissioner of Human Resources of the method for evaluating the cost-effectiveness of the positions." DCF requests that the Commissioner of the Department of Human Resources forwards this position pilot request to these legislative committees. Please feel free to contact me with any questions you may have or information you may need. Thank you.

[1] CRRU is required by statute to provide redacted copies of the investigation file to the person requesting review of the child abuse or neglect substantiation.

DCF Commissioner's Registry Review Unit
Position Pilot Cost-Neutral Analysis

Stephanie Kimble	SFY16 YTD	SFY16 Projection Assuming No Change	SFY16 Projection Assuming 3/1 FT	SFY17 Projection
Salary	19,126	32,786.74	37,187	45,869
Fringe	1,463	2,508.17	8,539	20,641
Total	20,589	35,295	45,726	66,510
Additional Pilot Cost			**10,431**	**31,215**

Contractual Employees:	SFY16 Max per yr.	SFY16 Projection	SFY16 Budget Balance	SFY17 Max per yr.	SFY17 Variance to Budget
Clark,Catherine B	28,560	20,836	7,724	17,363	11,197
Dunne,Karen	36,720	31,200	5,520	26,000	10,720
Greenmun,Kathleen M	28,560	17,514	11,046	14,595	13,965
Leggott,John M	32,640	27,893	4,747	23,244	9,396
McNeil,Joy B	38,760	27,442	11,318	22,869	15,891
Ruggiero,Nicholas A	39,780	47,769	(7,989)	39,808	(28)
Swartz,John W	25,500	35,659	(10,159)	29,716	(4,216)
Total	230,520	208,314	**22,206**	173,595	**56,925**

SFY16 Savings Over Target	11,775
SFY17 Savings Over Target	25,710

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State of Vermont
Department for Children and Families
Office of Economic Opportunity
280 State Drive
Waterbury, VT 05671-1801
http://dcf.vermont.gov/oeo
Same mailing address although temporarily relocated.

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[fax] 802-769-2086

Agency of Human Services

MEMORANDUM

To: Justin Johnson, Secretary of Administration
Maribeth Spellman, Commissioner, Department of Human Resources
From: Ken Schatz, Commissioner, Department for Children and Families
CC: Hal Cohen, Secretary, Agency of Human Services
Date: May 12, 2016
RE: Position Pilot Request for Office of Economic Opportunity of DCF

Introduction

The Department for Children and Families (DCF) is requesting approval to create a permanent position through its position pilot authority. The pilot was created to help participating departments more effectively manage, by removing the position cap with the goal of maximizing resources, to the greatest benefit of Vermont taxpayers. In implementing the pilot, DCF is authorized to create new positions as long as they are funded within existing appropriations and approved by the Secretary of Administration.

Pilot Purpose & Description of Requested New Positions

The Department is requesting creation of a permanent classified position through the use of the Department's position pilot authority. DCF is requesting that a Housing Program Officer be created in the Office of Economic Opportunity (OEO). The position is essential to support the expansion of the Family Supportive Housing program through Medicaid funding, as appropriated in the SFY 2017 budget.

Method and Source of Funding and Evaluation of Cost-Effectiveness of Pilot

The source of funding for this pilot request consists of state general fund. The funding for the Housing Program Officer is cost neutral as this permanent full-time position will be supported by the elimination of contracts for evaluation and technical assistance, as well as a small amount of funding that was previously allocated to Family Supportive Housing community grants all of which totals $100,000.00. There is still a net increase in funding to Family Supportive Housing providers and sites through Medicaid-funded expansion.

The Office of Economic Opportunity is responsible for administering community-based homeless assistance grant programs that blend federal, state and global commitment funding in the Housing Opportunity Grant Program (HOP) and Family Supportive Housing (FSH). In SFY 2012, homeless

assistance grants totaled approximately $1.4 million in funds to 37 organizations. The SFY 2017 appropriation for OEO's homeless assistance grants will total more than $5.5 million in funds to 45 organizations. The shift to increase community-based homeless assistance programs has been purposeful. Expansion has been driven by both new appropriations and a consolidation of DCF homeless assistance programs. Three key drivers have led to this: an increase in funding to enhance and expand emergency shelter capacity, the movement of Community Housing Grants to OEO for administration to align with the existing program, and the creation and expansion of Family Supportive Housing through Medicaid funding. Each responds to the growth in General Assistance motel expenditures, the subsequent goal to decrease reliance on General Assistance motels, and the Agency of Human Services goal to end family homelessness, by strategically deploying resources to successful initiatives based on evidence-informed community-based approaches.

To support these programs, OEO has a single Community Services Program Administrator, who also manages the $3.7 million Community Services Block Grant. The work is also partially supported by the OEO Chief Administrator and an OEO Administrative Support Staff. OEO has three additional full-time staff devoted solely to the low income Weatherization program.

The Housing Program Officer position will be an integral member of OEO's community services team. Adding this full-time position will allow OEO to ensure that homeless assistance program expansion maintains the integrity of The Family Supportive Housing Program, by providing technical assistance and monitoring oversight. In SFY 2017, the Family Supportive Housing will expand from 5 grant-funded community sites to 8 sites across the state, an expansion made possible by matching general fund to allow sites to bill Medicaid. Use of Medicaid billing will require new monitoring processes, procedures and capacity. Expanding this program is contingent on adding this new staff capacity.

One hundred thousand dollars ($100,000.00) was transferred from the OEO grant budget to the personal services budget in the SFY 2017 big bill to fund the Housing Program Officer position (pay grade 23, step 1 with a total annual projected cost of $81,113).

Conclusion

I hope that you will approve the creation of this permanent classified full-time position. The legislation that created this pilot states in Section E.100(d)(4): "At least 15 days prior to the establishment of Pilot positions, the Joint Fiscal Committee, the Government Accountability Committee, and the House and Senate Committees on Government Operations shall be provided a written description from the Pilot entity and the Commissioner of Human Resources of the method for evaluating the cost-effectiveness of the positions." DCF requests that the Commissioner of the Department of Human Resources forwards this position pilot request to these legislative committees. Please feel free to contact me with any questions you may have or information you may need. Thank you.

		Personnel	Operating	Grants - technical assistance	Grants - GF Providers	Medicaid - Providers
SFY16	Total for Family Supportive Housing	$ -	$ -	$ 50,000	$ 520,000	$ -
SFY17	Family Supportive Housing - expansion of services through Medicaid (AHS net neutral)			$ -	$ (200,000)	$ 437,828
SFY17	Family Supportive Housing - expansion of services - support position*	$ 74,213	$ 6,900	$ (50,000)	$ (50,000)	
SFY17	Total for Family Supportive Housing	$ 74,213	$ 6,900	$ -	$ 270,000	$ 437,828

SFY 17 Grants to Providers	$ 270,000
SFY 17 Medicaid to Providers	$ 437,828
SFY 17 total for program sites - No program reduction - Expands to 2-3 new sites:	**$ 707,828**

Reduction to Grants (Technical Assistance and FSH Providers)	$ (100,000)
FSH - Housing Program Officer Salary & Benefits	$ 74,213
FSH - Housing Program Officer Operating	$ 6,900
Excess savings to be reinvested into grants	$ (18,887)

* New position costs from position calculation spreadsheet

VERMONT

AGENCY OF HUMAN SERVICES

Department for Children and Families
Commissioners Office
103 South Main Street – 5 North
Waterbury, VT 05671-2980

MEMORANDUM

TO: Justin Johnson, Secretary of Administration
Maribeth Spellman, Commissioner, Department of Human Resources

FROM: Ken Schatz, DCF Commissioner
CC: Hal Cohen, Secretary, Agency of Human Services
DATE: June 14, 2016

Subject: Position Pilot Request for the Information Systems Division of DCF

Introduction

The Department for Children and Families (DCF) is requesting approval to create one new position with the Information Systems Division (ISD) pursuant to the Position Pilot Program (pilot) created in Section E.100(d) of Act 179 in 2014. The pilot was created to help participating departments more effectively manage costs of overtime, compensatory time, temporary employees, and contractual work by removing the position cap with the goal of maximizing resources to the greatest benefit of Vermont Taxpayers. With the implementation of this pilot in 2014, DCF is authorized to create new positions as long as they are funded within existing appropriations and approved by the Secretary of Administration.

Pilot Purpose and Description of the Requested Position

We are requesting one Systems Developer I position be created within ISD. ISD is a small division supporting the IT activities of more than 1000 users within DCF. As you know, DCF was created in 2004 by combining multiple Departments and Offices within AHS. The result is a disparate group of legacy systems that require a lot of effort to maintain, and even more effort to extend.

Since the 2004 reorganization of AHS, ISD has been working to improve the quality of the systems used to support DCF. This is a long slow process and I am often called on to make important priority decisions about what IT projects will move forward given the limited number of IT resources within DCF.

Of grave concern is the ever increasing need for IT support in our Family Services Division (FSD). Given the increasing caseloads, it is difficult for FSD to keep up with the demand, despite the increase in FSD social workers. One of their primary systems, SSMIS, was launched in 1984. We know this system needs to be replaced, but expect it will be many years before we are able to accomplish this. With an additional IT position, we will be able to better support the system and make incremental changes that would lead to gains in FSD. With proper adjustments to SSMIS that show a positive ROI, we could make the process for FSD staff more efficient. This would ultimately lead to improved decisions that could be made faster, as well as, more accurate reporting to our Federal program partners.

Method and Source of Funding

Each year the Information Systems Division allocates a fixed amount of money to utilize for third party contracts for Information Technology services. In today's market, these services typically range between $90 per hour and $250 per hour. With more specialized services comes a higher cost. Sole sourcing with the same vendor repeatedly is more efficient but goes against the competitive bid process outlined in Bulletin 3.5. Hiring new vendors requires additional State staff to provide the same training over and over again.

DCF is requesting a new entry level Systems Developer I position and would hire someone at a step 1. This position is a PG 20 and the current step 1 salary is $18.71. With salary and benefits we expect the total cost to be about $63,000 per year. If this person is able to support the Family Services Division 90 percent of the time, approximately $13,000 will be reimbursed by the feds lowering the cost to the State down to $50,000. With improved efficiencies across the Family Services Division, much of this cost would be made up in the savings of other staff. DCF plans to reduce IT Contracting, specifically Master Contract #27515 22nd Century Technologies, Inc, by $64,000.

Evaluation and Cost Effectiveness of Pilot

Given the cost of IT contracting, we believe the numbers clearly show a favorable outlook for this position. We do plan to monitor and evaluate the cost effectiveness of this position by tracking the work provided to DCF Program staff. As mentioned above, the FSD system was launched in 1984 and not many people apply for IT positions with that skillset. We will be looking for someone with the appropriate aptitude to teach him/her this system. After a 3-4 month learning and upstart process, we expect this position to have a positive impact on FSD's work.

We will work with FSD leadership to prioritize improvements that would have the largest impact, and then monitor those system changes to evaluate the cost effectiveness of this position.

Conclusion

We believe the addition of this IT position to help support our legacy systems will have a positive impact on the day to day work of the Family Services Division. We will evaluate that impact by monitoring the increased efficiencies of the Family Services workers throughout the first year. We are prepared to utilize this position in whatever way it most supports the IT infrastructure for DCF but we believe this position is likely to support Family Services unless a more critical issue arises.

We respectfully request the Commissioner of the Department of Human Resources forward this position pilot request to the appropriate legislative committees. Please feel free to contact me with any questions you may have or any information you may need.

Thank you.

DCF Information Systems Division
Position Pilot Cost-Savings Analysis

SFY17 Projected budget before reduction (507550 - Contracts and 3rd Party Info Tech)		$938,573
New Position Cost (below)	$63,104	
Budget Reduction	-$63,104	
TOTAL Cost to State	**$0**	
SFY17 Projected budget post reduction (507550 - Contracts and 3rd Party Info Tech) - **Master Contract #27515 - 22nd Century Technologies, Inc will be reduced from $300,000 to $236,000**		$875,469

New Systems Developer I*	**SFY17 Projection**
Salary	$38,917
Fringe, equip, space, etc.	$24,187
Total	$63,104

* New position costs from position calculation spreadsheet

ESTIMATED COST TO BUDGET FOR A NEW FTE

SFY16

Budget Detail

Program Number	Position Title	PayGrade	SFY Hourly Rate		Budget Period / % to Project	From: 07/01/16 Salary Expense	% Fringe	To: 06/30/17 Fringe Benefits
	Systems Developer I	20	18.71		100%	38,916.80	41.23%	16,045.40
						0.00	41.23%	0.00
						0.00	41.23%	0.00
						0.00	41.23%	0.00
						0.00		0.00
								0.00
								0.00
				FTE's:	1.00			
	Personnel *(listed above)*				subtotal	$ 38,917		
	Fringe Benefits *(includes FICA, retirement, workers' comp and health, dental & life insurance)*				subtotal	$ 16,045		
	Total Personal Services						$ 58,854	
	Travel							
	~ In-State Travel				0			
	~ Out-of-State Travel				0			
					subtotal	$ -		
	Equipment							
	~ Start-up Computer Equipment Hardware and Software				1,000			
	~ Start-up Eqpt (Desk, Chair, other)				250			
					subtotal	$ 1,250		
	Supplies							
	~ Miscellaneous Supplies				0			
	~ Office Supplies				100			
					subtotal	$ 100		
	Contractual							
					0			
					0			
					subtotal	$ -		
	Other							
	~ Space				2,100			
	~ Printing & Duplicating				50			
	~ Telephone				750			
					subtotal	$ 2,900		
	Total Operating						$ 4,250	
	CAP Charges - 10% (calculated on all expenditures)		@	10.00%	subtotal	$ 3,892		
	GRAND TOTAL				Total		$ 63,104	

	Salaries	Operating	Program Code Allocation	
Federal	$ -	$ -		these % are from Summary of Cap Earnings
GC	$ -	$ -		
GF	$ -	$ -		
	$ -	$ -		
Total GF equivalent	$ -	$ -	% represents the FMAP Rate	