

Department of Health Care Policy and Financing

Funding Request for the FY 2025-26 Budget Cycle

Request Title

R-07 County Administration and CBMS Enhancements

Dept. Approval By: _____ Supplemental FY 2024-25
 OSPB Approval By: _____ Budget Amendment FY 2025-26
 _____ X _____ Change Request FY 2025-26

Summary Information	Fund	FY 2024-25		FY 2025-26		FY 2026-27
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total		\$357,618,273	\$0	\$339,212,127	\$38,246,175	\$29,644,588
FTE		795.8	0.0	753.3	15.7	17.0
Total of All Line Items Impacted by Change Request	GF	\$93,472,479	\$0	\$88,834,204	\$4,137,117	\$3,856,490
	CF	\$49,331,985	\$0	\$46,088,614	\$5,199,974	\$5,012,400
	RF	\$16,671,081	\$0	\$16,373,221	\$2,155,070	\$433,960
	FF	\$198,142,728	\$0	\$187,916,088	\$26,754,014	\$20,341,738

Line Item Information	Fund	FY 2024-25		FY 2025-26		FY 2026-27
		Initial Appropriation	Supplemental Request	Base Request	Change Request	Continuation
Total		\$74,559,074	\$0	\$71,488,619	\$1,273,477	\$1,382,755
FTE		795.8	0.0	753.3	15.7	17.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Personal Services	GF	\$27,137,849	\$0	\$28,080,949	\$298,500	\$324,456
	CF	\$8,253,521	\$0	\$5,832,260	\$151,569	\$164,747
	RF	\$3,153,686	\$0	\$2,988,332	\$67,955	\$72,413
	FF	\$36,014,018	\$0	\$34,587,078	\$755,453	\$821,139

Total		\$13,109,391	\$0	\$13,288,253	\$216,784	\$253,302
FTE		0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Health, Life, and Dental	GF	\$5,465,466	\$0	\$5,677,146	\$51,519	\$60,192
	CF	\$953,573	\$0	\$680,909	\$26,135	\$30,541
	RF	\$59,708	\$0	\$0	\$10,288	\$12,022
	FF	\$6,630,644	\$0	\$6,930,198	\$128,842	\$150,547

Total		\$63,638	\$0	\$117,713	\$1,667	\$1,924
FTE		0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Short-term Disability	GF	\$52,016	\$0	\$50,724	\$397	\$458
	CF	\$9,094	\$0	\$5,301	\$200	\$231
	RF	\$568	\$0	\$0	\$65	\$76
	FF	\$1,960	\$0	\$61,688	\$1,005	\$1,159

Total		\$363,855	\$0	\$375,873	\$4,991	\$5,428
FTE		0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Paid Family and Medical Leave Insurance	GF	\$156,036	\$0	\$152,172	\$1,187	\$1,293
	CF	\$21,973	\$0	\$27,258	\$603	\$655
	RF	\$1,705	\$0	\$0	\$195	\$212
	FF	\$184,141	\$0	\$196,443	\$3,006	\$3,268

	Total	\$8,320,007	\$0	\$7,879,076	\$110,948	\$120,587
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Unfunded Liability AED Payments	GF	\$3,467,483	\$0	\$3,381,599	\$26,402	\$28,695
	CF	\$605,199	\$0	\$368,909	\$13,409	\$14,573
	RF	\$37,888	\$0	\$0	\$4,318	\$4,693
	FF	\$4,209,437	\$0	\$4,128,568	\$66,819	\$72,626

	Total	\$3,244,093	\$0	\$3,029,493	\$157,127	\$40,538
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Operating Expenses	GF	\$1,302,594	\$0	\$1,254,022	\$36,483	\$8,774
	CF	\$307,043	\$0	\$265,664	\$18,552	\$4,496
	RF	\$61,415	\$0	\$28,778	\$7,875	\$2,342
	FF	\$1,573,041	\$0	\$1,481,029	\$94,217	\$24,926

	Total	\$3,773,214	\$0	\$3,659,145	\$78,107	\$78,107
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Leased Space	GF	\$1,492,962	\$0	\$1,507,087	\$18,560	\$18,560
	CF	\$357,429	\$0	\$286,270	\$9,417	\$9,417
	RF	\$38,849	\$0	\$38,849	\$3,707	\$3,707
	FF	\$1,883,974	\$0	\$1,826,939	\$46,423	\$46,423

	Total	\$14,319,431	\$0	\$16,786,547	\$451,615	\$451,615
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - Payments to OIT	GF	\$5,669,887	\$0	\$5,497,821	\$74,049	\$74,049
	CF	\$1,452,966	\$0	\$2,853,713	\$39,807	\$39,807
	RF	\$41,739	\$0	\$41,739	\$0	\$0
	FF	\$7,154,839	\$0	\$8,393,274	\$337,759	\$337,759

	Total	\$39,323,047	\$0	\$32,318,791	\$2,073,512	\$1,923,512
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (A) General Administration, (1) General Administration - General Professional Services and Special Projects	GF	\$14,318,306	\$0	\$11,685,822	\$349,872	\$299,622
	CF	\$3,462,102	\$0	\$2,393,155	\$181,775	\$157,025
	RF	\$81,000	\$0	\$81,000	\$0	\$0
	FF	\$21,461,639	\$0	\$18,158,814	\$1,541,865	\$1,466,865

	Total	\$75,321,295	\$0	\$74,599,465	\$12,802,690	\$4,310,712
	FTE	0.0	0.0	0.0	0.0	0.0
01. Executive Director's Office, (B) Information Technology Contracts and Projects, (1) Information Technology Contracts and Projects - Colorado Benefits Management Systems, Operating &	GF	\$12,716,371	\$0	\$12,224,238	\$631,614	\$391,576
	CF	\$6,901,184	\$0	\$6,986,265	\$389,846	\$222,105
	RF	\$13,194,450	\$0	\$13,194,450	\$2,060,667	\$338,495
	FF	\$42,509,290	\$0	\$42,194,512	\$9,720,563	\$3,358,536

	Total	\$2,172,998	\$0	\$2,173,592	\$75,257	\$76,108
01. Executive Director's Office, (B) Information Technology Contracts and Projects, (1) Information Technology Contracts and Projects - CBMS, Health Care and Economic Security Staff Dev. Center	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$689,160	\$0	\$689,457	\$24,685	\$24,966
	CF	\$383,151	\$0	\$383,151	\$12,709	\$12,851
	RF	\$73	\$0	\$73	\$0	\$0
	FF	\$1,100,614	\$0	\$1,100,911	\$37,863	\$38,291

	Total	\$123,048,230	\$0	\$113,495,560	\$21,000,000	\$21,000,000
01. Executive Director's Office, (C) Eligibility Determinations and Client Services, (1) Eligibility Determinations and Client Services - County Administration	FTE	0.0	0.0	0.0	0.0	0.0
	GF	\$21,004,349	\$0	\$18,633,167	\$2,623,849	\$2,623,849
	CF	\$26,624,750	\$0	\$26,005,759	\$4,355,952	\$4,355,952
	RF	\$0	\$0	\$0	\$0	\$0
	FF	\$75,419,131	\$0	\$68,856,634	\$14,020,199	\$14,020,199

Auxiliary Data			
Requires Legislation?	NO		
Type of Request?	Health Care Policy and Financing Prioritized Request	Interagency Approval or Related Schedule 13s:	Impacts Other Agency



Department Priority: R-7 County Administration and CBMS Enhancements

Summary of Funding Change for FY 2025-26

Fund Type	FY 2025-26 Base Request	FY 2025-26 Incremental Request	FY 2026-27 Incremental Request
Total Funds	\$339,212,127	\$38,246,175	\$29,644,588
General Fund	\$88,834,204	\$4,137,117	\$3,856,490
Cash Funds	\$46,088,614	\$5,199,974	\$5,012,400
Reappropriated Funds	\$16,373,221	\$2,155,070	\$433,960
Federal Funds	\$187,916,088	\$26,754,014	\$20,341,738
FTE	753.3	15.7	17.0

Summary of Request

Problem or Opportunity: The Department, in collaboration with the Department of Human Services (DHS) and the county departments of human and social services, have identified several key areas in which additional support, policy documentation, and collaboration, along with increased Colorado Benefits Management System (CBMS) pool hour capacity, enhancements and automation can improve overall access to and delivery of public and medical assistance programs at the state and local levels, leading to a more positive experience for both county staff and Colorado residents.

Proposed Solution: The Department requests funding to address several recommendations resulting from the SB 22-235 County Administration of Public Assistance Programs study, which will help both the Department and DHS improve access to and delivery of public and medical assistance programs, including improved access, timeliness, administrative efficiency, and cost effectiveness. The Department requests funding for additional pool hours for quarterly CBMS builds, along with funding for other CBMS improvements, automation, and innovation initiatives. Lastly, the Department requests ongoing funding to continue its county escalations resolution unit so that members can continue to receive their care in a timely manner by working with dedicated staff that handle grievances and escalations.

Fiscal Impact of Solution: The Department requests \$38.2 million total funds, including \$4.1 million General Fund and 15.7 FTE, in FY 2025-26 and \$29.6 million total funds, including \$3.9 million General Fund and 17.0 FTE in FY 2026-27. The majority of the funding is ongoing, with some CBMS initiatives being one-time builds with ongoing operating costs.

Requires Legislation	Equity Impacts	Revenue Impacts	Impacts Another Department?	Statutory Authority
No	Positive	No	Yes: Department of Human Services	25.5-4-204 and 205 C.R.S.

Background and Opportunity

County Escalations Resolution Unit

With term-limited funding scheduled to end June 30, 2025, the Department lacks ongoing resources to continue to support the ongoing need to address member escalations and grievances.

The Department has seen an unprecedented level of escalations related to Long Term Care (LTC) renewals, procedural disenrollments, and a lag in county renewal processing timelines due to the Public Health Emergency (PHE) Unwind. However, complaints about both the counties and case management agencies have existed long before the PHE and Long Term Services and Supports (LTSS) Stabilization. This, in part, is because LTC renewals are complex and require a level of knowledge and training beyond the regular member application process. Beyond LTC renewal escalations, the escalation and grievance process also manage complaints submitted by all members, including delays in processing, customer service issues, discrimination complaints and other barriers to gaining and/or retaining financial eligibility. These cases take approximately 1-3 hours to resolve, and the Department and counties are severely understaffed to manage an increased volume of complaints, escalations and grievances. Without these resources, members have no additional recourse if they feel their eligibility was not properly addressed, beyond the costly and time-consuming appeals process.

During FY 2023-24, the General Assembly approved the Department’s FY 2024-25 BA-06 PHE Unwind Resources budget request, which provided funding for contractor resources through June 30, 2025. The Department created an Escalations Resolution Unit. One position in this unit focuses on Home- and Community-based Services (HCBS) member eligibility escalations and coordinates with the Department, community partners and case managers to assist members with both functional and financial eligibility escalations. The remaining positions respond to the high volume of complaints and escalations about financial eligibility received through the Customer Relationship Management (CRM) system, which is the Department’s Salesforce system used to report complaints and escalations to county and Medical Assistance (MA)/Eligibility Application Partner (EAP) sites. These complaints and escalations are not just for LTC members but encompass all medical assistance programs.

Lastly, the counties and Case Management Agencies (CMAs) lack resources for real-time tracking of escalations, significantly delaying resolution for members while also being an administrative burden. The counties and CMAs currently track escalations and grievances through email and spreadsheets, which is time consuming and delays resolution.

SB 22-235 Implementation- Phase I

During the FY 2022 Legislative Session, the General Assembly passed SB 22-235, “County Administration of Public Assistance Programs,” so that the Department and DHS, in consultation

with the county departments of human and social services, could undergo a comprehensive assessment of the best practices related to administration of public and medical assistance programs. Additionally, SB 22-235 mandated that DHS and the Department procure a vendor to create a county administration funding model that dictates how much funding is needed to adequately support the local administration of public and medical assistance programs.

On November 1, 2023, DHS and the Department, in response to reporting requirements set forth in Section 26-1-121.5, C.R.S., submitted the Feasibility of Comprehensive Assessment of Public & Medical Assistance Programs report¹ to the Joint Budget Committee (JBC). DHS and the Department agree that all the recommendations that emerged from the Comprehensive Assessment of Best Practices will improve access to and delivery of public and medical assistance programs at the State and local levels, including improved access, timeliness, administrative efficiency, and cost effectiveness as envisioned by S.B. 22-235.

Finally, on November 1, 2024, DHS and the Department submitted the County Administration Funding Model and Final Report to the JBC. This funding model, created in consultation with counties, found that the Department is underfunding county administration by a significant amount. The work on the funding model also found that the State does not have the necessary data to determine adequate salary ranges for county eligibility technicians, thus requiring additional research and analysis.

In order to implement most of the recommendations, both departments require additional funding and resources through a multi-year phased approach. Additionally, the departments prioritized the recommendations based on an analysis of the feasibility, systemic impact, dependency on other work that needs to be accomplished, anticipated cost, and timelines required for each recommendation.

Colorado Benefits Management System Improvements and Automation

The Colorado Benefits Management System (CBMS) and Program Eligibility & Application Kit (PEAK) are the essential technologies through which Coloradans most in need receive food, cash, and medical assistance. More specifically, CBMS is the statewide system through which all food, cash, and medical assistance applications and eligibility determinations are processed. The system is complex and requires county workers to understand and be experienced in each program's rules to ensure that eligibility is determined correctly. PEAK is the client facing online portal for Coloradans to screen and apply for medical, food, and cash assistance programs. Applications submitted via PEAK are uploaded by end users into CBMS.

The programs that run through CBMS/PEAK are administered by several different state departments, and therefore the costs to run the systems are cost allocated between departments based on the programs being served. For CBMS vendor contracts, such as the Deloitte contract, the Department is responsible for contracting, paying the invoices, and billing other departments for their share of CBMS costs.

The Department, in partnership with DHS, is required by federal and state law to administer the programs that CBMS supports, including Medicaid, SNAP, Adult Financial, and Temporary

1

<https://www.leg.state.co.us/library/reports.nsf/ReportsDoc.xsp?documentId=51E68157E722DCFE872589F900555DD5>

Assistance for Needy Families (TANF). However, the Department is currently at resource and funding capacity with its contract with Deloitte, having an average quarterly pool hour build of 50,000 hours. Ongoing feedback from the counties is that CBMS is impacting their performance and that they would like improved functionality through updated software and/or applications and streamlined system architecture. However, the Department cannot keep up with all the system needs of the counties within its existing CBMS pool hour capacity. Additionally, due to legislative, federal, and state compliance requirements, projects are prioritized in a way that leaves few user experience enhancements or automation functionality to be implemented in the system, creating a project backlog. Much of the backlog of CBMS projects are to support the counties or are requests from the counties and the Department simply does not have the funding to increase pool hours or increase resource capacity to implement all required program projects, member and user experience enhancements, and upgrade technology in CBMS.

Furthermore, CBMS requires eligibility site workers to manually enter the majority of information submitted when a new application or renewal is received. Although PEAK provides new applicants and existing members a means to enter their information online, the documents submitted are not automatically scanned and the data elements are not uploaded into CBMS, which requires a worker to manually enter the information. Most county call centers are not equipped with an interactive voice recognition (IVR) system, and therefore all calls must be addressed and resolved by a live agent. These are just a few examples of the current state of Colorado's eligibility and enrollment system and support. Reliance upon manual intervention has created an environment of inefficiencies.

The Department has identified several system improvements and innovation and automation initiatives for CBMS that would help automate functionality and alleviate county administrative burden, ultimately providing a better member experience. The increase in project pool hours and resources to support the increase in work will enable the Department to address county concerns and implement these identified system improvement and innovations to reduce workload, streamline processes, and increase interoperability of the CBMS architecture.

Proposed Solution and Anticipated Outcomes

The Department requests \$38,246,175 total funds, including \$4,137,117 General Fund and 15.7 FTE in FY 2025-26, and \$29,644,588 total funds, including \$3,856,490 General Fund and 17.0 FTE in FY 2026-27 to enhance both Medicaid member experience and county partner collaboration through various initiatives that seek to address county concerns and improve CBMS system functionality. Specifically, the funding would continue the county escalations resolution unit so that members can continue to receive their care in a timely manner by working with dedicated staff that handle grievances and escalations. This funding would also allow the Department to address several recommendations resulting from the SB 22-235 County Administration of Public Assistance Programs study, which will help both the Department and DHS improve access to and delivery of public and medical assistance programs, including improved access, timeliness, administrative efficiency, and cost effectiveness. Lastly, this funding would provide the Department with additional quarterly pool build hours for CBMS, along with funding for other CBMS improvements, automation, and innovation initiatives.

County Escalations Resolution Unit

Currently, the Department does not have any permanent staff dedicated to managing member complaints and escalations about financial eligibility, and the volume of complaints received is beyond the capacity of existing staff. The Department is requesting permanent resources to

support the ongoing need to address member escalations. To do this, the Department requests \$1.1 million total funds in FY 2025-26 to retain some of the term limited resources approved in its FY 2024-25 BA-06 PHE Unwind Resources budget request; otherwise, there is a risk that members, particularly members utilizing LTC services, would have a gap in care that could be detrimental to their health and well-being.

The current Escalations Resolution Unit has seen a steady increase in grievances month over month, with each grievance taking between 1-3 hours to resolve. Without permanent dedicated state staff and continued contractor support, the Department will not be able to continue to resolve all of the grievances within the required timelines. The Department is currently operating established timelines, which requires access to care issues to be resolved within 72 hours. The total number of county grievances received over the last several months were 1,039 tickets in March 2024, 956 tickets in February 2024, 760 tickets in January 2024, 676 tickets in December 2023, 537 tickets in November 2023, and 571 tickets in October 2023. The Department began tracking the timeliness of ticket resolutions during the PHE Unwind and has been improving timeliness month over month. The average number of days to resolve a grievance by month were 8.63 days in March 2024, 13.98 days in February 2024, 14.88 days in January 2024, and 18.83 days in December 2023.

While this unit is currently staffed with term limited contractor positions approved in the FY 2024-25 PHE Unwind request, the Department determined that some state staff are needed ongoing, as only governmental, merit-based employees can update member information in CBMS. Of the six contracted staff that were approved in the PHE Unwind budget request, the Department requests to continue funding three of the contracted staff, along with funding to hire 4.0 FTE as state employees. To alleviate some of the burden on counties resulting from complaints and escalations, the Department requests state staff to do this work so that they can update member eligibility without having to divert every escalation to county staff for resolution. Retaining these staff as contractors in place of FTE would continue to place undue administrative burden on counties while creating longer resolution timeframes for member complaints.

The Department requests continued contractor funding for three contracted employees in FY 2025-26 for the complaints and escalations staffing hired to respond to the high volume of complaints and escalations received through Salesforce. These complaints and escalations are not just for LTC members but encompass all medical assistance programs. These are all duties that do not require state FTE but do require ongoing resources to manage the platform and system in which grievances are received.

- One contractor is responsible for maintaining the Salesforce system, implementing system improvements, and addressing system issues.
- One contractor is responsible for assigning escalations to individual staff for completion; building, updating and reporting out on dashboards and data; and conducting quality assurance analyses to ensure person-centered customer service.
- One contractor is responsible for the CMA escalation coordination. It focuses on HCBS member eligibility escalations and coordinates with the Department, community partners and case managers to assist members with both functional and financial eligibility escalations. This position helps gather data related to eligibility escalations and informs the Department of root causes, trends, and makes recommendations for improved customer service. They provide training and guidance to CMAs regarding PHE

Unwind to promote improved customer service to members navigating financial redeterminations and PHE Unwind requirements.

Communications and outreach are increasing to members and community partners to submit complaints and escalations via the internal webform and email, and the anticipation is the number of tickets submitted requiring research and response to resolution will only increase as use of the webform is more widely utilized. By hiring these staff, complaints and escalations will be addressed in a timely manner to ensure members stay connected to coverage for which they qualify. A robust complaints and escalations team will create stability and consistency in daily operations, as well as tracking outcomes, while ensuring that members do not fall through the cracks, which could result in a procedural disenrollment.

The Department is also requesting funding so that all 64 counties and 15 Case Management Agencies can have access to the escalations tracking system through Salesforce licensing, for instances where the state FTE were unable to resolve the grievance, and which therefore requires county intervention. The addition of the 64 counties into Salesforce will assist in improving the timeliness metric by reducing the county administrative burden. Counties that were polled by the Department relayed that they are manually tracking escalations assigned to them and granting them access to Salesforce will eliminate that additional tracking step and allow for improved communications with the Department's Escalations Resolution unit staff to resolve a member and/or stakeholder grievance more quickly.

SB 22-235 Implementation- Phase I

The Department requests \$23 million total funds in FY 2025-26 to begin implementation of several recommendations resulting from the SB 22-235 study, which will help both the Department and DHS improve its county administration program in four areas of focus: access by eligible individuals to public and medical assistance programs; increase timeliness of applications processing; improve administrative efficiency; and assist with cost effectiveness.

In addition, the departments will work with county departments over the coming years to fully map operational changes needed to move the recommendations forward, in a phased approach as resources allow.

Quick Win 1: Create Opportunities for State and County Collaboration

The Department requests 1.0 FTE to assist counties with complex cases and coordinate with DHS, as needed, on the responses. Currently, there is a lack of dedicated staff to respond to county eligibility questions, especially with complex cases. Current eligibility systems and policy staff are overwhelmed with their regular duties and cannot take on the volume of requests that the Department has received, leading to delays in responses. Additional resources would allow the Department to provide direct staff support with complex cases or cases where policies or system data entry requirements are misaligned. These cases are separate from quality assurance and control cases and would instead come from the policy and system questions that come from the counties to the state email inboxes.

A major way for counties to get help is by emailing the state with questions. The county may need to email multiple program areas for a single case, with each program area providing their own response. The Department proposes several improvements that include 1) establishing expectations for counties on how to document what steps were taken to attempt to locate the answer they're seeking guidance on; 2) establishing expectations for state responses so that they are helpful, comprehensive, and provide examples of how to apply policy to the case,

rather than responding with rule; and 3) requiring that the program areas coordinate their responses when policies are misaligned.

The Department anticipates that this resource will help reduce the time it takes to respond to county email inquiries and thereby reduce the timeframe in which counties can respond to clients. Additionally, it will help align policy between DHS and the Department as complex cases are resolved.

Recommendation 1: Develop Business Process Standards for Public and Medical Assistance Program

The Department requests 1.0 FTE to develop county business process standards, implement standards in rule and contracts, and align administrative requirements with the DHS divisions that also conduct county oversight. This position will help establish the criteria that the Department and counties can use to evaluate their performance against the standard and determine measures for evaluating performance and how that data will be collected and reported.

Colorado currently does not have business process standards for its public and medical assistance programs. As a result, it is possible various counties have different ways that business is conducted, leading to an uneven and unequitable delivery of these programs in each county. It is crucial that the Department and DHS establish a series of business process standards that all counties must employ. Federal regulations support this approach, as the Department is required to ensure that counties comply with all applicable laws (42 CFR Part 431 subsection 3) and that equity in service delivery across the state is maintained and mandatory for counties (42 CFR Part 431 subsection 50).

Allowing a county to have significant discretion in designing its business processes makes sense for certain types of services, including those that have little cost or negative impact to a Coloradan when they are delivered differently. However, inconsistent public and medical assistance program delivery can result in significant costs being placed on Colorado's most vulnerable citizens, such as a delay in the delivery of benefits, an incorrect eligibility decision, and potentially a need to repay benefits that were incorrectly issued to them at no fault of their own. Additionally, the lack of standardized and mandated shared technology systems prohibits the counties from easily sharing work, utilizing staff throughout the state, and ensuring that every member is given the same standard of care and service regardless of where they live.

The Department believes that the benefits of this position significantly outweigh the cost to establish business process standards and has the potential for cost savings due to implementation of high performing business processes, which could also reduce administrative costs. There could also be efficiencies in administrative costs for the Department as it would not have to track and account for different processes in each county when analyzing data.

Recommendation 3: Improve Hiring and Retention Practices

One way that Colorado can improve its delivery of public and medical assistance programs is by improving the hiring and retention practices for eligibility workers, while also recognizing the unique need LTSS applicants and members have as they navigate the eligibility determination process.

Many counties are facing eligibility workforce shortages and are struggling to recruit; this problem will only be exacerbated as Colorado's demographics show continued aging and the need for LTSS services throughout the state. The average tenure of an eligibility worker is three years, which means that critical institutional knowledge is not being retained. Salaries appear to fall considerably below living wages in most counties depending on the family composition of the worker. The Department has also heard that workers may move between counties based on pay and evolving hybrid workforce policies.

To address this, the Department requests \$400,000 total funds to hire a contractor to conduct a series of analyses on an annual basis that would continue to support the county administration funding model as it continues to evolve. This includes:

- Collecting and analyzing eligibility worker pay scales and duties across the State as a first step in improving hiring and retention practices throughout Colorado. This includes creating a two-tier salary system: one pay scale for eligibility technicians working LTSS cases, and another pay scale for general eligibility technicians.
- Establishing an appropriate technician to caseload ratio. The Department would set a standard for how many LTSS cases each technician should manage to ensure that appropriate customer service can be provided. The contractor will use existing data sources, such as performance and accuracy monitoring and escalations information, as well as county engagement, to inform its work.
- Modifying the funding model to breakout county administration funding for LTSS cases.
- Modifying the funding model to implement a required eligibility technician to caseload ratio for LTSS; this change moves LTSS eligibility technicians away from a production environment to more hands-on support for LTSS members.
- Modifying the funding model to implement new LTSS Eligibility Navigators, which are dedicated resources in counties that support members navigating the LTSS financial eligibility process.

Challenges in hiring and retention can potentially result in a different experience based on where a member lives, or can create an overextended workforce and higher turnover, leading to a challenging work environment. Ultimately, reduced turnover leads to a more positive work environment and member experience, along with the potential for cost savings.

Recommendation 5: Improve Policy Documentation and Dissemination

The Department requests 3.0 FTE and \$1.4 million total funds in FY 2025-26 for a two-pronged approach to address this recommendation through policy centralization and CBMS automation. The Department proposes to develop and manage a comprehensive and user-friendly policy manual and building a one-stop-shop for all information counties need. The requested funding would also allow the Department to implement Program Area Natural Dialog Assistant (PANDA), which is an artificial intelligence (AI) policy bot that would allow functionality within CBMS or a policy engine that searches Departmental rules and regulations and provides a structured response to complex policy questions.

Having clear, consistent, and comprehensible policy is essential for county workers who are making decisions. Current policies, regulations, and training materials are stored in different locations, certain processes may be different or not overly transparent between DHS and the Department, and regulations are difficult to understand based on the language that is used. As such, there is a high need for the Department to improve the overall policy documentation and dissemination process for the counties.

All levels of county staff rely on Colorado's administrative regulations to guide their work and answer questions. However, county feedback has been that administrative regulations are written in a very formal and legal syntax and each program area has their own set of regulations, which may be misaligned across the departments. Failing to have a single location for all regulations, as well as misaligned regulations that are not written in a straightforward way can negatively impact clients.

To mitigate this, first, the Department requests 2.0 FTE to manage and direct a one-stop-shop portal and policy manual process, and improve relationship, collaboration, broader communication, toolkits, websites, templates, and engagement with the counties. These positions will ensure all stakeholders are involved in policy change discussions and creation of policy materials and provide ongoing policy documentation and dissemination.

While the PANDA, discussed below, would assist with navigating eligibility policy easier, benefiting eligibility technicians, the 2.0 FTE requested to address this recommendation are to support county departments as a whole. For example, county directors must navigate administrative policy across both DHS and the Department. These policies do not live in CBMS, nor do they have to do with eligibility policy. Rather, administrative policies govern county operations. The 2.0 FTE would be dedicated to supporting county audiences outside of the eligibility technician, thus encouraging administrative compliance by counties and also working towards administrative alignment with DHS, where possible.

Second, the Department requests funding to expand PANDA among DHS SNAP and cash assistance programs, in addition to including Medicaid policy. PANDA "lives" in CBMS and currently focuses on program eligibility determination policy.

PANDA would assist front-line county staff and improve worker experience and access to policy guidance. Instead of having to wait and find someone with more knowledge to ask a question, workers can find the answer out for themselves in a way that does not slow them down, meaning that the worker doesn't have to put parts of their caseload on hold and should reduce the number of mistakes. PANDA will provide an automated intelligence solution that will search its resource database to provide the consistent automatic response without the need for manual intervention. Quicker response time and consistent messaging will assist in the proper and timely eligibility determinations and renewals for applicants and members.

For policy experts, searching through the different rules and regulations can be tedious but manageable for people who are specialists. For a case worker that feels like they are perpetually behind on their work, searching for the right answer to a policy related question is very time consuming. PANDA functionality within CBMS would allow for a policy engine that searches Departmental rules and regulations and provides a structured response to complex policy questions. This would allow the worker to get a targeted response with references to reduce research time from minutes or hours down to seconds to be able to make an informed decision without disrupting their productivity.

To implement PANDA, first, the Department requests funding for three contractors to gather information, such as statutes, rules, policy memos, guides, question/answer documents, and policy training documents, to create an initial single, cross-program policy manual. PANDA needs these core documentations to be effective and accurate. There is a vast amount of documentation to be identified, located, and validated prior to being added as a source document.

The Department and DHS request funding for additional CBMS design and development pool hours to build PANDA functionality into CBMS. Design, development, and implementation (DDI) hours and ongoing maintenance of operations (M&O) funding are needed to fully build out PANDA functionality into CBMS.

Lastly, the Department requires two positions, 1.0 state FTE and one contractor, to ensure the initial implementation of the medical assistance program information is accurate and current, while functioning as the main point of contact for the CBMS vendor. Ongoing, one position will maintain the information database, monitor its performance and efficiency, identify any trends from the requests, and create or revise FAQs, and propose new training topics to address any issues.

The requested contractor is an Eligibility Systems Analyst that will be responsible for providing any system documentation to be included in the Eligibility Systems related repository. The position will be responsible for following up on potential CBMS problems that are identified by the eligibility site workers who looked to PANDA to answer their CBMS related questions. In addition, the position will draft any High-Level Business Requirements (HLBRs) regarding the resolution of the reported issues and provide eligibility system support throughout the project life cycle. For CBMS data entry questions, the position may also be responsible to identify training needs and provide the step-by-step process to produce new or update any CBMS worker training materials.

The requested 1.0 state FTE is an Eligibility Operations Analyst that will participate in the operational oversight and administration of PANDA by assisting in the application and utilization of policy, systems and operational requirements for PANDA based upon Department principles and standards. The position will write operational procedures and operational memos through research to identify best practices & specific operational needs and monitor PANDA's performance as it relates to use by eligibility workers. The position will coordinate, train, and facilitate technologies, people, and processes that relate to the delivery of PANDA and will provide essential consultation to management before deciding broad, critical program direction. The position will coordinate and manage projects, business processes and logistics of PANDA, and will also supervise quality control and coordinate any external partners, such as eligibility sites, involved in uptake and use of PANDA. Lastly, the position will contribute to data analysis for fiscal planning and reporting, federal and state reporting, and other requests. The position will provide training and technical assistance to external stakeholders, such as eligibility sites, regarding PANDA uptake and use.

The Department believes that all of these resources would provide a cost-effective solution in creating a single policy manual and central repository while allowing for effective collaboration with the counties and DHS. In addition, this would allow the counties to track and share questions and state responses, helping county eligibility teams across the state. The Department anticipates there could be fewer inaccurate eligibility decisions and confusion of county workers and thereby improved efficiency in case processing, as policy answers would be easier to find and understand. This in turn could potentially result in cost savings.

County Administration Funding

The Department requests an increase of \$21,000,000 total funds, including \$2,970,837 General Fund in county administration funding in FY 2025-26 and ongoing to right size the county funding allocation based on the county administration funding model evaluation as directed by SB 22-235, completed by the state's vendor, North Highland. Currently, in the Long Bill (HB 24-

1430), the county administration line item is appropriated at \$123,048,230 total funds. This includes several earmarked funds, such as the Public Health Emergency budget, the county incentive program, and the county grant program, along with the standard county allocation, which is the majority of the appropriation that gets allocated to counties for eligibility and appeals work based on the annual allocation model.

In FY 2024-25, the standard county allocation model is funded at \$83.9M total funds. Based on the recently completed county administration funding model resulting from SB 22-235, the standard allocation model should be funded at \$105M. This would allow the counties to increase the number of eligibility technicians and other staff while also providing support to increase the salaries of those staff, some of whom qualify for public and medical assistance programs based on their lower average salaries. The county administration funding model found that additional county resources are needed to meet the performance metrics identified below, thus, additional funding approved for counties would result in higher performance standards for counties from the Department. These include:

- Timeliness of applications and renewals at 100%, meaning all work is done within the federally required timeframes.
- Error rates at 3% or below, specific to incorrect eligibility determinations.
- Call Center wait times at 5 minutes or below. Currently, some counties wait times exceed one hour.

Colorado Benefits Management System Improvements and Automation

The Department requests \$14.1 million total funds and 7.4 FTE in FY 2025-26 to increase its quarterly build CBMS pool hours to ensure CBMS is working at optimal performance and improving the overall usability and functionality for end users, county partners, and members. Additionally, the Department requests funding to allow for automation functionality and modernization of various processes within CBMS, which would improve processing timeliness, and enhanced member and eligibility worker experience.

Increase CBMS Pool Hours

The Department's current quarterly build pool hour allotment is capped at 50,000 hours per quarter. However, there are more eligibility system projects and innovations than what can be supported by the current staffing structure and pool hours available. Current backlog is estimated at around 57 projects which equate to around 175,000 to 250,000 hours. The existing allotment of CBMS pool hours have been fully committed through calendar year 2026 for on-hand projects, creating more and more of a backlog and presenting issues when a more urgent system change need is identified.

The Department requests an ongoing investment of an additional 20,000 pool hours on an annual basis (5,000 hours per quarter), or a 10.0% increase to existing pool hours, in order to catch up on some of the backlog of projects, address several critical system challenges voiced by the counties, and increase automation capabilities, thereby bringing CBMS closer to a state where issues can be addressed closer to real-time. It is the Department's responsibility to address member and county partner system needs and concerns in the most cost-efficient way, therefore the Department is making this request in order to leverage a federal 90% match. Adding these additional hours will specifically enable the Department to meet the growing needs of the county partners in ensuring the CBMS is working at optimal performance and improving the overall usability and functionality for our end users, our county partners, and

members. The Department has heard concerns from many county partners related to CBMS errors, slowness, and user experience and this request will support the Department in addressing these concerns by implementing projects to improve the CBMS infrastructure, improve mapping into CBMS from PEAK, and streamline usability. If funded, the Department will prioritize the CBMS projects and work closely with the counties to help advance the priorities they have raised for improving CBMS.

Once the Department can catch up on project backlog, the additional pool hours will allow enhancements to reduce the manual intervention touchpoints and provide quicker turnaround responses to workers, partners and members to improve the eligibility determination process. Ongoing pool hours would allow the Department to stay current with system changes and provide dedicated pool hours for projects that have a positive impact for counties.

An increase in CBMS pool hours will allow the Department to immediately address high priority system changes that are in queue due to the volume of backlog of projects. For example, there is a system project targeted specifically to help eligibility workers by reducing the number of CBMS pages that a user must review to evaluate the results for the eligibility determination on a case. Currently the pages are cumbersome, numerous, and often confusing. This project would require approximately 3,600 hours to implement. As a result, at least 100 help desk tickets (tickets submitted when workers believe there is a system issue) per quarter would be mitigated, training would be streamlined, and work would be easier for eligibility workers.

There is also a project requested by the counties regarding significant pain points with an Additional Information Request Packet (AIRP) document triggered for additional information for members applying for additional services. This project would require approximately 2,000 hours along with resources and time to engage with workers to ensure a successful outcome of the project. Other projects that would provide significant member and worker experience improvements include opportunities to automate the work and processes associated with income trusts, disability applications, and a cumbersome patient payment form.

The increase in pool hours also requires the Department to correspondingly increase the number of staff to plan, implement, and oversee CBMS enhancements, ensuring the projects work in alignment with state and federal policy. Currently, the Department is understaffed to accommodate its current annual pool hours with increase requirements being implemented. The Department's staffing formula to accommodate more Deloitte pool hours requires the following FTE to ensure that the Department has adequate resources to manage the added workload and the ability to review new code and releases.

- 1.0 UAT Tester to test every system enhancement and certify each for the releases and do back-end testing to ensure that any enhancements do not break existing functionality.
- 1.0 Systems Team Analyst to dictate and guide the systems project based on Medical Assistance program needs
- 1.0 PEAK Analyst to manage projects impacting PEAK, identify user experience (UX) best practices for visual designs and impacts on the integrated product work for users, ensure stakeholders are engaged, and review language enhancements. Analyst will serve as integrator between policy, CBMS operations, and intuitive smartphone interactions of people accessing benefits.
- 1.0 Policy Subject Matter Expert to ensure the appropriate Medical Assistance (MA) eligibility policy is being applied appropriately within the systems project

- 1.0 Eligibility Operations Analyst to help integrate any MA change into eligibility site business processes, workflow, monitoring, communication, and continuous improvement, ensuring maximum operational and business process benefit of the change.
- 1.0 Eligibility Policy Supervisor is needed as adding additional eligibility policy staff will become unmanageable by one existing supervisor.
- 1.0 SDC Training Developer to create and develop all training materials for eligibility site workers. This includes but not limited to desk aids, web-based trainings, webinars, instructor led materials, etc. All materials must be in compliance with accessibility requirements.

Replace Mulesoft Data Synchronization with Apache Kafka Connect

The Department's current data synchronization system, MuleSoft, which ensures various data sources communicate effectively with each other, has been expanding rapidly. It currently uses over 80 compute units (termed vCores) solely for data synchronization tasks. As MuleSoft's usage grows, so does its annual licensing costs. This is a trend that has been increasing year after year, which is becoming a significant concern from a budgetary perspective. The Department needs a more cost-effective strategy.

Additionally, the Department needs to consider future expansion. There is a limit to the number of computational resources (vCores) the Department can use, and it is at risk of hitting that limit as it continues to grow.

The Department has identified a cost optimization strategy for its data sync footprint, resulting in ongoing licensing cost savings while simultaneously mitigating vCore capacity expansion limitations. Apache Kafka Connect is a free, open source and proven software that can build efficient processes for data synchronization, which is a perfect use for the Department's data sync needs. Moreover, it works well with most major online data storage providers including Amazon Web Services (AWS), which provides optimal functionality for the Department.

The MuleSoft Data Sync framework could be replaced with the Kafka Connect Data Sync framework to improve cost efficiency and capacity limitations. One of the significant advantages of Apache Kafka Connect is its pricing structure. Costs incurred are based on usage, which can make it a more cost-efficient choice compared to other tools. Savings from Mulesoft licensing alone could result in \$1M savings annually. Not only is Apache Kafka Connect budget-friendly, but it's also designed to handle large amounts of data efficiently. This means that it can ensure our data moves smoothly and consistently between various sources, even when dealing with significant volumes, which is crucial for our operations. The Department would incur one-time development, design, and implementation (DDI) costs, and would have minimal usage costs with Apache Kafka.

Advance Monitoring through Interactive Voice Recognition (IVR)

This project proposes adding automated batch and log monitoring with automated escalation through the interactive voice response (IVR) aka an automated phone system. With this, if anything goes wrong in the system, it automatically gets flagged, the right people get notified, and the correct mitigating actions can be taken.

Current log and batch monitoring (which are indicators of overall system health) is a manual task that is prone to errors and misses. For example, if a batch job runs and is successful, but instead of updating 100,000 records like it usually should the job only updates 1,000 records, it

can be hard to catch right away with the sheer volume of transactions occurring at any given time in the system.

The Department anticipates achieving several efficiencies by adding batch and log monitoring with automated escalation through interactive voice recognition (IVR). First, it would be able to pro-actively respond to system issues. For example, if the memory is almost out for a piece of the system, this could be flagged before it reaches 0% available memory and can be remedied before it becomes an issue. The Department anticipates that there would be improved response time. Instead of checking the logs every few minutes, an error would be caught the instant it gets flagged and the IVR would call and notify whoever needs to take action in the span of a few seconds. Lastly, there would be reduced cleanup through early identification. If job A fails and job B runs three hours after job A but needs the results from job A, job A can be restarted immediately, and job B delayed as necessary to not interrupt the overall flow and not have to go back and manually intervene in the system if job B runs after job A failed. There would be minimal ongoing maintenance and licensing fees by adding advance monitoring to CBMS.

Automated User Acceptance Testing

Currently, the Department's User Acceptance Testing (UAT) team is responsible for testing of all projects, approximately thirty per build, implemented into CBMS production. This includes projects for both the Department and DHS, including PEAK, Division of Economic and Workforce Support (DEWS), SNAP, Child Care Automated Tracking System (CHAT), Automated Child Support Enforcement System (ACSES), and others. User acceptance is the final testing that is done on a project, and program areas depend on this testing to let them know that their projects are being put into production without defects.

With the increase in programmatic changes and enhancements in CBMS, the Department is required to increase the amount of testing it conducts to ensure the system changes do not create any defects, called regression testing. The Department has seen an increasing amount of regression test scenarios, leading to increased workload that is unmanageable for current staff. The Department has also been subject to continued risk of missing defects prior to project implementation; audit and quality findings missed in current testing capacity; and defects prior to project implementation in the production environment. These issues could be addressed with an automated tool to increase staff capacity to test and increase the amount of test case scenarios, and the Department would see reduced defects that make their way to CBMS production. This will also allow staff to expand their test scenario library and enable staff to analyze findings more deeply.

The Department requests funding to allow for automated UAT to support the UAT team through increasing the amount of regression test scenarios. If approved, the Department would be able to implement automated UAT prior to the re-procurement of CBMS so that testing scripts could be developed and adapted very quickly to test the various modules the Department intends to implement in the federally and state required re-procurement. This in turn would reduce defects, enable the Department to have more control over code going into production, enable load testing on Department-level environments, increase the number of test runs, and allow the Department to grow the size of its regression library. All of these will give client and county CBMS users a more reliable experience in CBMS and PEAK. It would also allow county partners a more stable system, thus increasing their timeliness.

Automation would also allow the CBMS UAT team to conduct system load testing, which is currently only done by the Department's vendor, Deloitte. Automated testing would allow the Department more control over the code going into CBMS production and ensure that it has been tested multiple times before moving to production. Reducing issues in CBMS would allow county users and PEAK users a more reliable experience. It would also help reduce staff down time because an increase in testing provides more opportunities to find issues or defects within the system prior to implementation.

Automation and Innovation Initiatives

The Department, in collaboration with DHS, requests funding to automate and innovate current processes for medical assistance, SNAP, and DHS financial programs and enhance support for the eligibility sites. This will lead to increased modernized eligibility systems to improve timely processing, enhanced member experience, and enhanced eligibility worker experience. Automating processes for simple cases will allow eligibility workers to redirect their focus and time for complex cases that may not be easily automated.

The Department has identified several opportunities for automation and innovation beyond the need for compliance required system changes. In this request, the Department has prioritized its top three initiatives that will greatly improve the eligibility determination process.

The following are the top three initiatives the Department would like to immediately implement:

1. Expansion of Intelligent Character Recognition (ICR) into CBMS

The Department requests funding for DDI pool hours so that it can expand the ICR functionality that has been implemented for the SNAP program. ICR is an AI platform specializing in character recognition and automation. The goal of implementing this proposal is to lessen the need for manual data entry of applications, change reports/periodic reports (forms that members submit to eligibility sites when changes occur), and verification documents for all programs that eligibility is determined in CBMS. In turn, this will reduce the number of individuals and cases exceeding processing guidelines (EPG) and improve the timely processing eligibility determinations, along with minimizing or preventing erroneous applicant denials or client termination due to untimely manual data entry into CBMS by the eligibility sites.

Using ICR functionality, a new case will be created in CBMS when an application is received by automatically populating the relevant fields. Then CBMS will follow the normal process of determining eligibility based on the information received, including requesting verifications. When a verification document is received, the ICR will associate it with the individual or case that is pending verification, the data from the document will be compared against the data in CBMS. If there is a match, CBMS will automatically update the client record as receiving the required documentation and update the data fields if applicable. Then a batch job will be run to automatically run eligibility on the case and approve or deny the eligibility.

For renewals, the ICR will follow the same process as above by updating CBMS with the new information and requesting missing verifications, if applicable. Once CBMS receives the verification documents, eligibility will automatically be determined. A similar process will take place for change and periodic reports.

As an example, from October 2023 to April 2024, the volume of PEAK applications, renewals, change reports, and periodic reports received was 108,497. Each of these documents uploaded into the system currently requires manual intervention by the eligibility sites. By implementing ICR functionality into CBMS, the data submitted in the documents would auto-populate and improve the processing time of eligibility determinations.

For medical assistance cases, the rules have been revised for 42 CFR § 435.912 (5)(i), so that change reports must now be processed within 30-calendar days from receipt of the change in circumstances. 42 CFR § 435.907(d)(1)(iii) requires the provision of 90-day reconsideration for applications, renewal and change in circumstances. The automation of processing the change reports will ensure the Department remains in compliance with this rule change.

The request would also allow DHS to expand the use of ICR to the remaining 20 counties for the SNAP Periodic Report Form (PRF) and ICR functionality for DHS renewals for the remaining 7 counties. It will expand the use of ICRs to the Medical Assistance Sites regardless of the in-house document management system in place.

2. Artificial Intelligence (AI) Generated Summary Page for Correspondence

In this initiative, the Department requests funding for DDI hours so that it can clean up the correspondence generation logic and create a new artificial intelligence (AI) generated summary page for all the letters sent out in the same packet.

The Office of State Auditor (OSA) conducted a Medicaid Correspondence Performance Audit (2261P) and submitted their findings to the Department in September 2023. The key concern was that the Department should improve its management of Medicaid correspondence. The Department does not have effective processes for identifying, updating, and implementing changes to Medicaid correspondence to ensure that correspondence is accurate, understandable, informative, and clear as directed by statute. Part of the key findings included that Medicaid members continue to receive CBMS generated letters with duplicated information, contradictory and confusing messages, unclear status, and directions to members on next steps, and complicated sentences and word choice.

Currently, letters are triggered by what has been entered into CBMS. While there is logic to mail the correspondence, there is also missing logic to check for duplicate or contradicting letters. Letters are also triggered by DHS program data entry that may also trigger medical assistance letters to be resent thereby confusing the applicant/member.

In contrast to previous funding the Department has received for client correspondence, the creation of an AI generated correspondence summary page will assist the recipient to understand what is included in the correspondence packet they received. It will help to generate a text-based summary for a client correspondence leveraging AI to simply explain complex notices. It will describe the actions required by the applicant/member to be taken for the correspondence received. With this, the Department anticipates this will decrease the number of denials of eligible applicants/members because they did not understand what they needed to provide to become or remain eligible.

3. Implementation of Interactive Voice Recognition (IVR) as a self-service tool for Members

Currently, all inbound member calls are handled by a customer service agent at the Medicaid Call Center. Due to call volume, the caller is typically placed into a queue regardless of the

reason for the call. This is an inefficient way of handling inbound calls when many could have been answered without the need for a human interaction.

In this initiative, the Department proposes to implement an automated self-service tool for members to get updates on their application/case without the need to speak to a live agent. Funding for DDI hours in this request would build functionality in CBMS enabling the IVR to respond to frequently asked questions (FAQs) through AI. This tool is also capable of making outbound calls and texts to members during key milestones in the benefits cycle.

These features would improve current member self-service capabilities and enhance their overall experience. By adding AI IVR functionality, the Department anticipates a reduced administrative burden of responding to FAQs, allowing agents to focus on more difficult or nuanced member inquiries. The Department expects that it will be able to respond to a higher volume of calls simultaneously and timely. Ultimately, these efficiencies would lead to an improved member interaction and experience.

To implement these three projects listed above, the Department requests a total of seven positions.

- Three contractors hired as Eligibility Systems Analyst IVs that will perform the system implementations of the new automation and innovation CBMS changes. Specifically, two of the positions will be responsible for initiating and supporting the CBMS and PEAK Systems Development Life Cycle (SDLC). They will be the program area points of contacts and will manage the project and ensure the performance of the vendor to successfully implement these key initiatives. The third position will be dedicated to the Technical Assistance Group (TAG) who perform analysis of Medical Assistance program Helpdesk tickets and recommend solutions or next steps.
- Two contractors hired as Eligibility Policy Advisor IVs that will perform policy definition and clarification, notice of action drafting, and ensure that the program policy compliance. The positions will participate and support the initiative throughout the CBMS and PEAK SDLC process.
- One state FTE and one contractor position hired as Eligibility Operations Analyst IVs that will participate in the oversight and administration of the initiative by assisting in the application, and utilization of policy, systems and operational requirements that are administered by the Department based upon Department principles and standards. These positions will write operational procedures and operational memos through research to identify best practices & specific initiative operational needs and monitor performance. These positions will coordinate, train, and facilitate technologies, people, and processes that relate to the delivery of the initiatives. These positions will provide essential consultation to management before deciding broad, critical program direction. The 1.0 state FTE is requested as ongoing.

Additionally, the positions will coordinate and manage projects, business processes and logistics of the initiatives. They will also supervise quality control and coordinate with any external partners, such as eligibility sites, involved in delivery of innovative initiatives. The positions contribute to data analysis for fiscal planning and reporting, federal and state reporting, and other requests. The positions also provide training and technical assistance to external stakeholders, such as eligibility sites, regarding initiative operations. In addition, the positions participate in quality assurance.

The Department does not require as many staff for these enhancements because the majority of the work will fall under Deloitte. State FTE will establish the requirements, provide policy clarification, participate in all aspects through implementation. The most complex portion of these enhancements are defining the requirements and ensuring alignment with federal and state policy. Once Deloitte defines how it will meet the State requirements, these FTE will be able to move to another project or may provide more focus on concurrent projects that are needed their guidance and expertise. The pool hour FTE will be responsible for implementing CBMS enhancements or changes that are beyond these three initiatives and will be responsible for ensuring implementation by specific deadlines to ensure compliance of the Department. Those projects generally have a quicker turnaround and are much larger in terms of the number of projects.

One of the Governor's Wildly Important Goals (WIG) is to "Keep Coloradans Covered" with an indicator of success for the Department to increase total member automated renewals (ex parte) monthly rate from 32% to at least 40% by June 30, 2024, to reduce the number of Medicaid and CHP+ members who will need to take an action to be renewed.

This request will allow for implementation of solutions that will both directly and indirectly meet the WIG. Although the ICR solution is not a part of the ex parte process, it will assist in ensuring that clients do not lose their benefits incorrectly due to untimely processing of verification documentation. The AI generated summary page for CBMS correspondence will assist members to understand what steps need to be taken so they will not lose coverage due to non-response. The implementation of an IVR solution can also assist members with FAQs to clarify what needs to be done to minimize the loss of benefits for failure to respond. These initiatives will indirectly support keeping Coloradans covered.

Also, by implementing the recommendations derived from the SB 22-235 final report, the Department can further reduce barriers to members keeping coverage. For instance, differing county policies and processes have negative member impact. One example was with inter-county transfers, and the lack of service delivery standards in this area resulted in that some members encounter barriers to keeping coverage across county lines.

Supporting Evidence and Evidence Designation

The Department assumes that an Evidence Designation is not applicable to this request because the request does not meet the statutory definition for a program or practice. To be considered a program or practice, the request must have specific outcomes, a target population, and defined and replicable elements.

The Department does expect that the request will improve its operations and county and Medicaid member experience. For example, various objectives that the Department expects to accomplish with the requested funding are a decrease LTC and Medicaid member application renewal escalations, reduced county application and renewal backlogs, reduced member applications and renewals pending for verifications, reduce exceeding processing guidelines (EPG) pending for verifications, and increased processing timelines of the volume of PEAK applications, renewals, change, and periodic reporting received.

These objectives all focus around a more positive Medicaid member experience, allowing for better customer service, and minimal benefit and service interruption. Many components of the request are focused on increased automation of CBMS, which will help

reduce the level of county eligibility worker manual intervention, and free up that time for them to focus on more complex cases and other more meaningful interaction.

Promoting Equitable Outcomes

The Department has identified this request as equity-positive, given that it has the potential to affect disparities and improve outcomes for a wide range of underserved, marginalized, and adversely affected groups in various components of this request.

When Medicaid members and LTC members go through the application or renewal process, there is a possibility that it might take longer than expected to receive their benefits, or they may lose their benefits, which lead to increased grievances and escalations. The LTC population is highly vulnerable, and any overlap in coverage can result in devastating impacts the member.

Many components of this request are helping to reduce renewal escalations and increase outreach and timeliness so all members, including LTC members, can receive additional support and continue with their coverage uninterrupted. Additionally, some staff requested in this request will help ensure populations such as non-native English speakers have an avenue for recourse if they cannot successfully work with their counties. Also, service delivery standards, or lack thereof, can present barriers to families and individuals of differing backgrounds from getting or keeping coverage. By implementing these standards through various proposals within this request, the Department can positively influence counties to reduce these barriers to coverage.

Assumptions and Calculations

Detailed calculations can be found in Appendix A

The Department assumes that all federal match is specific to Medicaid's share of the cost.

Where appropriate, the Department has leveraged the Colorado Healthcare Affordability & Sustainability Fee Cash Fund, making up 33.00% of the state match.

County Escalations Resolution Unit

The Department requests a combination of three contractor positions and four state employees for this unit. Contractor pay was determined by identifying current negotiated contractor rates for the three positions the Department proposes to continue. The Department assumes a 50% FFP for these staff. Based on recent data, the Department assumes that it will receive approximately 1,000 escalation tickets to work a month. On average, it takes a worker 2.5 hours per ticket to achieve resolution, resulting in the need for four FTEs.

The Department estimates an annual cost of \$2,070 per salesforce license, which would allow each county and CMA user access to the escalation tracking system so staff and stakeholders can manage escalations. It is estimated that the 11 large counties and 15 CMA sites will require 2 licenses per site, while the 28 medium counties and 25 small counties will require 1 license per site. The Department assumes a 75% FFP for licensing costs.

SB 22-235 Recommendation 3: Improve Hiring and Retention Practices

The Department assumes that it would contract with a vendor at a rate of \$196. The Department anticipates that the contractor would need about 2,041 hours in year one to collect and analyze eligibility worker pay scales and duties across the state, and recommend different modifications to the funding model. After the first year, the Department assumes the ongoing cost for salary analysis, caseload ratio updates, and LTSS salary analysis would be around 1,276 hours. The Department assumes a 50% FFP for contractor costs.

County Administration Funding

Based on county expenditure data from the county financial management system (CFMS) as of May 2024, the Department identified 67.10% of county work as enhanced activity, in which costs are eligible for 75% FFP, with state funds covering 15.00% and local funds covering 10.00%. The Department identified the remaining 32.90% of county work as non-enhanced activity, in which costs are eligible for 50% FFP, with state funds covering 30.00% and local funds covering 20.00%.

Program Area Natural Dialog Assistant (PANDA)

For one component of this request, the Department would contract for three staff that would gather an array of information, such as statutes, rules, policy memos, guides, question/answer documents, and policy training documents, to create an initial single, cross-program policy manual. The rate of pay was determined by identifying the salary, in addition to benefits and operating costs, of the state equivalent of the position classifications. Funding is for FY 2025-26 and FY 2026-27 only. The Department assumes a 90% FFP for these contractor costs.

The Department also requested 1.0 ongoing state FTE to support this initiative. The Department assumes a 75% FFP for this position.

The Department would also contract for one other position that would be responsible for providing any system documentation to be included in the Eligibility Systems related repository. For CBMS data entry questions, the position would also be responsible for identifying training needs and provide the step-by-step process to produce new or update any CBMS worker training materials. The rate of pay was determined by identifying the midpoint salary, in addition to benefits and operating costs, of the state equivalent of the position classification. Funding is for FY 2025-26 and FY 2026-27 only. The Department assumes a 90% FFP for this contractor cost.

Lastly, the Department has worked with its current CBMS vendor, Deloitte, to get a cost estimate of expanding PANDA to include Medicaid policy and data plus expand the array of SNAP policy and data. The Department assumes that DDI costs are eligible for 90% FFP and that M&O and licensing/usage costs are eligible for 75% FFP.

Additional CBMS Pool Hours

Negotiated rates with Deloitte for all CBMS programming costs are \$132.08 in FY 2025-26. The Department assumes costs for 20,000 annual pool hours. The Department assumes a 90% FFP for CBMS pool hour costs.

The Department assumes that the FTE requested for the additional pool hours would receive an average 75% FFP. These staff will time report on their activities, and while many duties will fall

under 90% FFP, there will also be activities that fall under M&O and time off, which are at a lower match rate.

Additional pool hours of this amount require 107 additional Salesforce licenses, both for the requested staff and a buffer of 100 licenses for utilization expansion with the implementation of additional functionality and increase in end user count. The Department assumes a 75% FFP for the costs of licenses.

Replace Mulesoft Data Sync with Apache Kafka Connect

The Department has worked with its current CBMS vendor, Deloitte, to get a cost estimate of using Apache Kafka Connect as its data synchronization framework. The Department assumes that the DDI costs for Apache Kafka Connect are one-time in FY 2025-26 and that there is an ongoing pay-by-usage cost for the AWS managed version of \$250,000. The Apache Software Foundation is a long-standing open source platform that has minimal costs and the Department does not expect this to change in the future.

The Department's current annual Mulesoft Data Sync licensing cost is \$1M per year. The Department would use this cost savings in FY 2025-26 to offset the one-time DDI costs of Apache Kafka Connect, and then starting in FY 2026-27, \$750,000 of savings would be realized each year after offsetting the usage fee.

The Department assumes that DDI costs are eligible for 90% FFP, and that ongoing usage costs are eligible for 75% FFP.

Advance Monitoring through Interactive Voice Recognition (IVR)

The Department has worked with its current CBMS vendor, Deloitte, to get a cost estimate of adding batch and log monitoring with automated escalation through IVR. The Department assumes that the DDI costs are one-time in FY 2025-26 and the maintenance and operations (M&O) and licensing fees are ongoing.

The Department assumes that DDI costs are eligible for 90% FFP, and that M&O and licensing costs are eligible for 75% FFP.

Automated User Acceptance Testing

The Department has worked with a vendor to price out a cost estimate of adding automated UAT functionality. This includes both browser and mobile app testing. The Department assumes that these are annual ongoing costs and are eligible for 75% FFP.

Expansion of Intelligent Character Recognition (ICR) into CBMS

The Department has worked with its current CBMS vendor, Deloitte, to get a cost estimate of expanding ICR into CBMS. The Department assumes that the DDI costs are one-time in FY 2025-26 and the maintenance and operations (M&O) and licensing fees are ongoing.

Where applicable, technology costs will be covered through a shared cost allocation model, where costs are roughly based on current statistics: 60% Medicaid, 40% DHS. The Department assumes that DDI costs are eligible for 90% Federal Financial Participation (FFP), and that M&O and licensing costs are eligible for 75% FFP. Of the CDHS costs, 88% are SNAP, which would have a 50% federal match; the remaining 12% would be federal TANF (7%) and Adult Financial (5%) funds. DHS will submit the corresponding non-prioritized funding request for their component.

The Department would contract for 6 positions to expand ICR into CBMS. The rate of pay was determined by identifying the salary midpoint, in addition to benefits and operating costs, of the state equivalent of the position classifications. Funding is for FY 2025-26 and FY 2026-27 only. The Department assumes a 90% FFP for the contractor costs.

The Department also requested 1.0 ongoing state FTE to support this initiative. The Department assumes a 75% FFP for this position.

Artificial Intelligence (AI) Generated Summary Page for Correspondence

The Department has worked with its current CBMS vendor, Deloitte, to get a cost estimate of creating functionality of an AI generated correspondence summary page. The Department assumes that the DDI costs are one-time in FY 2025-26 and the maintenance and operations (M&O) and licensing fees are ongoing.

Where applicable, technology costs will be covered through a shared cost allocation model, where costs are roughly based on current statistics: 60% Medicaid, 40% DHS. The Department assumes that DDI costs are eligible for 90% Federal Financial Participation (FFP), and that M&O and licensing costs are eligible for 75% FFP. Of the CDHS costs, 88% are SNAP, which would have a 50% federal match; the remaining 12% would be federal TANF (7%) and Adult Financial (5%) funds. DHS will submit the corresponding non-prioritized funding request for their component.

Implement of Interactive Voice Recognition (IVR) as a Self-Service Tool for Members

The Department has worked with its current CBMS vendor, Deloitte, to get a cost estimate of adding functionality of an automated self-service tool for members. The Department assumes that the DDI costs are one-time in FY 2025-26 and the maintenance and operations (M&O) and licensing fees are ongoing.

Where applicable, technology costs will be covered through a shared cost allocation model, where costs are roughly based on current statistics: 60% Medicaid, 40% DHS. The Department assumes that DDI costs are eligible for 90% Federal Financial Participation (FFP), and that M&O and licensing costs are eligible for 75% FFP. Of the CDHS costs, 88% are SNAP, which would have a 50% federal match; the remaining 12% would be federal TANF (7%) and Adult Financial (5%) funds. DHS will submit the corresponding non-prioritized funding request for their component.

Salesforce Licenses

The Department estimates an annual cost of \$2,203 per salesforce license, allowing for user access to the escalation tracking system so staff can manage escalations. Where applicable, license costs have been included for FTE and contractors requiring access to the escalations tracking system.

County and Case Management Escalations Unit

Position Name	Position Classification	Number of FTE	Descriptions
County Escalations Program & Contract Manager	Administrator V	1.0	This position would supervise the team, manage the escalation contract and handle white glove complaints, such as Executive Director, legislative, federal and other high-profile issues. The position would also determine adequate business process standards, address community feedback regarding escalations worked by the team, create dashboards/reporting for Executive Leadership Team, and coordinate with the county compliance team on outstanding compliance issues with counties.
County Escalations Specialist	Administrator IV	1.0	This position would support general (MAGI) escalations, complaints and discrimination concerns. The position would research CBMS, compile case actions, update CBMS and/or direct the county to update CBMS, contact members, advocates, and providers, and update Salesforce. Tracking and monitoring of work is necessary for timely resolution of escalations. Discrimination complaints managed by this position also require case research and determination if the county took the appropriate action in compliance with federal and state civil rights laws.
County LTSS Escalations Specialist	Administrator IV	1.0	This position would support LTSS member escalations, nursing facilities and providers working with counties. LTSS escalations account for half of all escalations, but require double the resolution time, due to the complexity of cases. The position would research CBMS, compile case actions, update CBMS and/or direct the county to update CBMS, direct the case management agency/nursing facility/provider to take specific actions to assist in resolution (such as

Position Name	Position Classification	Number of FTE	Descriptions
			the level of care), contact members, advocates, and providers, and update Salesforce. Tracking and monitoring of work is necessary for timely resolution of escalations.
County Spanish Escalations Specialist	Administrator IV	1.0	This position would support Spanish and other language escalations and complaints. The position would research CBMS, compile case actions, update CBMS and/or direct the county to update CBMS, contact members, advocates, and providers, and update Salesforce. Tracking and monitoring of work is necessary for timely resolution of escalations. Because this position works with individuals of non-English proficiency, this position would need to be trained in cultural competencies and language translation and coordination. Tracking and monitoring of work is necessary for timely resolution of escalations.

SB 22-235 Implementation- Phase I

Position Name	Position Classification	Number of FTE	Descriptions
Complex Case Resolution Specialist (Quick Win 1)	Administrator III	1.0	This position would assist counties with complex cases that are not escalated to the Department. Rather, this position would provide a dedicated resource for counties to access on complex cases that they normally process but need state policy support on. The position would also coordinate with DHS, as needed, on the responses, when multiple programs are involved.
County Administration Process Standards and	Administrator IV	1.0	This position would develop county business process standards, implement standards in rule/contracts, and align administrative requirements w/ DHS. This position would also

Position Name	Position Classification	Number of FTE	Descriptions
Policy Advisor (Rec 1)			conduct ongoing research and analysis on best practices for county administration and manage the vendor conducting the salary analyses.
County Communications Coordinator (Rec 5)	Administrator III	1.0	This position would manage and direct the one-stop-shop portal and policy manual process in collaboration with DHS. It would also improve broader communication, toolkits and websites, templates.
County Liaison (Rec 5)	Liaison IV	1.0	This position would improve relationship and collaboration with counties, while establishing standards for the Department to ensure adequate, proactive engagement with counties on policy and rule changes. Position also creates a feedback loop to help ensure county partners are heard.

Program Area Natural Dialog Assistant (PANDA)

Position Name	Position Classification	Number of FTE	Descriptions
Eligibility Operations Analyst	Analyst IV	1.0	This position would participate in the operational oversight and administration of PANDA by assisting in the application, and utilization of policy, systems and operational requirements for PANDA based upon Department principles and standards. The position will coordinate and manage projects, business processes and logistics of PANDA, and will also supervise quality control and coordinate any external partners, such as eligibility sites, involved in uptake and use of PANDA.

CBMS Additional Pool Hours

Position Name	Position Classification	Number of FTE	Descriptions
UAT Testers	Analyst IV	1.0	This position develops and executes software tests for CBMS, document results and are involved in troubleshooting issues and debugging software. The position is critical in validating and certifying that projects are working correctly within the system prior to them going live through a system build.
Systems Team	Analyst IV	1.0	This position helps maintain operational efficiency and provides expert-level support for CBMS and PEAK applications. This role serves as a key resource for the Department, offering in-depth knowledge of Medicaid and CHP+ programs and ensuring compliance with federal and state regulations.
PEAK Analyst	Analyst IV	1.0	This position manages projects impacting PEAK, identifying user experience (UX) best practices for visual designs and impacts on the integrated product work for users, ensuring stakeholders are engaged, and review language enhancements. The analyst will serve as integrators between policy, CBMS operations, and intuitive smartphone interactions of people accessing benefits.
Policy Subject Matter Experts	Policy Advisor IV	1.0	This position helps with interpreting and implementing policy for Medical Assistance Programs in compliance with state and federal regulations. The position ensures eligibility for a range of categorical assistance programs through meticulous research, analysis, and effective communication with stakeholders.
Eligibility Operations Analyst	Analyst IV	1.0	This position helps with operationalizing and ensuring the effective implementation of the Department's Medicaid and CHP+ program compliance, encompassing policies, system implementation, business processes, and performance across eligibility sites in

Position Name	Position Classification	Number of FTE	Descriptions
			Colorado. It ensures maximum operational and business process benefit of the change.
Eligibility Policy Supervisor	Policy Advisor V	1.0	<p>This position acts as a supervisor of the Eligibility Policy Section and is essential to effectively allocate resources within the work unit, ensuring compliance with state and federal mandates. This role plays a crucial part in personnel management, overseeing daily operations, planning and executing work tasks, and engaging with legislative and budgetary cycles on eligibility policy matters. Regular updates provided to Department management on eligibility issues offer insights into their impact on clients and the Department's budget.</p>
SDC Training Developer	Training Specialist III	1.0	<p>This position ensures that statewide eligibility site workers process applications for Public Assistance Programs (DHS and HCPF programs) accurately in CBMS and in compliance with federal and state rules, regulations, policy and guidance. The position identifies new and efficient measures to improve eligibility site workers' performance through interactive training content and assessments. Materials and training developed and provided by these positions are relied upon to ensure proper and accurate eligibility determinations. Not only do they create materials for CBMS build training, but also new hire, ongoing, and on demand training requests from county and state partners. The position is also required to follow and adhere to accessibility requirements.</p>

CBMS Improvements and Automation

Position Name	Position Classification	Number of FTE	Descriptions
Eligibility Operations Analyst	Analyst IV	1.0	This position would participate in the oversight and administration of the initiative by assisting in the application, and utilization of policy, systems and operational requirements that are administered by the Department based upon Department principles and standards. The position will coordinate and manage projects, business processes and logistics of the initiatives. They will also supervise quality control and coordinate any external partners, such as eligibility sites, involved in delivery of innovative initiatives.

Table 1.1 Summary by Line Item FY 2025-26									
Row	Line Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
A	(1) Executive Director's Office; (A) General Administration; Personal Services	\$1,273,477	15.7	\$298,500	\$151,569	\$67,955	\$755,453	Blended	Tables 14 through 17: FTE and Operating
B	(1) Executive Director's Office; (A) General Administration; Health, Life, and Dental	\$216,784	0.0	\$51,519	\$26,135	\$10,288	\$128,842	Blended	Tables 14 through 17: FTE and Operating
C	(1) Executive Director's Office; (A) General Administration; Short-term Disability	\$1,667	0.0	\$397	\$200	\$65	\$1,005	Blended	Tables 14 through 17: FTE and Operating
D	(1) Executive Director's Office; (A) General Administration; Unfunded Liability AED Payments	\$110,948	0.0	\$26,402	\$13,409	\$4,318	\$66,819	Blended	Tables 14 through 17: FTE and Operating
E	(1) Executive Director's Office; (A) General Administration; Paid Family and Medical Leave Insurance	\$4,991	0.0	\$1,187	\$603	\$195	\$3,006	Blended	Tables 14 through 17: FTE and Operating
F	(1) Executive Director's Office; (A) General Administration; Operating Expenses	\$157,127	0.0	\$36,483	\$18,552	\$7,875	\$94,217	Blended	Tables 14 through 17: FTE and Operating
G	(1) Executive Director's Office; (A) General Administration; Leased Space	\$78,107	0.0	\$18,560	\$9,417	\$3,707	\$46,423	Blended	Tables 14 through 17: FTE and Operating
H	(1) Executive Director's Office; (A) General Administration; Payments to OIT	\$451,615	0.0	\$74,049	\$39,807	\$0	\$337,759	Blended	Table 2.1 DETAIL Row A.5 + Row I.5
I	(1) Executive Director's Office; (A) General Administration; General Professional Services	\$2,073,512	0.0	\$349,872	\$181,775	\$0	\$1,541,865	Blended	Table 2.1 DETAIL Row A.4 + Row E + Row F.4 + Row M.2
J	(1) Executive Director's Office; (B) Information Technology Contracts and Projects; Colorado Benefits Management System, Operating and Contract Expenses	\$12,802,690	0.0	\$631,614	\$389,846	\$2,060,667	\$9,720,563	Blended	Table 2.1 DETAIL Row F.5 + Row I.1 + Row K + Row L + Row M.1 + Row M.6 + Row M.7
K	(1) Executive Director's Office; (B) Information Technology Contracts and Projects; Colorado Benefits Management System, Security Staff Development Center	\$75,257	0.0	\$24,685	\$12,709	\$0	\$37,863	Blended	Table 16 FTE and Operating (SDD positions only)
L	(1) Executive Director's Office, (C) Eligibility Determinations and Client Services, County Administration	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Table 2.1 DETAIL Row G
M	Subtotal- HCPF	\$38,246,175	15.7	\$4,137,117	\$5,199,974	\$2,155,070	\$26,754,014	Blended	Sum: Rows A through L
Department of Human Services									
N	(4) Office of Economic Security; (B) Colorado Benefits Management System; (1) Ongoing Expenses, Operating and Contract Expenses	\$2,060,667	0.0	\$964,794	\$88,402	\$0	\$1,007,471	N/A	Table 16 FTE and Operating
O	(4) Office of Economic Security; (B) Colorado Benefits Management System; (2) Special Projects, Health Care and Economic Security Staff Development Center	\$19,146	0.0	\$8,964	\$821	\$0	\$9,361	N/A	Table 16 FTE and Operating (SDD positions only)
P	Subtotal- DHS	\$2,079,813	0.0	\$973,758	\$89,223	\$0	\$1,016,832	N/A	Sum: Rows N through O
Q	Total Request	\$40,325,988	15.7	\$5,110,875	\$5,289,197	\$2,155,070	\$27,770,846	N/A	Total: Row M + Row P

Table 1.2 Summary by Line Item FY 2026-27									
Row	Line Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
A	(1) Executive Director's Office; (A) General Administration; Personal Services	\$1,382,755	17.0	\$324,456	\$164,747	\$72,413	\$821,139	Blended	Tables 14 through 17: FTE and Operating
B	(1) Executive Director's Office; (A) General Administration; Health, Life, and Dental	\$253,302	0.0	\$60,192	\$30,541	\$12,022	\$150,547	Blended	Tables 14 through 17: FTE and Operating
C	(1) Executive Director's Office; (A) General Administration; Short-term Disability	\$1,924	0.0	\$458	\$231	\$76	\$1,159	Blended	Tables 14 through 17: FTE and Operating
D	(1) Executive Director's Office; (A) General Administration; Unfunded Liability AED Payments	\$120,587	0.0	\$28,695	\$14,573	\$4,693	\$72,626	Blended	Tables 14 through 17: FTE and Operating
E	(1) Executive Director's Office; (A) General Administration; Paid Family and Medical Leave Insurance	\$5,428	0.0	\$1,293	\$655	\$212	\$3,268	Blended	Tables 14 through 17: FTE and Operating
F	(1) Executive Director's Office; (A) General Administration; Operating Expenses	\$40,538	0.0	\$8,774	\$4,496	\$2,342	\$24,926	Blended	Tables 14 through 17: FTE and Operating
G	(1) Executive Director's Office; (A) General Administration; Leased Space	\$78,107	0.0	\$18,560	\$9,417	\$3,707	\$46,423	Blended	Tables 14 through 17: FTE and Operating
H	(1) Executive Director's Office; (A) General Administration; Payments to OIT	\$451,615	0.0	\$74,049	\$39,807	\$0	\$337,759	Blended	Table 2.2 DETAIL Row A.5 + Row I.5
I	(1) Executive Director's Office; (A) General Administration; General Professional Services	\$1,923,512	0.0	\$299,622	\$157,025	\$0	\$1,466,865	Blended	Table 2.2 DETAIL Row A.4 + Row E + Row F.4 + Row M.2
J	(1) Executive Director's Office; (B) Information Technology Contracts and Projects; Colorado Benefits Management System, Operating and Contract Expenses	\$4,310,712	0.0	\$391,576	\$222,105	\$338,495	\$3,358,536	Blended	Table 2.2 DETAIL Row F.5 + Row I.1 + Row K + Row L + Row M.1 + Row M.6 + Row M.7
K	(1) Executive Director's Office; (B) Information Technology Contracts and Projects; Colorado Benefits Management System, Security Staff Development Center	\$76,108	0.0	\$24,966	\$12,851	\$0	\$38,291	Blended	Table 16 FTE and Operating (SDD positions only)
L	(1) Executive Director's Office; (C) Eligibility Determinations and Client Services, County Administration	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Table 2.2 DETAIL Row G
M	Subtotal- HCPF	\$29,644,588	17.0	\$3,856,490	\$5,012,400	\$433,960	\$20,341,738	Blended	Sum: Rows A through L
Department of Human Services									
N	(4) Office of Economic Security; (B) Colorado Benefits Management System; (1) Ongoing Expenses, Operating and Contract Expenses	\$338,495	0.0	\$158,481	\$14,522	\$0	\$165,492	N/A	Table 16 FTE and Operating
O	(4) Office of Economic Security; (B) Colorado Benefits Management System; (2) Special Projects, Health Care and Economic Security Staff Development Center	\$19,357	0.0	\$9,064	\$830	\$0	\$9,463	N/A	Table 16 FTE and Operating (SDD positions only)
P	Subtotal- DHS	\$357,852	0.0	\$167,545	\$15,352	\$0	\$174,955	N/A	Sum: Rows N through O
Q	Total Request	\$30,002,440	17.0	\$4,024,035	\$5,027,752	\$433,960	\$20,516,693	N/A	Total: Row M + Row P

Table 1.3 Summary by Line Item FY 2027-28 and Ongoing									
Row	Line Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
A	(1) Executive Director's Office; (A) General Administration; Personal Services	\$1,382,755	17.0	\$324,456	\$164,747	\$72,413	\$821,139	Blended	Tables 14 through 17: FTE and Operating
B	(1) Executive Director's Office; (A) General Administration; Health, Life, and Dental	\$253,302	0.0	\$60,192	\$30,541	\$12,022	\$150,547	Blended	Tables 14 through 17: FTE and Operating
C	(1) Executive Director's Office; (A) General Administration; Short-term Disability	\$1,924	0.0	\$458	\$231	\$76	\$1,159	Blended	Tables 14 through 17: FTE and Operating
D	(1) Executive Director's Office; (A) General Administration; Unfunded Liability AED Payments	\$120,587	0.0	\$28,695	\$14,573	\$4,693	\$72,626	Blended	Tables 14 through 17: FTE and Operating
E	(1) Executive Director's Office; (A) General Administration; Paid Family and Medical Leave Insurance	\$5,428	0.0	\$1,293	\$655	\$212	\$3,268	Blended	Tables 14 through 17: FTE and Operating
F	(1) Executive Director's Office; (A) General Administration; Operating Expenses	\$40,538	0.0	\$8,774	\$4,496	\$2,342	\$24,926	Blended	Tables 14 through 17: FTE and Operating
G	(1) Executive Director's Office; (A) General Administration; Leased Space	\$78,107	0.0	\$18,560	\$9,417	\$3,707	\$46,423	Blended	Tables 14 through 17: FTE and Operating
H	(1) Executive Director's Office; (A) General Administration; Payments to OIT	\$451,615	0.0	\$74,049	\$39,807	\$0	\$337,759	Blended	Table 2.3 DETAIL Row A.5 + Row I.5
I	(1) Executive Director's Office; (A) General Administration; General Professional Services	\$643,864	0.0	\$215,694	\$106,238	\$0	\$321,932	Blended	Table 2.3 DETAIL Row A.4 + Row E + Row F.4 + Row M.2
J	(1) Executive Director's Office; (B) Information Technology Contracts and Projects; Colorado Benefits Management System, Operating and Contract Expenses	\$4,310,712	0.0	\$391,576	\$222,105	\$338,495	\$3,358,536	Blended	Table 2.3 DETAIL Row F.5 + Row I.1 + Row K + Row L + Row M.1 + Row M.6 + Row M.7
K	(1) Executive Director's Office; (B) Information Technology Contracts and Projects; Colorado Benefits Management System, Security Staff Development Center	\$76,108	0.0	\$24,966	\$12,851	\$0	\$38,291	Blended	Table 16 FTE and Operating (SDD positions only)
L	(1) Executive Director's Office; (C) Eligibility Determinations and Client Services, County Administration	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Table 2.3 DETAIL Row G
M	Subtotal- HCPF	\$28,364,940	17.0	\$3,772,562	\$4,961,613	\$433,960	\$19,196,805	Blended	Sum: Rows A through L
Department of Human Services									
N	(4) Office of Economic Security; (B) Colorado Benefits Management System; (1) Ongoing Expenses, Operating and Contract Expenses	\$338,495	0.0	\$158,481	\$14,522	\$0	\$165,492	N/A	Table 16 FTE and Operating
O	(4) Office of Economic Security; (B) Colorado Benefits Management System; (2) Special Projects, Health Care and Economic Security Staff Development Center	\$19,357	0.0	\$9,064	\$830	\$0	\$9,463	N/A	Table 16 FTE and Operating (SDD positions only)
P	Subtotal- DHS	\$357,852	0.0	\$167,545	\$15,352	\$0	\$174,955	N/A	Sum: Rows N through O
Q	Total Request	\$28,722,792	17.0	\$3,940,107	\$4,976,965	\$433,960	\$19,371,760	N/A	Total: Row M + Row P

Table 2.1- SUMMARY Summary by Initiative FY 2025-26									
Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
County Esclations Resolution Unit									
A	County and Case Management Agency Escalations Unit	\$1,083,014	3.7	\$323,247	\$160,919	\$0	\$598,848	Blended	Table 2.1 DETAIL Row A
SB 22-235 Implementation- Phase 1									
B	Quick Win 1- Create Opportunities for State and County Collaboration	\$92,200	0.9	\$30,887	\$15,213	\$0	\$46,100	50.00%	Table 2.1 DETAIL Row C
C	Recommendation 1- Develop Business Process Standards	\$106,636	0.9	\$35,724	\$17,594	\$0	\$53,318	50.00%	Table 2.1 DETAIL Row D
D	Recommendation 3- Improving Hiring and Retention Practices	\$400,000	0.0	\$134,000	\$66,000	\$0	\$200,000	50.00%	Table 2.1 DETAIL Row E
E	Recommendation 5- Improve Policy Documentation and Dissemination	\$1,417,223	2.8	\$148,703	\$81,237	\$130,886	\$1,056,397	Blended	Table 2.1 DETAIL Row F
F	County Administration Funding	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Table 2.1 DETAIL Row G
G	Subtotal	\$23,016,059	4.6	\$2,973,163	\$4,535,996	\$130,886	\$15,376,014	N/A	Subtotal: Row B + C + D + E + F
CBMS Pool Hours									
H	Increase CBMS Pool Hours	\$3,707,073	6.4	\$344,823	\$196,509	\$94,403	\$3,071,338	Blended	Table 2.1 DETAIL Row I
CBMS Improvements and Automation									
I	CBMS Technical Improvements, Automated User Acceptance Testing, and Automation and Innovation Initiatives	\$10,440,029	0.9	\$495,884	\$306,550	\$1,929,781	\$7,707,814	N/A	Table 2.1 DETAIL Row N
J	Total Request- HCPF	\$38,246,175	15.7	\$4,137,117	\$5,199,974	\$2,155,070	\$26,754,014	N/A	Total: Row G + Row H + Row I
Department of Human Services									
K	PANDA and CBMS- DHS	\$2,079,813	0.0	\$973,758	\$89,223	\$0	\$1,016,832	N/A	Table 2.1 DETAIL Row R
L	Total Request	\$40,325,988	15.7	\$5,110,875	\$5,289,197	\$2,155,070	\$27,770,846	N/A	Total: Row J + Row K

Table 2.2 SUMMARY Summary by Initiative FY 2026-27									
Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
County Esclations Resolution Unit									
A	County and Case Management Agency Escalations Unit	\$1,094,240	4.0	\$327,008	\$162,772	\$0	\$604,460	Blended	Table 2.2 DETAIL Row A
SB 22-235 Implementation- Phase 1									
B	Quick Win 1- Create Opportunities for State and County Collaboration	\$93,262	1.0	\$31,243	\$15,388	\$0	\$46,631	50.00%	Table 2.2 DETAIL Row C
C	Recommendation 1- Develop Business Process Standards	\$108,953	1.0	\$36,499	\$17,978	\$0	\$54,476	50.00%	Table 2.2 DETAIL Row D
D	Recommendation 3- Improving Hiring and Retention Practices	\$250,000	0.0	\$83,750	\$41,250	\$0	\$125,000	50.00%	Table 2.2 DETAIL Row E
E	Recommendation 5- Improve Policy Documentation and Dissemination	\$915,633	3.0	\$134,474	\$71,286	\$28,008	\$681,865	Blended	Table 2.2 DETAIL Row F
F	County Administration Funding	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Table 2.2 DETAIL Row G
G	Subtotal	\$22,367,848	5.0	\$2,909,815	\$4,501,854	\$28,008	\$14,928,171	N/A	Subtotal: Row B + C + D + E + F
CBMS Pool Hours									
H	Increase CBMS Pool Hours	\$3,724,846	7.0	\$347,703	\$198,050	\$95,465	\$3,083,628	Blended	Table 2.2 DETAIL Row I
CBMS Improvements and Automation									
I	CBMS Technical Improvements, Automated User Acceptance Testing, and Automation and Innovation Initiatives	\$2,457,654	1.0	\$271,964	\$149,724	\$310,487	\$1,725,479	N/A	Table 2.2 DETAIL Row N
J	Total Request- HCPF	\$29,644,588	17.0	\$3,856,490	\$5,012,400	\$433,960	\$20,341,738	N/A	Total: Row G + Row H + Row I
Department of Human Services									
K	PANDA and CBMS- DHS	\$357,852	0.0	\$167,545	\$15,352	\$0	\$174,955	N/A	Table 2.2 DETAIL Row R
L	Total Request	\$30,002,440	17.0	\$4,024,035	\$5,027,752	\$433,960	\$20,516,693	N/A	Total: Row J + Row K

Table 2.3 SUMMARY Summary by Initiative FY 2027-28 and Ongoing									
Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
County Esclations Resolution Unit									
A	County and Case Management Agency Escalations Unit	\$1,094,240	4.0	\$327,008	\$162,772	\$0	\$604,460	Blended	Table 2.3 DETAIL Row A
SB 22-235 Implementation- Phase 1									
B	Quick Win 1- Create Opportunities for State and County Collaboration	\$93,262	1.0	\$31,243	\$15,388	\$0	\$46,631	50.00%	Table 2.3 DETAIL Row C
C	Recommendation 1- Develop Business Process Standards	\$108,953	1.0	\$36,499	\$17,978	\$0	\$54,476	50.00%	Table 2.3 DETAIL Row D
D	Recommendation 3- Improving Hiring and Retention Practices	\$250,000	0.0	\$83,750	\$41,250	\$0	\$125,000	50.00%	Table 2.3 DETAIL Row E
E	Recommendation 5- Improve Policy Documentation and Dissemination	\$451,481	3.0	\$104,031	\$52,865	\$28,008	\$266,577	Blended	Table 2.3 DETAIL Row F
F	County Administration Funding	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Table 2.3 DETAIL Row G
G	Subtotal	\$21,903,696	5.0	\$2,879,372	\$4,483,433	\$28,008	\$14,512,883	N/A	Subtotal: Row B + C + D + E + F
CBMS Pool Hours									
H	Increase CBMS Pool Hours	\$3,724,846	7.0	\$347,703	\$198,050	\$95,465	\$3,083,628	Blended	Table 2.3 DETAIL Row I
CBMS Improvements and Automation									
I	CBMS Technical Improvements, Automated User Acceptance Testing, and Automation and Innovation Initiatives	\$1,642,158	1.0	\$218,479	\$117,358	\$310,487	\$995,834	N/A	Table 2.3 DETAIL Row N
J	Total Request- HCPF	\$28,364,940	17.0	\$3,772,562	\$4,961,613	\$433,960	\$19,196,805	N/A	Total: Row G + Row H + Row I
Department of Human Services									
K	PANDA and CBMS- DHS	\$357,852	0.0	\$167,545	\$15,352	\$0	\$174,955	N/A	Table 2.3 DETAIL Row R
L	Total Request	\$28,722,792	17.0	\$3,940,107	\$4,976,965	\$433,960	\$19,371,760	N/A	Total: Row J + Row K

Table 2.1 DETAIL Summary by Initiative FY 2025-26									
Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
County Esclations Resolution Unit									
A	County and Case Management Agency Escalations Unit	\$1,083,014	3.7	\$323,247	\$160,919	\$0	\$598,848	Blended	Sum: Row A.1 through A.5
A.1	FTE- Personal Services	\$318,256	3.7	\$106,616	\$52,512	\$0	\$159,128	50.00%	Table 14 FTE and Operating
A.2	FTE- POTS	\$81,463	0.0	\$27,290	\$13,441	\$0	\$40,732	50.00%	Table 14 FTE and Operating
A.3	FTE- Operating, Leased Space, Licenses	\$58,116	0.0	\$19,469	\$9,589	\$0	\$29,058	50.00%	Table 14 FTE and Operating
A.4	Contractor Costs	\$393,864	0.0	\$131,944	\$64,988	\$0	\$196,932	50.00%	Table 3.1 Row D
A.5	County and CMA Software Licenses	\$231,315	0.0	\$37,928	\$20,389	\$0	\$172,998	CBMS Allocation	Table 4.1 Row E
B	Subtotal	\$1,083,014	3.7	\$323,247	\$160,919	\$0	\$598,848	N/A	Total: Row A
SB 22-235 Implementation- Phase 1									
C	Quick Win 1- Create Opportunities for State and County Collaboration	\$92,200	0.9	\$30,887	\$15,213	\$0	\$46,100	50.00%	Sum: Row C.1 through C.3
C.1	FTE- Personal Services	\$61,227	0.9	\$20,512	\$10,102	\$0	\$30,613	50.00%	Table 15 FTE and Operating
C.2	FTE- POTS	\$18,647	0.0	\$6,246	\$3,077	\$0	\$9,324	50.00%	Table 15 FTE and Operating
C.3	FTE- Operating, Leased Space	\$12,326	0.0	\$4,129	\$2,034	\$0	\$6,163	50.00%	Table 15 FTE and Operating
D	Recommendation 1- Develop Business Process Standards	\$106,636	0.9	\$35,724	\$17,594	\$0	\$53,318	50.00%	Sum: Row D.1 through D.3
D.1	FTE- Personal Services	\$74,426	0.9	\$24,933	\$12,280	\$0	\$37,213	50.00%	Table 15 FTE and Operating
D.2	FTE- POTS	\$19,884	0.0	\$6,661	\$3,281	\$0	\$9,942	50.00%	Table 15 FTE and Operating
D.3	FTE- Operating, Leased Space	\$12,326	0.0	\$4,130	\$2,033	\$0	\$6,163	50.00%	Table 15 FTE and Operating
E	Recommendation 3- Improving Hiring and Retention Practices	\$400,000	0.0	\$134,000	\$66,000	\$0	\$200,000	50.00%	Table 5.1 Row C
F	Recommendation 5- Improve Policy Documentation and Dissemination	\$1,417,223	2.8	\$148,703	\$81,237	\$130,886	\$1,056,397	Blended	Sum: Row F.1 through F.8
F.1	FTE- Personal Services	\$135,653	1.8	\$45,443	\$22,383	\$0	\$67,827	50.00%	Table 15 FTE and Operating
F.2	FTE- POTS	\$38,531	0.0	\$12,908	\$6,358	\$0	\$19,265	50.00%	Table 15 FTE and Operating
F.3	FTE- Operating, Leased Space	\$24,652	0.0	\$8,258	\$4,068	\$0	\$12,326	50.00%	Table 15 FTE and Operating
F.4	Contractor Funding	\$464,152	0.0	\$30,443	\$18,421	\$0	\$415,288	CBMS Allocation	Table 7.1 Row C
F.5	Expansion of Artificial Intelligence Policy Bot/ Program Area Natural Dialog Assistant (PANDA)	\$645,396	0.0	\$33,806	\$20,414	\$130,886	\$460,290	CBMS Allocation	Table 8.1 Row C
F.6	PANDA FTE- Personal Services	\$74,426	0.9	\$12,203	\$6,560	\$0	\$55,663	CBMS Allocation	Table 17 FTE and Operating
F.7	PANDA FTE- POTS	\$19,884	0.0	\$3,260	\$1,752	\$0	\$14,872	CBMS Allocation	Table 17 FTE and Operating
F.8	PANDA FTE- Operating, Leased Space	\$14,529	0.0	\$2,382	\$1,281	\$0	\$10,866	CBMS Allocation	Table 17 FTE and Operating
G	County Administration Funding	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Sum: Row G.1 through G.2
G.1	Enhanced Match	\$14,080,794	0.0	\$1,323,314	\$2,196,884	\$0	\$10,560,596	75.00%	Table 6.1 Row A
G.2	Non-enhanced Match	\$6,919,206	0.0	\$1,300,535	\$2,159,068	\$0	\$3,459,603	50.00%	Table 6.1 Row B
H	Subtotal	\$23,016,059	4.6	\$2,973,163	\$4,535,996	\$130,886	\$15,376,014	N/A	Total: Row C + D + E + F + G

R-7 County Administration and CBMS Enhancements
Appendix A: Assumptions and Calculations

Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
CBMS Pool Hours									
I	Increase CBMS Pool Hours	\$3,707,073	6.4	\$344,823	\$196,509	\$94,403	\$3,071,338	Blended	Sum: Row I.1 through I.6
I.1	Additional Pool Hours	\$2,641,600	0.0	\$173,254	\$104,841	\$0	\$2,363,505	CBMS Allocation	Table 9.1 Row B
I.2	FTE- Personal Services	\$535,063	6.4	\$76,590	\$41,172	\$67,955	\$349,346	CBMS Allocation	Table 16 FTE and Operating
I.3	FTE- POTS	\$136,097	0.0	\$19,880	\$10,686	\$14,866	\$90,665	CBMS Allocation	Table 16 FTE and Operating
I.4	FTE- Operating, Leased Space, Licenses	\$98,756	0.0	\$14,293	\$7,683	\$11,582	\$65,198	CBMS Allocation	Table 16 FTE and Operating
I.5	FTE- SDD Staff (Personal Services, POTS and Operating)	\$75,257	0.0	\$24,685	\$12,709	\$0	\$37,863	CBMS Allocation	Table 16 FTE and Operating
I.6	Additional Licenses	\$220,300	0.0	\$36,121	\$19,418	\$0	\$164,761	CBMS Allocation	Table 9.2 Row B
J	Subtotal	\$3,707,073	6.4	\$344,823	\$196,509	\$94,403	\$3,071,338	N/A	Total: Row I
CBMS Improvements and Automation									
K	CBMS Technical Improvements	\$157,021	0.0	(\$70,194)	(\$33,660)	\$31,843	\$229,032	Blended	Sum: Row K.1 through K.2
K.1	Replace CBMS Data Sync with Apache Kafka	(\$397,715)	0.0	(\$99,252)	(\$51,205)	(\$80,657)	(\$166,601)	CBMS Allocation	Table 10.1 Row C
K.2	Advanced Monitoring	\$554,736	0.0	\$29,058	\$17,545	\$112,500	\$395,633	CBMS Allocation	Table 10.1 Row D
L	CBMS Automated User Acceptance Testing	\$57,888	0.0	\$7,571	\$4,068	\$11,739	\$34,510	Blended	Sum: Row L.1
L.1	Contractor Funding	\$57,888	0.0	\$7,571	\$4,068	\$11,739	\$34,510	CBMS Allocation	Table 11.1 Row C
M	Automation and Innovation Initiatives	\$10,225,120	0.9	\$558,507	\$336,142	\$1,886,199	\$7,444,272	Blended	Sum: Row M.1 through M.7
M.1	Expansion of Integrated Character Recognition (ICR) into CBMS	\$8,381,508	0.0	\$439,025	\$265,106	\$1,699,769	\$5,977,608	CBMS Allocation	Table 12.1 Row A
M.2	Contractor Funding	\$815,496	0.0	\$53,485	\$32,366	\$0	\$729,645	CBMS Allocation	Table 13.1 Row D
M.3	FTE- Personal Services	\$74,426	0.9	\$12,203	\$6,560	\$0	\$55,663	CBMS Allocation	Table 17 FTE and Operating
M.4	FTE- POTS	\$19,884	0.0	\$3,260	\$1,752	\$0	\$14,872	CBMS Allocation	Table 17 FTE and Operating
M.5	FTE- Operating, Leased Space, Licenses	\$14,529	0.0	\$2,382	\$1,281	\$0	\$10,866	CBMS Allocation	Table 17 FTE and Operating
M.6	Artificial Intelligence (AI) Generated Summary Page for Correspondence	\$269,443	0.0	\$14,114	\$8,523	\$54,642	\$192,164	CBMS Allocation	Table 12.1 Row B
M.7	Implementation of Interactive Voice Recognition (IVR) as a self-service tool for Members	\$649,834	0.0	\$34,038	\$20,554	\$131,788	\$463,454	CBMS Allocation	Table 12.1 Row C
N	Subtotal	\$10,440,029	0.9	\$495,884	\$306,550	\$1,929,781	\$7,707,814	N/A	Total: Rows K + L + M
O	Total Request- HCPF	\$38,246,175	15.7	\$4,137,117	\$5,199,974	\$2,155,070	\$26,754,014	N/A	Total: Row H + Row J + Row N
Department of Human Services									
SB 22-235 Implementation- Phase 1									
P	Expansion of Artificial Intelligence Policy Bot/ Program Area Natural Dialog Assistant (PANDA)	\$130,886	0.0	\$61,280	\$5,615	\$0	\$63,991	N/A	Table 2.1 Row F.5
CBMS Pool Hours, Improvements and Automation									
Q	CBMS	\$1,948,927	0.0	\$912,478	\$83,608	\$0	\$952,841	N/A	Sum: Rows Q.1 through Q.4
Q.1	FTE- SDD Staff (Personal Services, POTS and Operating)	\$19,146	0.0	\$8,964	\$821	\$0	\$9,361	CBMS Allocation	Table 16 FTE and Operating
Q.2	CBMS Technical Improvements	\$31,843	0.0	\$14,909	\$1,366	\$0	\$15,568	N/A	Table 2.1 Row K
Q.3	CBMS Automated User Acceptance Testing	\$11,739	0.0	\$5,496	\$504	\$0	\$5,739	N/A	Table 2.1 Row L
Q.4	Automation and Innovation Initiatives	\$1,886,199	0.0	\$883,109	\$80,917	\$0	\$922,173	N/A	Table 2.1 Row M
R	Total Request- DHS	\$2,079,813	0.0	\$973,758	\$89,223	\$0	\$1,016,832	N/A	Total: Row P + Row Q
S	Total Request	\$40,325,988	15.7	\$5,110,875	\$5,289,197	\$2,155,070	\$27,770,846	N/A	Total: Row O + Row R

Table 2.2 DETAIL Summary by Initiative FY 2026-27									
Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
County Esclations Resolution Unit									
A	County and Case Management Agency Escalations Unit	\$1,094,240	4.0	\$327,008	\$162,772	\$0	\$604,460	Blended	Sum: Row A.1 through A.5
A.1	FTE- Personal Services	\$345,928	4.0	\$115,886	\$57,078	\$0	\$172,964	50.00%	Table 14 FTE and Operating
A.2	FTE- POTS	\$92,781	0.0	\$31,082	\$15,309	\$0	\$46,390	50.00%	Table 14 FTE and Operating
A.3	FTE- Operating, Leased Space, Licenses	\$30,352	0.0	\$10,168	\$5,008	\$0	\$15,176	50.00%	Table 14 FTE and Operating
A.4	Contractor Costs	\$393,864	0.0	\$131,944	\$64,988	\$0	\$196,932	50.00%	Table 3.1 Row D
A.5	County and CMA Software Licenses	\$231,315	0.0	\$37,928	\$20,389	\$0	\$172,998	CBMS Allocation	Table 4.1 Row E
B	Subtotal	\$1,094,240	4.0	\$327,008	\$162,772	\$0	\$604,460	N/A	Total: Row A
SB 22-235 Implementation- Phase 1									
C	Quick Win 1- Create Opportunities for State and County Collaboration	\$93,262	1.0	\$31,243	\$15,388	\$0	\$46,631	50.00%	Sum: Row C.1 through C.3
C.1	FTE- Personal Services	\$66,552	1.0	\$22,295	\$10,981	\$0	\$33,276	50.00%	Table 15 FTE and Operating
C.2	FTE- POTS	\$21,325	0.0	\$7,143	\$3,519	\$0	\$10,663	50.00%	Table 15 FTE and Operating
C.3	FTE- Operating, Leased Space	\$5,385	0.0	\$1,805	\$888	\$0	\$2,692	50.00%	Table 15 FTE and Operating
D	Recommendation 1- Develop Business Process Standards	\$108,953	1.0	\$36,499	\$17,978	\$0	\$54,476	50.00%	Sum: Row D.1 through D.3
D.1	FTE- Personal Services	\$80,897	1.0	\$27,101	\$13,348	\$0	\$40,448	50.00%	Table 15 FTE and Operating
D.2	FTE- POTS	\$22,671	0.0	\$7,595	\$3,741	\$0	\$11,335	50.00%	Table 15 FTE and Operating
D.3	FTE- Operating, Leased Space	\$5,385	0.0	\$1,803	\$889	\$0	\$2,693	50.00%	Table 15 FTE and Operating
E	Recommendation 3- Improving Hiring and Retention Practices	\$250,000	0.0	\$83,750	\$41,250	\$0	\$125,000	50.00%	Table 5.1 Row C
F	Recommendation 5- Improve Policy Documentation and Dissemination	\$915,633	3.0	\$134,474	\$71,286	\$28,008	\$681,865	Blended	Sum: Row F.1 through F.8
F.1	FTE- Personal Services	\$147,449	2.0	\$49,395	\$24,329	\$0	\$73,725	50.00%	Table 15 FTE and Operating
F.2	FTE- POTS	\$43,996	0.0	\$14,739	\$7,259	\$0	\$21,998	50.00%	Table 15 FTE and Operating
F.3	FTE- Operating, Leased Space	\$10,770	0.0	\$3,608	\$1,777	\$0	\$5,385	50.00%	Table 15 FTE and Operating
F.4	Contractor Funding	\$464,152	0.0	\$30,443	\$18,421	\$0	\$415,288	CBMS Allocation	Table 7.1 Row C
F.5	Expansion of Artificial Intelligence Policy Bot/ Program Area Natural Dialog Assistant (PANDA)	\$138,110	0.0	\$18,066	\$9,703	\$28,008	\$82,333	CBMS Allocation	Table 8.1 Row C
F.6	PANDA FTE- Personal Services	\$80,897	1.0	\$13,264	\$7,130	\$0	\$60,503	CBMS Allocation	Table 17 FTE and Operating
F.7	PANDA FTE- POTS	\$22,671	0.0	\$3,716	\$1,998	\$0	\$16,957	CBMS Allocation	Table 17 FTE and Operating
F.8	PANDA FTE- Operating, Leased Space	\$7,588	0.0	\$1,243	\$669	\$0	\$5,676	CBMS Allocation	Table 17 FTE and Operating
G	County Administration Funding	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Sum: Row G.1 through G.2
G.1	Enhanced Match	\$14,080,794	0.0	\$1,323,314	\$2,196,884	\$0	\$10,560,596	75.00%	Table 6.1 Row A
G.2	Non-enhanced Match	\$6,919,206	0.0	\$1,300,535	\$2,159,068	\$0	\$3,459,603	50.00%	Table 6.1 Row B
H	Subtotal	\$22,367,848	5.0	\$2,909,815	\$4,501,854	\$28,008	\$14,928,171	N/A	Total: Row C + D + E + F + G

R-7 County Administration and CBMS Enhancements
Appendix A: Assumptions and Calculations

Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
CBMS Pool Hours									
I	Increase CBMS Pool Hours	\$3,724,846	7.0	\$347,703	\$198,050	\$95,465	\$3,083,628	Blended	Sum: Row I.1 through I.6
I.1	Additional Pool Hours	\$2,641,600	0.0	\$173,254	\$104,841	\$0	\$2,363,505	CBMS Allocation	Table 9.1 Row B
I.2	FTE- Personal Services	\$580,135	7.0	\$83,250	\$44,752	\$72,413	\$379,720	CBMS Allocation	Table 16 FTE and Operating
I.3	FTE- POTS	\$155,126	0.0	\$22,648	\$12,175	\$17,003	\$103,300	CBMS Allocation	Table 16 FTE and Operating
I.4	FTE- Operating, Leased Space, Licenses	\$51,577	0.0	\$7,464	\$4,013	\$6,049	\$34,051	CBMS Allocation	Table 16 FTE and Operating
I.5	FTE- SDD Staff (Personal Services, POTS and Operating)	\$76,108	0.0	\$24,966	\$12,851	\$0	\$38,291	CBMS Allocation	Table 16 FTE and Operating
I.6	Additional Licenses	\$220,300	0.0	\$36,121	\$19,418	\$0	\$164,761	CBMS Allocation	Table 9.2 Row B
J	Subtotal	\$3,724,846	7.0	\$347,703	\$198,050	\$95,465	\$3,083,628	N/A	Total: Row I
CBMS Improvements and Automation									
K	CBMS Technical Improvements	(\$706,980)	0.0	(\$92,472)	(\$49,669)	(\$143,376)	(\$421,463)	Blended	Sum: Row K.1 through K.2
K.1	Replace CBMS Data Sync with Apache Kafka	(\$750,000)	0.0	(\$98,099)	(\$52,691)	(\$152,101)	(\$447,109)	CBMS Allocation	Table 10.1 Row C
K.2	Advanced Monitoring	\$43,020	0.0	\$5,627	\$3,022	\$8,725	\$25,646	CBMS Allocation	Table 10.1 Row D
L	CBMS Automated User Acceptance Testing	\$57,888	0.0	\$7,571	\$4,068	\$11,739	\$34,510	Blended	Sum: Row L.1
L.1	Contractor Funding	\$57,888	0.0	\$7,571	\$4,068	\$11,739	\$34,510	CBMS Allocation	Table 11.1 Row C
M	Automation and Innovation Initiatives	\$3,106,746	1.0	\$356,865	\$195,325	\$442,124	\$2,112,432	Blended	Sum: Row M.1 through M.7
M.1	Expansion of Integrated Character Recognition (ICR) into CBMS	\$1,895,169	0.0	\$247,889	\$133,145	\$384,340	\$1,129,795	CBMS Allocation	Table 12.1 Row A
M.2	Contractor Funding	\$815,496	0.0	\$53,485	\$32,366	\$0	\$729,645	CBMS Allocation	Table 13.1 Row D
M.3	FTE- Personal Services	\$80,897	1.0	\$13,264	\$7,130	\$0	\$60,503	CBMS Allocation	Table 17 FTE and Operating
M.4	FTE- POTS	\$22,671	0.0	\$3,716	\$1,998	\$0	\$16,957	CBMS Allocation	Table 17 FTE and Operating
M.5	FTE- Operating, Leased Space, Licenses	\$7,588	0.0	\$1,243	\$669	\$0	\$5,676	CBMS Allocation	Table 17 FTE and Operating
M.6	Artificial Intelligence (AI) Generated Summary Page for Correspondence	\$100,650	0.0	\$13,164	\$7,071	\$20,413	\$60,002	CBMS Allocation	Table 12.1 Row B
M.7	Implementation of Interactive Voice Recognition (IVR) as a self-service tool for Members	\$184,275	0.0	\$24,104	\$12,946	\$37,371	\$109,854	CBMS Allocation	Table 12.1 Row C
N	Subtotal	\$2,457,654	1.0	\$271,964	\$149,724	\$310,487	\$1,725,479	N/A	Total: Rows K + L + M
O	Total Request- HCPF	\$29,644,588	17.0	\$3,856,490	\$5,012,400	\$433,960	\$20,341,738	N/A	Total: Row H + Row J + Row N
Department of Human Services									
SB 22-235 Implementation- Phase 1									
P	Expansion of Artificial Intelligence Policy Bot/ Program Area Natural Dialog Assistant (PANDA)	\$28,008	0.0	\$13,113	\$1,202	\$0	\$13,693	N/A	Table 2.2 Row F.5
CBMS Pool Hours, Improvements and Automation									
Q	CBMS	\$329,844	0.0	\$154,432	\$14,150	\$0	\$161,262	N/A	Sum: Rows Q.1 through Q.4
Q.1	FTE- SDD Staff (Personal Services, POTS and Operating)	\$19,357	0.0	\$9,064	\$830	\$0	\$9,463	CBMS Allocation	Table 16 FTE and Operating
Q.2	CBMS Technical Improvements	(\$143,376)	0.0	(\$67,128)	(\$6,151)	\$0	(\$70,097)	N/A	Table 2.2 Row K
Q.3	CBMS Automated User Acceptance Testing	\$11,739	0.0	\$5,496	\$504	\$0	\$5,739	N/A	Table 2.2 Row L
Q.4	Automation and Innovation Initiatives	\$442,124	0.0	\$207,000	\$18,967	\$0	\$216,157	N/A	Table 2.2 Row M
R	Total Request- DHS	\$357,852	0.0	\$167,545	\$15,352	\$0	\$174,955	N/A	Total: Row P + Row Q
S	Total Request	\$30,002,440	17.0	\$4,024,035	\$5,027,752	\$433,960	\$20,516,693	N/A	Total: Row O + Row R

Table 2.3 DETAIL Summary by Initiative FY 2027-28 and Ongoing									
Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
Department of Health Care Policy and Financing									
County Esclations Resolution Unit									
A	County and Case Management Agency Escalations Unit	\$1,094,240	4.0	\$327,008	\$162,772	\$0	\$604,460	Blended	Sum: Row A.1 through A.5
A.1	FTE- Personal Services	\$345,928	4.0	\$115,886	\$57,078	\$0	\$172,964	50.00%	Table 14 FTE and Operating
A.2	FTE- POTS	\$92,781	0.0	\$31,082	\$15,309	\$0	\$46,390	50.00%	Table 14 FTE and Operating
A.3	FTE- Operating, Leased Space, Licenses	\$30,352	0.0	\$10,168	\$5,008	\$0	\$15,176	50.00%	Table 14 FTE and Operating
A.4	Contractor Costs	\$393,864	0.0	\$131,944	\$64,988	\$0	\$196,932	50.00%	Table 3.1 Row D
A.5	County and CMA Software Licenses	\$231,315	0.0	\$37,928	\$20,389	\$0	\$172,998	CBMS Allocation	Table 4.1 Row E
B	Subtotal	\$1,094,240	4.0	\$327,008	\$162,772	\$0	\$604,460	N/A	Total: Row A
SB 22-235 Implementation- Phase 1									
C	Quick Win 1- Create Opportunities for State and County Collaboration	\$93,262	1.0	\$31,243	\$15,388	\$0	\$46,631	50.00%	Sum: Row C.1 through C.3
C.1	FTE- Personal Services	\$66,552	1.0	\$22,295	\$10,981	\$0	\$33,276	50.00%	Table 15 FTE and Operating
C.2	FTE- POTS	\$21,325	0.0	\$7,143	\$3,519	\$0	\$10,663	50.00%	Table 15 FTE and Operating
C.3	FTE- Operating, Leased Space	\$5,385	0.0	\$1,805	\$888	\$0	\$2,692	50.00%	Table 15 FTE and Operating
D	Recommendation 1- Develop Business Process Standards	\$108,953	1.0	\$36,499	\$17,978	\$0	\$54,476	50.00%	Sum: Row D.1 through D.3
D.1	FTE- Personal Services	\$80,897	0.0	\$27,101	\$13,348	\$0	\$40,448	50.00%	Table 15 FTE and Operating
D.2	FTE- POTS	\$22,671	0.0	\$7,595	\$3,741	\$0	\$11,335	50.00%	Table 15 FTE and Operating
D.3	FTE- Operating, Leased Space	\$5,385	0.0	\$1,803	\$889	\$0	\$2,693	50.00%	Table 15 FTE and Operating
E	Recommendation 3- Improving Hiring and Retention Practices	\$250,000	0.0	\$83,750	\$41,250	\$0	\$125,000	50.00%	Table 5.1 Row C
F	Recommendation 5- Improve Policy Documentation and Dissemination	\$451,481	3.0	\$104,031	\$52,865	\$28,008	\$266,577	Blended	Sum: Row F.1 through F.8
F.1	FTE- Personal Services	\$147,449	2.0	\$49,395	\$24,329	\$0	\$73,725	50.00%	Table 15 FTE and Operating
F.2	FTE- POTS	\$43,996	0.0	\$14,739	\$7,259	\$0	\$21,998	50.00%	Table 15 FTE and Operating
F.3	FTE- Operating, Leased Space	\$10,770	0.0	\$3,608	\$1,777	\$0	\$5,385	50.00%	Table 15 FTE and Operating
F.4	Contractor Funding	\$0	0.0	\$0	\$0	\$0	\$0	CBMS Allocation	Funding ends after FY 2026-27
F.5	Expansion of Artificial Intelligence Policy Bot/ Program Area Natural Dialog Assistant (PANDA)	\$138,110	0.0	\$18,066	\$9,703	\$28,008	\$82,333	CBMS Allocation	Table 8.1 Row C
F.6	PANDA FTE- Personal Services	\$80,897	1.0	\$13,264	\$7,130	\$0	\$60,503	CBMS Allocation	Table 17 FTE and Operating
F.7	PANDA FTE- POTS	\$22,671	0.0	\$3,716	\$1,998	\$0	\$16,957	CBMS Allocation	Table 17 FTE and Operating
F.8	PANDA FTE- Operating, Leased Space	\$7,588	0.0	\$1,243	\$669	\$0	\$5,676	CBMS Allocation	Table 17 FTE and Operating
G	County Administration Funding	\$21,000,000	0.0	\$2,623,849	\$4,355,952	\$0	\$14,020,199	Blended	Sum: Row G.1 through G.2
G.1	Enhanced Match	\$14,080,794	0.0	\$1,323,314	\$2,196,884	\$0	\$10,560,596	75.00%	Table 6.1 Row A
G.2	Non-enhanced Match	\$6,919,206	0.0	\$1,300,535	\$2,159,068	\$0	\$3,459,603	50.00%	Table 6.1 Row B
H	Subtotal	\$21,903,696	5.0	\$2,879,372	\$4,483,433	\$28,008	\$14,512,883	N/A	Total: Row C + D + E + F + G

R-7 County Administration and CBMS Enhancements
Appendix A: Assumptions and Calculations

Row	Item	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds	FFP Rate	Notes/Calculations
CBMS Pool Hours									
I	Increase CBMS Pool Hours	\$3,724,846	7.0	\$347,703	\$198,050	\$95,465	\$3,083,628	Blended	Sum: Row I.1 through I.6
I.1	Additional Pool Hours	\$2,641,600	0.0	\$173,254	\$104,841	\$0	\$2,363,505	CBMS Allocation	Table 9.1 Row B
I.2	FTE- Personal Services	\$580,135	7.0	\$83,250	\$44,752	\$72,413	\$379,720	CBMS Allocation	Table 16 FTE and Operating
I.3	FTE- POTS	\$155,126	0.0	\$22,648	\$12,175	\$17,003	\$103,300	CBMS Allocation	Table 16 FTE and Operating
I.4	FTE- Operating, Leased Space, Licenses	\$51,577	0.0	\$7,464	\$4,013	\$6,049	\$34,051	CBMS Allocation	Table 16 FTE and Operating
I.5	FTE- SDD Staff (Personal Services, POTS and Operating)	\$76,108	0.0	\$24,966	\$12,851	\$0	\$38,291	CBMS Allocation	Table 16 FTE and Operating
I.6	Additional Licenses	\$220,300	0.0	\$36,121	\$19,418	\$0	\$164,761	CBMS Allocation	Table 9.2 Row B
J	Subtotal	\$3,724,846	7.0	\$347,703	\$198,050	\$95,465	\$3,083,628	N/A	Total: Row I
CBMS Improvements and Automation									
K	CBMS Technical Improvements	(\$706,980)	0.0	(\$92,472)	(\$49,669)	(\$143,376)	(\$421,463)	Blended	Sum: Row K.1 through K.2
K.1	Replace CBMS Data Sync with Apache Kafka	(\$750,000)	0.0	(\$98,099)	(\$52,691)	(\$152,101)	(\$447,109)	CBMS Allocation	Table 10.1 Row C
K.2	Advanced Monitoring	\$43,020	0.0	\$5,627	\$3,022	\$8,725	\$25,646	CBMS Allocation	Table 10.1 Row D
L	CBMS Automated User Acceptance Testing	\$57,888	0.0	\$7,571	\$4,068	\$11,739	\$34,510	Blended	Sum: Row L.1
L.1	Contractor Funding	\$57,888	0.0	\$7,571	\$4,068	\$11,739	\$34,510	CBMS Allocation	Table 11.1 Row C
M	Automation and Innovation Initiatives	\$2,291,250	1.0	\$303,380	\$162,959	\$442,124	\$1,382,787	Blended	Sum: Row M.1 through M.7
M.1	Expansion of Integrated Character Recognition (ICR) into CBMS	\$1,895,169	0.0	\$247,889	\$133,145	\$384,340	\$1,129,795	CBMS Allocation	Table 12.1 Row A
M.2	Contractor Funding	\$0	0.0	\$0	\$0	\$0	\$0	CBMS Allocation	Funding ends after FY 2026-27
M.3	FTE- Personal Services	\$80,897	1.0	\$13,264	\$7,130	\$0	\$60,503	CBMS Allocation	Table 17 FTE and Operating
M.4	FTE- POTS	\$22,671	0.0	\$3,716	\$1,998	\$0	\$16,957	CBMS Allocation	Table 17 FTE and Operating
M.5	FTE- Operating, Leased Space, Licenses	\$7,588	0.0	\$1,243	\$669	\$0	\$5,676	CBMS Allocation	Table 17 FTE and Operating
M.6	Artificial Intelligence (AI) Generated Summary Page for Correspondence	\$100,650	0.0	\$13,164	\$7,071	\$20,413	\$60,002	CBMS Allocation	Table 12.1 Row B
M.7	Implementation of Interactive Voice Recognition (IVR) as a self-service tool for Members	\$184,275	0.0	\$24,104	\$12,946	\$37,371	\$109,854	CBMS Allocation	Table 12.1 Row C
N	Subtotal	\$1,642,158	1.0	\$218,479	\$117,358	\$310,487	\$995,834	N/A	Total: Rows K + L + M
O	Total Request- HCPF	\$28,364,940	17.0	\$3,772,562	\$4,961,613	\$433,960	\$19,196,805	N/A	Total: Row H + Row J + Row N
Department of Human Services									
SB 22-235 Implementation- Phase 1									
P	Expansion of Artificial Intelligence Policy Bot/ Program Area Natural Dialog Assistant (PANDA)	\$28,008	0.0	\$13,113	\$1,202	\$0	\$13,693	N/A	Table 2.2 Row F.5
CBMS Pool Hours, Improvements and Automation									
Q	CBMS	\$329,844	0.0	\$154,432	\$14,150	\$0	\$161,262	N/A	Sum: Rows Q.1 through Q.4
Q.1	FTE- SDD Staff (Personal Services, POTS and Operating)	\$19,357	0.0	\$9,064	\$830	\$0	\$9,463	CBMS Allocation	Table 16 FTE and Operating
Q.2	CBMS Technical Improvements	(\$143,376)	0.0	(\$67,128)	(\$6,151)	\$0	(\$70,097)	N/A	Table 2.3 Row K
Q.3	CBMS Automated User Acceptance Testing	\$11,739	0.0	\$5,496	\$504	\$0	\$5,739	N/A	Table 2.3 Row L
Q.4	Automation and Innovation Initiatives	\$442,124	0.0	\$207,000	\$18,967	\$0	\$216,157	N/A	Table 2.3 Row M
R	Total Request- DHS	\$357,852	0.0	\$167,545	\$15,352	\$0	\$174,955	N/A	Total: Row P + Row Q
S	Total Request	\$28,722,792	17.0	\$3,940,107	\$4,976,965	\$433,960	\$19,371,760	N/A	Total: Row O + Row R

Table 3.1 County Escalations Resolution Unit Contractor Costs						
Row	Item	Annual Salary	License Cost	Quantity	FY 2025-26 and Ongoing Cost	Notes
A	County Escalations Salesforce and QA Analyst	\$129,085	\$2,203	1	\$131,288	Based on contractor rate of \$62.06 at 2080 hours + Salesforce license. Assigns tickets, creates, monitors and reports on dashboards, conducts QA reviews of escalation tickets.
B	Case Management Escalations Specialist	\$129,085	\$2,203	1	\$131,288	Based on contractor rate of \$62.06 at 2080 hours + Salesforce license. Supports Case Management Agency escalations.
C	Salesforce Administrator	\$129,085	\$2,203	1	\$131,288	Based on contractor rate of \$62.06 at 2080 hours + Salesforce license. Works in Salesforce to update the system based on the needs of the escalation program.
D	Total				\$393,864	Sum: Rows A through C

Row	Item	Number of Sites	Number of Users/ Site	Cost per License	Total Cost	Notes
A	Large Counties	11	2	\$2,203	\$48,466	
B	Medium Counties	28	1	\$2,203	\$61,684	
C	Small Counties	25	1	\$2,203	\$55,075	
D	Case Management Agencies	15	2	\$2,203	\$66,090	
E	Total				\$231,315	Sum: Rows A through D

Table 5.1 Contractor Costs for County Administration Funding Model				
Row	Description	FY 2025-26	FY 2026-27 and Ongoing	Source
<i>Comprehensive Assessment and Mehtodology Assessment</i>				
A	Expected Number of Hours	2,041	1,276	Department Estimate
B	Hourly Rate	\$196	\$196	Average of costs in category on preferred vendor list [Analytics, Evaluation, Research]
C	Total	\$400,000	\$250,000	Row A * Row B

Row	Item	Total Funds	State Funds	General Fund	Healthcare Affordability and Sustainability Fee Cash Fund	Local Funds	Federal Funds	Federal Funds- CHASE	Federal Funds- (General Fund)	FFP	% of Caseload ¹
A	Total Allocations- Enhanced	\$14,080,794.00	\$2,112,119.00	\$1,323,314.00	\$788,805.00	\$1,408,079.00	\$10,560,596.00	\$2,366,415.00	\$8,194,181.00	75%	67.05%
B	Total Allocations- Non- Enhanced	\$6,919,206.00	\$2,075,762.00	\$1,300,535.00	\$775,227.00	\$1,383,841.00	\$3,459,603.00	\$775,227.00	\$2,684,376.00	50%	32.95%
C	Total Allocations	\$21,000,000	\$4,187,881	\$2,623,849	\$1,564,032	\$2,791,920	\$14,020,199	\$3,141,642	\$10,878,557	Blended	100.00%

¹Based on County Administration Expenditure data from FY 2023-24

Row	Item	Total Funds	State Funds	GF ¹	CHASE ¹	Local Funds	Federal Funds
A	Enhanced	100.00%	15.00%	9.40%	5.60%	10.00%	75.00%
B	Non-Enhanced	100.00%	30.00%	18.80%	11.20%	20.00%	50.00%

¹General Fund and CHASE % splits based on FY 2024-25 county standard allocation amounts.

Table 7.1 HCPF PANDA Contractors					
Row	Item	Annual Salary	Quantity	FY 2025-26 and FY 2026-27 Cost	Notes
A	HCPF Policy Advisor Contractor	\$109,412	3	\$328,236	Based on Policy Advisor IV equivalent costs (including benefits and operating). Funding for 2 years only.
B	Eligibility Systems Analyst Contractor	\$135,916	1	\$135,916	Based on Analyst IV midpoint equivalent costs (including benefits and operating). Funding for 2 years only.
C	Total		4	\$464,152	Total: Row A + Row B

Table 8.1 PANDA CBMS Costs									
Row	Item	DDI Hours	DDI Hourly Rate	FY 2025-26 Cost	FY 2026-27 and Ongoing Cost	DDI Cost (Year 1 Only)	Deloitte M&O (Annual)	Usage Cost/ (Annual)	Notes
A	Implement PANDA for HCPF Medicaid Programs	2,443	\$132.08	\$322,698.00	\$69,055.00	\$322,698.00	\$44,055.00	\$25,000.00	Department estimate
B	Implement PANDA for DHS Programs	2,443	\$132.08	\$322,698.00	\$69,055.00	\$322,698.00	\$44,055.00	\$25,000.00	Department estimate
C	Total			\$645,396.00	\$138,110.00	\$645,396	\$88,110	\$50,000	Sum: Rows A through B

Table 9.1 Additional CBMS Pool Hours FY 2025-26 and Ongoing						
Row	Item	DDI Hours	DDI Hourly Rate	Total	DDI Cost (Annual)	Notes
A	Additional 20,000 hours to CBMS Pool Hours	20,000	\$132.08	\$2,641,600	\$2,641,600	Department estimate
B	Total			\$2,641,600	\$2,641,600	Total: Row A

Table 9.2 Salesforce Licenses					
Row	Item	Quantity	Cost/ License	Total	Notes
A	Saleforce License Buffer	100	\$2,203.00	\$220,300	Department estimate
B	Total			\$220,300	Total: Row A

Table 10.1 CBMS Technical Adjustments Cost Estimates										
Row	Item	DDI Hours	DDI Hourly Rate	FY 2025-26 Cost	FY 2026-27 and Ongoing Cost	DDI Cost (One-time)	Deloitte M&O (Annual)	Licensing Fee (Annual)	Ongoing Usage Fee (Year 2)	Notes
Replace Mulesoft Data Sync with Apache Kafka Data Sync										
A	Discontinue Mulesoft Data Sync Framework	0	N/A	(\$1,000,000)	(\$1,000,000)	\$0	\$0	(\$1,000,000)	\$0	Current budget
B	Switch to Apache Kafka for Data Sync Framework	4,560	\$132.08	\$602,285	\$250,000	\$602,285	\$0	\$0	\$250,000	Contractor estimate. Kafa has no M&O or licensing fee. Usage fee begins in year 2.
C	Subtotal			(\$397,715)	(\$750,000)	\$602,285	\$0	(\$1,000,000)		Row A + Row B
Advance Monitoring through Interactive Voice Recognition (IVR)										
D	Add Batch and Log Monitoring with Automated Escalation through IVR	4,200	\$132.08	\$554,736	\$43,020	\$554,736	\$33,020	\$10,000	\$0	Contractor estimate. M&O and Licensing fee begin in Year 2.
E	Total			\$157,021	(\$706,980)	\$1,157,021	\$33,020	(\$990,000)	\$250,000	Row C + D

Row	Item	Quantity	Price/ Test	Monthly Costs	Annual Cost	Notes
A	Browser Tests	27,000	\$12.00 per 1,000	\$324	\$3,888	Department estimate
B	Mobile App Testing and Monitoring	9,000	\$50.00 per 100	\$4,500	\$54,000	Department estimate
C	Total			\$4,824	\$57,888	Sum: Row A + Row B

Table 12.1 CBMS Innovation and Automation Initiatives									
Row	Item	DDI Hours	DDI Hourly Rate	FY 2025-26 Cost	FY 2026-27 and Ongoing Cost	DDI Cost	Deloitte M&O (Annual)	Licensing Fee (Annual)	Notes
A	Expansion of Integrated Character Recognition (ICR) into CBMS	63,458	\$132.08	\$8,381,508	\$1,895,169	\$8,381,508	\$479,122	\$1,416,047	Department estimate
B	Summary Page for CC Powered by GenAI	2,040	\$132.08	\$269,443	\$100,650	\$269,443	\$20,650	\$80,000	Department estimate
C	Interactive Voice Recognition (IVR)	4,920	\$132.08	\$649,834	\$184,275	\$649,834	\$104,275	\$80,000	Department estimate
D	Total			\$9,300,785	\$2,180,094	\$9,300,785	\$604,047	\$1,576,047	Sum: Rows A through C

Table 13.1 CBMS Automation and Innovation Contractor Costs					
Row	Item	Annual Salary	Quantity	FY 2025-26 and FY 2026-27 Cost	Notes
A	Eligibility Systems Analyst Contractor	\$135,916	3	\$407,748	Based on Analyst IV midpoint equivalent costs (including benefits and operating). Funding for 2 years only.
B	Eligibility Policy Advisor Contractor	\$135,916	2	\$271,832	Based on Policy Advisor IV midpoint equivalent costs (including benefits and operating). Funding for 2 years only.
C	Eligibility Operations Contractor	\$135,916	1	\$135,916	Based on Analyst IV midpoint equivalent costs (including benefits and operating). Funding for 2 years only.
D	Total		6	\$815,496	Sum: Rows A through C

Table 14 FTE Calculations- County Escalation Resolution Unit										
Personal Services										
Position Classification	FTE	Start Month	End Month (if Applicable)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
ADMINISTRATOR V	1.0	Jul 2025	N/A	\$0	\$94,978	\$103,237	\$103,237	\$103,237	\$103,237	County Escalations Program & Contract Manager
ADMINISTRATOR IV	1.0	Jul 2025	N/A	\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	County Escalations Specialist
ADMINISTRATOR IV	1.0	Jul 2025	N/A	\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	County LTSS Escalations Specialist
ADMINISTRATOR IV	1.0	Jul 2025	N/A	\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	County Spanish Escalations Specialist
Total Personal Services (Salary, PERA, Medicare)	4.0			\$0	\$318,256	\$345,928	\$345,928	\$345,928	\$345,928	

Centrally Appropriated Costs										
Cost Center	FTE Year 1	FTE Year 2+	Cost or Percentage	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Health, Life, Dental	3.7	4.0	Varies	\$0	\$51,624	\$60,320	\$60,320	\$60,320	\$60,320	
Short-Term Disability	-	-	Varies	\$0	\$423	\$488	\$488	\$488	\$488	
Unfunded Liability AED Payments	-	-	10.00%	\$0	\$28,150	\$30,596	\$30,596	\$30,596	\$30,596	
Paid Family and Medical Leave Insurance	-	-	0.45%	\$0	\$1,266	\$1,377	\$1,377	\$1,377	\$1,377	
Centrally Appropriated Costs Total				\$0	\$81,463	\$92,781	\$92,781	\$92,781	\$92,781	

Operating Expenses										
Ongoing Costs	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Supplies	4.0	4.0	\$500	\$0	\$1,840	\$2,000	\$2,000	\$2,000	\$2,000	
Telephone	4.0	4.0	\$235	\$0	\$864	\$940	\$940	\$940	\$940	
Other- Licenses	4.0	4.0	\$2,203	\$0	\$8,812	\$8,812	\$8,812	\$8,812	\$8,812	
<i>Subtotal</i>				<i>\$0</i>	<i>\$11,516</i>	<i>\$11,752</i>	<i>\$11,752</i>	<i>\$11,752</i>	<i>\$11,752</i>	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Furniture	4.0		\$5,000	\$0	\$20,000	\$0	\$0	\$0	\$0	
Computer	4.0		\$2,000	\$0	\$8,000	\$0	\$0	\$0	\$0	
Other	4.0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$0</i>	<i>\$28,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$0	\$39,516	\$11,752	\$11,752	\$11,752	\$11,752	

Leased Space										
	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Leased Space	4.0	4.0	\$4,650	\$0	\$18,600	\$18,600	\$18,600	\$18,600	\$18,600	

Table 15 FTE Calculations- SB 22-235 County Administration										
Personal Services										
Position Classification	FTE	Start Month	End Month (if Applicable)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
ADMINISTRATOR III	1.0	Jul 2025	N/A	\$0	\$61,227	\$66,552	\$66,552	\$66,552	\$66,552	Complex Case Resolution Specialist (Quick Win 1)
ADMINISTRATOR III	1.0	Jul 2025	N/A	\$0	\$61,227	\$66,552	\$66,552	\$66,552	\$66,552	County Communications Coordinator (Rec 5)
LIAISON IV	1.0	Jul 2025	N/A	\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	County Liaison (Rec 5)
ADMINISTRATOR IV	1.0	Jul 2025	N/A	\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	County Administration Process Standards and Policy Advisor (Rec 1)
Total Personal Services (Salary, PERA, Medicare)	4.0			\$0	\$271,306	\$294,898	\$294,898	\$294,898	\$294,898	

Centrally Appropriated Costs										
Cost Center	FTE Year 1	FTE Year 2+	Cost or Percentage	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Health, Life, Dental	3.7	4.0	Varies	\$0	\$51,624	\$60,320	\$60,320	\$60,320	\$60,320	
Short-Term Disability	-	-	Varies	\$0	\$360	\$416	\$416	\$416	\$416	
Unfunded Liability AED Payments	-	-	10.00%	\$0	\$23,998	\$26,082	\$26,082	\$26,082	\$26,082	
Paid Family and Medical Leave Insurance	-	-	0.45%	\$0	\$1,080	\$1,174	\$1,174	\$1,174	\$1,174	
Centrally Appropriated Costs Total				\$0	\$77,062	\$87,992	\$87,992	\$87,992	\$87,992	

Operating Expenses										
Ongoing Costs	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Supplies	4.0	4.0	\$500	\$0	\$1,840	\$2,000	\$2,000	\$2,000	\$2,000	
Telephone	4.0	4.0	\$235	\$0	\$864	\$940	\$940	\$940	\$940	
Other	4.0	4.0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal				\$0	\$2,704	\$2,940	\$2,940	\$2,940	\$2,940	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Furniture	4.0		\$5,000	\$0	\$20,000	\$0	\$0	\$0	\$0	
Computer	4.0		\$2,000	\$0	\$8,000	\$0	\$0	\$0	\$0	
Other	4.0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal				\$0	\$28,000	\$0	\$0	\$0	\$0	
Total Operating				\$0	\$30,704	\$2,940	\$2,940	\$2,940	\$2,940	

Leased Space										
	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Leased Space	4.0	4.0	\$4,650	\$0	\$18,600	\$18,600	\$18,600	\$18,600	\$18,600	

Table 16 FTE Calculations- Additional CBMS Pool Hours										
Personal Services										
Position Classification	FTE	Start Month	End Month (if Applicable)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
ANALYST IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	UAT Testers (HCPF)
ANALYST IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	Systems Team (HCPF)
ANALYST IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	PEAK Analyst (HCPF)
POLICY ADVISOR IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	Policy SMEs (HCPF)
ANALYST IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	Eligibility Operations (HCPF)
POLICY ADVISOR V	1.0	Jul 2025		\$0	\$94,978	\$103,237	\$103,237	\$103,237	\$103,237	Eligibility Policy Supervisor (HCPF)
TRAINING SPECIALIST III	1.0	Jul 2025		\$0	\$61,227	\$66,552	\$66,552	\$66,552	\$66,552	SDC Training Developer (HCPF)
Total Personal Services (Salary, PERA, Medicare)	7.0			\$0	\$528,335	\$574,274	\$574,274	\$574,274	\$574,274	

Centrally Appropriated Costs										
Cost Center	FTE Year 1	FTE Year 2+	Cost or Percentage	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Health, Life, Dental	6.4	7.0	Varies	\$0	\$90,342	\$105,560	\$105,560	\$105,560	\$105,560	
Short-Term Disability	-	-	Varies	\$0	\$702	\$810	\$810	\$810	\$810	
Unfunded Liability AED Payments	-	-	10.00%	\$0	\$46,732	\$50,792	\$50,792	\$50,792	\$50,792	
Paid Family and Medical Leave Insurance	-	-	0.45%	\$0	\$2,102	\$2,286	\$2,286	\$2,286	\$2,286	
Centrally Appropriated Costs Total				\$0	\$139,878	\$159,448	\$159,448	\$159,448	\$159,448	

Operating Expenses										
Ongoing Costs	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Supplies	7.0	7.0	\$500	\$0	\$3,220	\$3,500	\$3,500	\$3,500	\$3,500	
Telephone	7.0	7.0	\$235	\$0	\$1,512	\$1,645	\$1,645	\$1,645	\$1,645	
Other- Licenses	7.0	7.0	\$2,203	\$0	\$15,421	\$15,421	\$15,421	\$15,421	\$15,421	
Subtotal				\$0	\$20,153	\$20,566	\$20,566	\$20,566	\$20,566	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Furniture	7.0		\$5,000	\$0	\$35,000	\$0	\$0	\$0	\$0	
Computer	7.0		\$2,000	\$0	\$14,000	\$0	\$0	\$0	\$0	
Other	7.0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Subtotal				\$0	\$49,000	\$0	\$0	\$0	\$0	
Total Operating				\$0	\$69,153	\$20,566	\$20,566	\$20,566	\$20,566	

Leased Space										
	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Leased Space	7.0	7.0	\$4,650	\$0	\$32,550	\$32,550	\$32,550	\$32,550	\$32,550	

R-7 County Administration and CBMS Enhancements
Appendix A: Assumptions and Calculations

Table 17 FTE Calculations- CBMS Innovation and Automation										
Personal Services										
Position Classification	FTE	Start Month	End Month (if Applicable)	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
ANALYST IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	CBMS Automation and Innovation-Eligibility Operations
ANALYST IV	1.0	Jul 2025		\$0	\$74,426	\$80,897	\$80,897	\$80,897	\$80,897	PANDA Operations
Total Personal Services (Salary, PERA, Medicare)	2.0			\$0	\$148,852	\$161,794	\$161,794	\$161,794	\$161,794	
Centrally Appropriated Costs										
Cost Center	FTE Year 1	FTE Year 2+	Cost or Percentage	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Health, Life, Dental	1.8	2.0	Varies	\$0	\$25,812	\$30,160	\$30,160	\$30,160	\$30,160	
Short-Term Disability	-	-	Varies	\$0	\$198	\$228	\$228	\$228	\$228	
Unfunded Liability AED Payments	-	-	10.00%	\$0	\$13,166	\$14,310	\$14,310	\$14,310	\$14,310	
Paid Family and Medical Leave Insurance	-	-	0.45%	\$0	\$592	\$644	\$644	\$644	\$644	
Centrally Appropriated Costs Total				\$0	\$39,768	\$45,342	\$45,342	\$45,342	\$45,342	
Operating Expenses										
Ongoing Costs	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Supplies	2.0	2.0	\$500	\$0	\$920	\$1,000	\$1,000	\$1,000	\$1,000	
Telephone	2.0	2.0	\$235	\$0	\$432	\$470	\$470	\$470	\$470	
Other- Licenses	2.0	2.0	\$2,203	\$0	\$4,406	\$4,406	\$4,406	\$4,406	\$4,406	
<i>Subtotal</i>				<i>\$0</i>	<i>\$5,758</i>	<i>\$5,876</i>	<i>\$5,876</i>	<i>\$5,876</i>	<i>\$5,876</i>	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Furniture	2.0		\$5,000	\$0	\$10,000	\$0	\$0	\$0	\$0	
Computer	2.0		\$2,000	\$0	\$4,000	\$0	\$0	\$0	\$0	
Other	2.0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$0</i>	<i>\$14,000</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$0	\$19,758	\$5,876	\$5,876	\$5,876	\$5,876	
Leased Space										
	FTE Year 1	FTE Year 2+	Cost	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	Notes
Leased Space	2.0	2.0	\$4,650	\$0	\$9,300	\$9,300	\$9,300	\$9,300	\$9,300	