

CHAPTER 2

DEPARTMENT DESCRIPTION

2.1 INTRODUCTION

In order to provide transparency and accountability of Colorado state government for its citizens, Department Descriptions for each State agency will be available in the Governor's Budget Request and on the OSPB website.

Section 2.2 of this chapter provides an overview of the Department Description requirements. The remaining sections of this chapter are as follows:

- Organization Chart (Section 2.3);
- Background Information (Section 2.4);
- Prior Year Legislation (Section 2.5);
- Hot Issues (Section 2.6);
- Workload Reports (Section 2.7); and
- Department Fact Sheets (Section 2.8).

2.2 OVERVIEW

The Department Description portion of the November 1 Budget Request gives the reader a basic understanding of the department, its divisions, its organizational structure, and its major programs. Background data about the department is included, as well as data that answers the frequent questions that arise about the department's services and customers.

This chapter should be used for the following purposes:

- Training department staff;
- Orienting new Office of State Planning and Budgeting, Legislative Council, State Auditor, and Joint Budget Committee staff;
- Educating new governors and legislators about the department;
- Informing stakeholders about the purpose of the department;

- Providing data and summarized quantifiable information about the products, services, and customers of the department to stakeholders and the public;
- Explaining budget request adjustments in the context of the department’s structure.

The Department Description should be updated within 60 days after there is a new Executive Director or a significant organizational change and submitted to the Office of State Planning and Budgeting. OSPB will review and approve the document before public distribution when revisions are made outside of the scheduled Budget Cycle.

The Department Description must be submitted in landscape format, 12 pt Times New Roman, with full paragraph justification. It should provide one inch margins, page numbers and the name of the department in the footer, and the title of the document in the header, along with the budget request year.

The Department Description is due to the Office of State Planning and Budgeting on July 1, 2008 in both hard copy and electronic format. It is also included in the October 17 and October 30 versions for OSPB distribution to the Joint Budget Committee on November 3, 2008.

2.3 ORGANIZATIONAL CHART

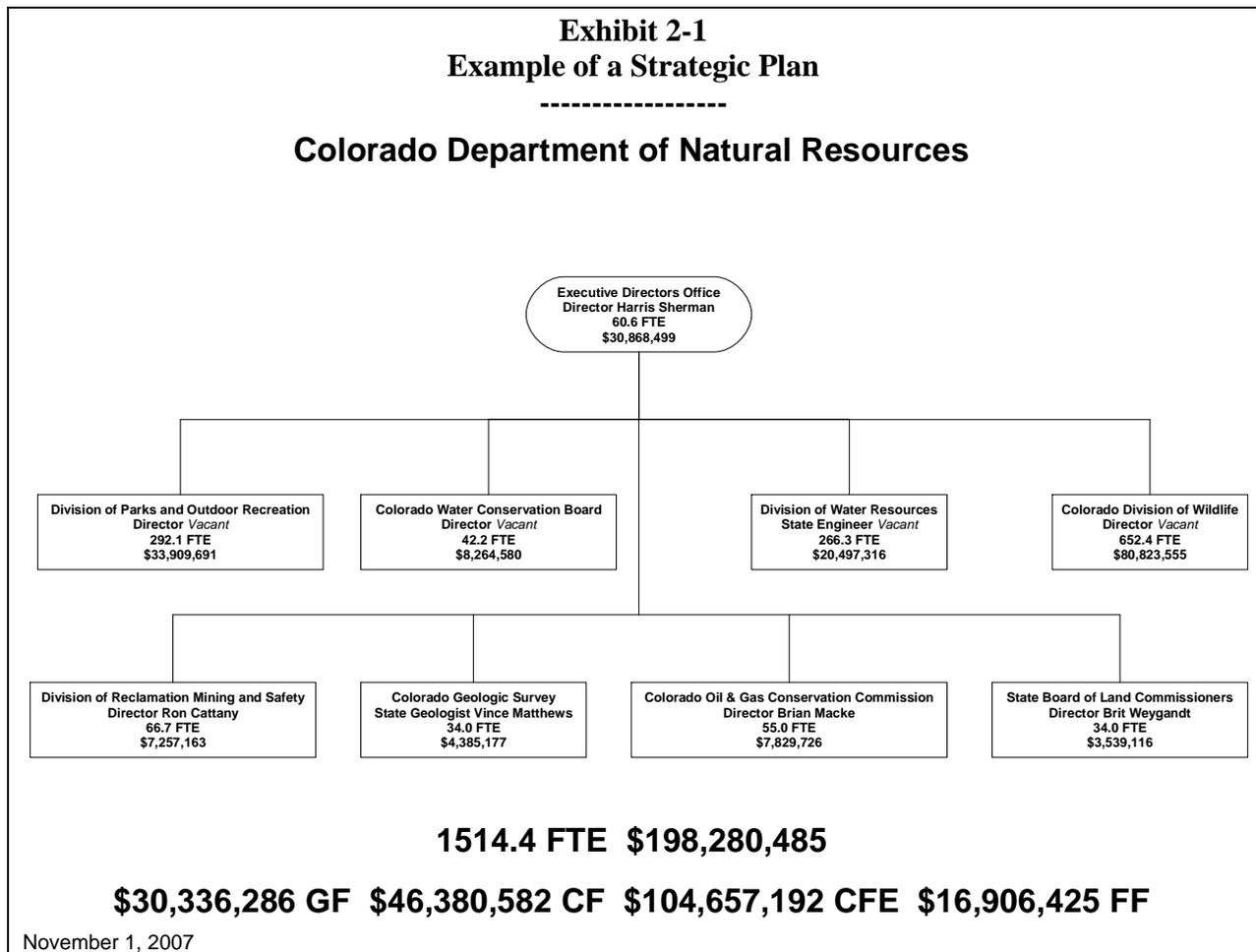
The organizational chart should identify each division, the associated number of FTE, and the associated total funds appropriation for the current fiscal year (meaning the “Appropriation Year” as indicated in the Schedule 3s). The organizational chart must fit on one page (although supplemental charts are acceptable) and print on letter size paper. It can print in landscape or portrait mode. It must always be dated, and dated no later than June 2008. The organizational chart should generally help orient the reader and show how staff are allocated.

Dollars and FTE must be subtotaled at the largest and second largest work unit levels (typically Offices and Divisions). Totals do not need to be provided for lower levels. The subtotals should add to the department totals, which should be reflected somewhere on the organizational chart. The department totals for FTE and dollars should match the FY 2008-09 JBC Staff Appropriations Report and the Schedule 3s and Reconciliation for each department.

The name of the Executive Director and senior management must be included. All staff in the department do not have to be listed.

Chapter 3 requires that an organizational chart be submitted in the Strategic Plan. The version submitted in the Strategic Plan shall be an exact duplicate of the version submitted in the Department Description.

See the following page for an example of an organizational chart that has all the required components.



2.4 BACKGROUND INFORMATION

This section should explain in lay terms how the department is set up, who the Executive Director is, what major programs are administered by the department, the major fund sources of the department, the locations of the department, and other pertinent information.

An example is provided at Appendix A.

2.5 PRIOR YEAR LEGISLATION

Departments will submit a list of major enacted bills from the prior legislative session (for the 2008 session when submitting the Department Description for the FY 2009-10 Budget Cycle). Each bill in the list should include the bill number (in the format of “HB 08-1320”), a short and reader-friendly bill title (“Eliminate Cash Fund Exempt Designation”), a short description of how the bill affects the department, and the primary sponsors.

An example is provided below:

Exhibit 2-2
Example of Prior Year Legislation

HB 07-1301 (Buescher, Williams) Cervical Cancer Immunizations

This bill creates the Cervical Cancer Immunization Program within the Department of Public Health and Environment and encourages federally qualified health centers to enter into agreements with local public health agencies to vaccinate females entering the sixth grade. Depending upon receipt of gifts, grants or donations, the Department of Public Health and Environment shall conduct a public awareness campaign on cervical cancer immunization and the benefits, disadvantages, and possible side effects of receiving cervical cancer immunization. The bill adds cervical cancer immunization as a Medicaid service for which federal financial participation is available and which the Department has selected to provide as an optional service for all females under 20 years old.

2.6 HOT ISSUES

This section identifies high-level current events that are happening within the department. These “hot issues” define the contemporary concerns, opportunities, and successes that involve the department and its programs.

Examples of information that departments should consider presenting in this section include the following:

- Updates on Governor Initiatives from the prior year(s);
- Recent Executive Orders;
- Status of high profile legislation implementation;
- Status of high profile projects, especially those funded in previous Change Requests;
- Updates on efficiencies and savings in prior initiatives;
- Pending ballot issues;
- Major lawsuits and court orders;
- Issues recently receiving press coverage;
- Technology advances or obstacles;
- Concerns or successes in changed or pending federal law or federal funding;
- Court orders;
- Other emerging problems or policy changes.

This section of the Department Description should present information with department-wide significance.

Exhibit 2-3
Examples of Hot Issues from Various Departments

- Homeland Security and Homeland Defense are critical responses to terrorist threats. The Department has been called upon to lend expertise in providing liaison between federal agencies, state agencies, and local government agencies. The Department is spearheading the effort to improve information security and to integrate information sharing among the National Guard, the new Northern Command and state agencies. The Colorado National Guard has been able to develop unique capabilities in support of first responders throughout the State of Colorado. Working with the National Guard Bureau for funding, the Colorado National Guard now includes: a Civil Support/Weapons of Mass Destruction Team (full-time), a Vulnerability Assessment Teams for critical infrastructure, a Chemical, Biological, Radiological High Yield Explosive Reaction Force, and a general purpose Rapid Reaction Force. Increasingly, these teams exercise with local first responders. The Civil Air Patrol has developed an airborne digital imaging system that has been used by the U.S. Northern Command as well as the State Emergency Operations Center.
- Greening initiatives and energy conservation are active trends not only in Colorado but across the country and the world. The Executive Order D0012 07 Greening of State Government, issued by the Governor early this year, gives specific direction and objectives that impact DCS. In this order the functions of Fleet, Capitol Complex, Travel and Integrated Document Solutions are all identified and given direction related to implementing programs and projects to support the greening of Colorado. E-85 and Biodiesel 20% blends (B-20) are referred to as renewable fuels because they are harvested from crops such as corn and soybeans. Both E-85 and B-20 are synonymous with improving air quality and reducing reliance on foreign oil imports. State Fleet Management currently has approximately 500 Flex Fuel Vehicles that can be used with either regular unleaded fuel, or any blend up to 85% ethanol (E-85). In addition, State Fleet currently has 50 hybrid vehicles (36 sedans and 14 SUV), and has two new Honda GX CNG fueled vehicles (deemed the world's cleanest combustion engines) as of August 2006 to be placed at the "downtown" motor pool. State Fleet Management continues aggressively pursuing additional opportunities to secure federal grants and funding for alternative fueled vehicles (AFVs) through collaborative efforts with other state agencies. The federal grant money is used to offset the high initial cost of the AFVs; otherwise these purchases would be cost prohibitive, and would not be possible with our current allocated vehicle budget.
- Medical Homes for Children SB 07-130. This bill, coordinated by the Cover all Kids 2010 advocacy group, defines a medical home as a qualified medical specialty, developmental, therapeutic, or mental health care practice that ensures access to and coordination of all medically-related services to a child, and his or her family. The services available to a child through a medical home, include but are not limited to health maintenance and prevention care; anticipatory guidance and health education; acute and chronic illness care; coordination of medications, specialists, and therapies; provider participation in hospital care; and twenty-

four hour telephone care. The bill requires the Department to work with the Department of Public Health and Environment to develop systems to maximize the number of Medicaid or Child Health Plan Plus program eligible children who have a medical home. The Department of Public Health and Environment and Colorado Medical Home Initiative have 12 medical providers identified as medical homes. To maximize the number of children who have a medical home, the Department's fiscal agent will send out an updated Provider Enrollment Application to medical providers describing the definitions and requirements of a medical home. After voluntarily electing to become a medical home, the medical provider's Medicaid Management Information System provider profile will be flagged as a medical home. This flag will be used to track and report the progress of maximizing the number of children having a medical home. The report will be submitted annually to the Joint Committee on Health and Human Services. The Department is currently working with the Department of Public Health and Environment to enroll Medical Home providers and to maximize the number of children participating in the program.

2.7 WORKLOAD INDICATORS

This section of the Department Description should include specific workload and data information that the department routinely collects and summarizes. Although each department provides extremely informative information in its Budget Request, the information can often be buried in text or Change Requests. The Department Description is the place for departments to place meaningful information and statistics that are frequently requested by legislators, the Governor's Office, stakeholders, consumers, the public, and the press. It allows the department to have a vat of information that is prior-approved by OSPB and always available for public consumption. Once on the internet, via the departments' or OSPB's web site, this information is easy to refer interested parties and reduces workload in the department related to ad hoc reporting.

OSPB hopes that over the years, departments will expand this section and make it more customer-friendly.

Examples of acceptable workload indicators include the following:

- Caseload trends;
- Economic conditions affecting programs;
- Number of people served/caseloads by category (e.g., adults, youth),
- Number of providers,
- Number of citations or audits,
- Percent of standards met,
- Number of inmates incarcerated,

- Percent of hospitals reporting,
- Number of water inspections,
- Volume of productivity,
- Current volume compared to prior years,
- Top conditions or offenses addressed by the department; and
- Changes in fund sources or grants awarded.

Departments should attempt to maintain their workload indicators over time, so that information can be tracked with multiple prior fiscal years. Keep the ones from prior years, and add new ones as needs become evident.

Please see the examples below of good workload indicators:

EXAMPLE 1: Colorado Oil and Gas Conservation Commission

Workload Measure	Unit	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Est.	FY 08-09 Est.
Active Oil and Gas Wells in Colorado	# of Wells	30,324	32,021	34,000	36,000
Applications for Permits to Drill - Received	# of APDs	5,829	6,664	7,050	7,400
Active Drilling Rigs	Avg. # of Rigs	83	97	120	130
Volume of oil and gas produced in the state.	trillion cubic feet of natural gas and coalbed methane	1.19	1.24	1.19	1.19
Volume of oil and gas produced in the state.	million barrels of oil produced	23.57	23.63	23.57	23.57
Pit Applications	# of Pit Applications	418	288	300	300
Complaints	# of Complaints	294	293	293	293
Site Investigation and Remediation Work Plans submitted	# of plans	162	182	200	200
Number of public forums held	Meetings, trainings & hearings	26	31	26	26
Hearing Applications	# of applications	102	107	130	150
Spills and Releases of Exploration & Production Waste	# of Spills & Releases	367	302	302	302
Individual Bond Release Requests	# of Requests	70	46	50	50
Blanket Bond Release Requests	# of Requests	54	51	54	54

EXAMPLE 2: Department of Corrections:

	Outcome	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Approp.	FY 2008-09 Request
Adult Inmate Jurisdictional Population TOTAL (State and Private Prisons)	Benchmark		23,159	20,553	22,970
	Actual	22,012	19,279		
% Change in TOTAL Population		6.3%	5.1%	6.9%	11.8%
Adult Prison Population State-owned Prisons	Benchmark		14,362	14,506	15,589
	Actual	14,193	14,330		
Adult Male Inmate Jurisdictional Population State-owned Prisons	Benchmark		20,698	12,994	13,056
	Actual	19,792	12,814		
Adult Female Inmate Jurisdictional Population State-owned Prisons	Benchmark		2,479	1,516	1,516
	Actual	2,220	1,516		
Adult Private Prison Population	Benchmark		5,120	5,967	7,048
	Actual	4,424	4,949		
Percentage in Private Prisons	Benchmark	30%	30%	30%	30%
	Actual	26.5%	34.5%		

EXAMPLE 3: Colorado State Patrol:

Commercial Motor Vehicle Crash Summary January 1, 2005 through December 31, 2009						
Measure	CY 2005	CY 2006	Annual Change	CY 2007 (est.)	CY 2008 (est.)	CY 2009 (est.)
All Crashes (Comm. Vehicle)	2,647	2,458	(7.1%)	2,335	2,218	2,107
Compliance Reviews	216	207	(4.2%)	N/A	N/A	N/A
Safety Inspections	5,493	5,071	(7.7%)	N/A	N/A	N/A

EXAMPLE 4: Agriculture

Program	Workload Indicator	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
		Actual	Actual	Current	Request
Brands	Total brands recorded.	36,611	37,089	39,900	36,500
Conservation Services	Percent of all pesticide/fertilizer containment and loading facilities inspected once every three years	45%	18%	37%	45%
Inspection and Consumer Services	Anhydrous Ammonia tanks inspected	1,845	1,333	1,700	1,700

EXAMPLE 5: Human Services, Developmental Disabilities

	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Current	FY 2008-09 Request
Number of adults with developmental disabilities receiving residential services during the last month of the fiscal year	3,652	3,701	3,803	3,895
Total number of new admissions to Regional Centers during the fiscal year	21	28	25	25
Average daily census for Intermediate Care Facility for the Mentally Retarded placements	36.52	37.05	38.0	TBD

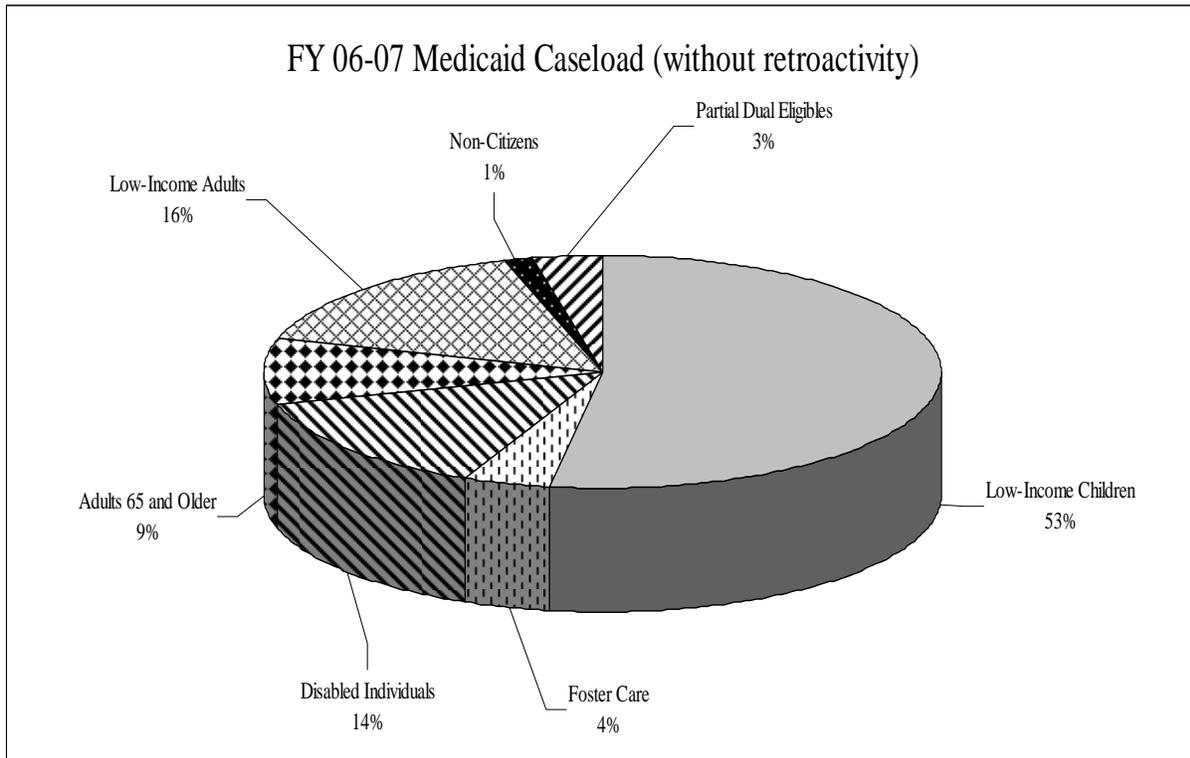
EXAMPLE 6: Health Care Policy and Financing

2007 HEDIS Colorado Medicaid (Calendar Year 2006 Data Collection)						
HEDIS Rates for All Medicaid Health Plans						
HEDIS is a registered trademarked product of the National Committee for Quality Assurance						
HEDIS Measure	Denver Health	Rocky	PCPP	FFS	Colorado Medicaid Weighted Average	2006 HEDIS National Medicaid Mean
Childhood Immunization Status						
Percent of Children receiving immunizations by 2 years old						
4 Diphtheria, Tetanus, Pertussis	84.8%	83.1%	61.7%	45.3%	47.6%	76.8%
1 Measles, Mumps, Rubella	95.7%	94.1%	80.7%	60.6%	62.8%	89.5%
3 Polio Virus immunizations	92.4%	90.1%	66.6%	57.4%	59.3%	84.5%
2 Haemophilus Influenzae Type B	93.5%	90.3%	76.1%	59.1%	61.2%	86.7%
3 Hepatitis B immunizations	93.5%	93.3%	62.9%	51.1%	53.5%	85.2%
1 Chicken Pox vaccines	95.7%	88.7%	79.1%	59.1%	61.2%	86.4%
Pneumococcal Conjugate	87.0%	78.5%	55.5%	36.7%	39.4%	46.6%
Combo 2 Rate -- 4 DTP or DTaP, 3 OPV or IPV, 1 MMR, 2 hepatitis B, 1 Hib, and VZV	84.8%	74.5%	49.4%	37.2%	39.5%	70.4%
Combo 3 Rate - DTaP, IPV, MMR, HiB, hepatitis B, VZV, pneumococcal conjugate	83.7%	68.0%	41.7%	28.7%	31.1%	42.5%

EXAMPLE 7: Health Care Policy and Financing (footnotes removed)

Colorado’s Demographics, Medicaid, and the Child Health Plan Plus Office – A Statewide View	
Characteristics	State Totals
<i>Demographic Characteristics</i>	
Population, 2005	4,753,377
Percent of Population in the Labor Force, 2005	70.0%
Percent of Families Below Poverty, 2005	8.4%
Percent of Female Headed Households, 2005	9.8%
<i>Medicaid Characteristics, FY 06-07</i>	
Average Number of Medicaid Clients	393,077
Medical Services Premiums Expenditures	\$2,061,396,808
Total Title XIX Service Expenditures	\$3,014,416,172
Percent of Total Medicaid Expenditures	68.4%
<i>Child Health Plan Plus Characteristics, FY 06-07</i>	
Average Number of Children per Month	47,047
Number of Member Months for Pregnant Women	1,170
Child Health Plan Plus Expenditures	\$101,999,307

EXAMPLE 8: Health Care Policy and Financing



EXAMPLE 9: Health Care Policy and Financing

B4c: FY 06-07 Top 10 Outpatient Hospital Principal Diagnosis Categories Ranked by Expenditures

Rank	Principal Diagnosis Group Number	Description	Expenditures	Unduplicated Client Count
1	789	Other Symptoms Involving Abdomen and Pelvis	\$5,710,306	9,798
2	786	Symptoms Involving Respiratory System and Other Chest Symptoms	\$3,975,840	10,119
3	585	Chronic Renal Failure	\$3,911,389	238
4	780	General Symptoms	\$3,667,582	10,704
5	521	Diseases of Hard Tissues of Teeth	\$3,294,752	2,338
6	784	Symptoms Involving Head and Neck	\$1,888,611	4,447
7	648	Other Current Conditions in the Mother Classifiable Elsewhere But Complicating Pregnancy, Childbirth, and the Puerperium	\$1,858,654	6,121
8	V58	Other and Unspecified Aftercare	\$1,777,663	1,702
9	787	Symptoms Involving Digestive System	\$1,691,212	7,127
10	724	Other and Unspecified Disorders of Back	\$1,630,379	4,533
Top Ten Total			\$29,406,387	57,127

Source: Medicaid paid claims from MMIS-DSS. Notes: To prevent expenditures and unduplicated client counts presented in these tables from being skewed by accounting adjustments, data is based on those clients who had a paid claim with a date-of-service within the fiscal year and only claims processed up to one and one-half months after the end of the fiscal year have been included. Unduplicated client counts represent the number of unique clients who received a service in each category only.

2.8 DEPARTMENT FACT SHEET

In the past, the Office of State Planning and Budgeting has created a short summary sheet on each department, using a standardized format, so that web-users can easily gain information about Colorado State departments. This year, departments are being asked to complete their own Fact Sheets, and submit them to OSPB for finalization. That way, OSPB can assure the public that the data is complete and accurate.

Fact Sheets are not included in the official budget request.

The Department Fact Sheet is different from the Change Request Fact Sheet (Chapter 4). The Department Fact Sheet is one summary sheet describing the entire department. Change Request Fact Sheets are for specific budget actions.

A template and two examples are provided at Appendix A. The examples are from a prior year so only the template should be followed for FY 2009-10. This is the required format and no formatting sections are to be changed. These fact sheets are due to OSPB by August 15, 2008 and will be posted by OSPB on the OSPB web-site by November 3, 2008.