



COLORADO

Department of Health Care
Policy & Financing

Quarterly Report #1

Implementation of the American Rescue Plan Act of 2021, Section 9817

*Enhancing Colorado's Home and Community-Based Services
System through an Enhanced Federal Match*

November 1, 2021

Submitted to: The Joint Budget Committee

Quarterly Report
July 2021- September 2021



COLORADO
Department of Health Care
Policy & Financing

Department of Health Care Policy & Financing
1570 Grant Street
Denver, CO 80203

November 1, 2021

The Honorable Dominick Moreno, Chair
Joint Budget Committee
200 East 14th Avenue, Third Floor
Denver, CO 80203

Dear Senator Moreno:

Enclosed please find the Department of Health Care Policy & Financing's (HCPFs) quarterly Implementation of the American Rescue Plan Act of 2021, Section 9817 report to the Joint Budget Committee.

Section 25.5-6-1804, C.R.S. requires the Department, commencing November 1, 2021 and occurring quarterly thereafter to report to the Joint Budget Committee concerning the status of expenditures pursuant to this part 18. The report must include:

- (a) The scope, intended impact, and amount of money disbursed from the money received pursuant to the "American Rescue Plan Act";*
- (b) A description of how the state department incorporated stakeholder feedback into plans for the disbursement of money; and*
- (c) An update as to the total amount of money disbursed from the money received pursuant to the "American Rescue Plan Act", the remaining amount of money, and the projected amount of anticipated federal financial participation.*

HCPF submitted its initial proposal of American Rescue Plan Act (ARPA) Medicaid Home and Community-Based Services (HCBS) spending to the Centers for Medicare and Medicaid Services (CMS) on June 13, 2021. Since receiving Joint Budget Committee approval on September 21, 2021, Colorado also received conditional approval from CMS. Conditional approval simply entails the state's compliance with the applicable requirements set forth under section 9817 of the Act and fulfillment of the requirements as stated in State Medicaid Directors Letter # 21-003.

This report serves as an initial communication to provide an update of current progress, identify a framework for the delivery of future reporting, and establish a spirit of transparency for project operations. If you require further information or have additional questions, please contact the Department's Legislative Liaison, Jo Donlin, at Jo.Donlin@state.co.us or 720-610-7795.

Sincerely,



Kim Bimestefer
Executive Director

KB/JM

CC: Representative Julie McCluskie, Vice-chair, Joint Budget Committee
Senator Chris Hansen, Joint Budget Committee
Representative Leslie Herod, Joint Budget Committee
Senator Bob Rankin, Joint Budget Committee
Representative Kim Ransom, Joint Budget Committee
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Colorado Spending Plan Quarterly Report to the Joint Budget Committee

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I. Background

The Department of Health Care Policy & Financing (HCPF) submitted its initial proposal of American Rescue Plan Act (ARPA) Medicaid Home and Community-Based Services (HCBS) spending to the Centers for Medicare and Medicaid Services (CMS) on June 13, 2021. Since submission, HCPF has worked to refine the outlined initiatives, engage with stakeholders, and work collaboratively with both Governor Jared Polis' Office and the CMS.

Since receiving Joint Budget Committee (JBC) approval on September 21, 2021, Colorado also received conditional approval from CMS. Conditional approval simply entails the state's compliance with the applicable requirements set forth under section 9817 of the Act and fulfillment of the requirements as stated in State Medicaid Directors Letter # 21-003. The Department must also adhere to federal requirements for claiming Federal Financial Participation (FFP), the obligations related to 1915(c) waivers and 1115 demonstrations, and submission requirements to the State Plan Amendment, where applicable.

II. Introduction

This report serves as an initial communication to provide an update of current progress, identify a framework for the delivery of future reporting, and establish a spirit of transparency for project operations. Since receiving approval, the Department has worked to set the groundwork to successfully accomplish the initiatives set before us. The Department has three guiding principles that we hope to achieve through this and future quarterly reports: progress, engagement, and transparency as shown in figure 1. The Department will take the opportunity to provide updates on overall progress, including expanding administrative capacity, as well as our 67 individual projects. We will also offer insight into our engagement with stakeholders, including feedback received. Finally, we will use these reports as one of many opportunities to be transparent in our goals, progress, and spending.

Figure 1: Guiding Principles



Though the Department recognizes the need for brevity in communication, we also realize the broad scope of the 67 initiatives and the importance of adequately conveying progress. To overcome this challenge and maintain readability, future reports to the JBC will:

- Summarize overall progress and metrics;
- Provide a concise spending update through budget tables;
- Outline progress of stakeholder engagement efforts;
- Illustrate progress towards acquisition of staff and contractor resources to expand capacity; and
- Outline progress and detail specific progress and outcome metrics for each initiative.

To further facilitate the need for compact delivery, links to external sources will be provided where available and appropriate. Given the limited time since the Department's presentation to the JBC on September 21, 2021, the current report includes an abbreviated version of the content above.

III. Spending Plan Progress

Administrative Status

The Department’s plan includes 67 initiatives (collapsed down from the previously reported 72,) to enhance, expand and strengthen the State’s HCBS system. Leadership prioritized the initiatives into four phases with achievability and resource concerns in mind. Phase 1 projects launched as of October 18, 2021. The project teams for these initiatives are assembling resources, drafting statements of work to engage contractors and vendors to assist, and planning for stakeholder engagement.

As new term-limited staff may work across projects, the 58 FTEs included in the plan are now organized into tiers to both ensure current staff have adequate support to complete the project work, while also taking into account the challenging job market and the capacity of our human resources staff. The Department, recognizing the breadth of activity required, is working closely with the Human Resources team to organize workflow and progress reporting around these efforts. Additionally, the Department has contracted with an outside vendor to provide support with developing position descriptions and processes to maximize hiring efficiency. The hiring process has been broken down into four broad categories, as seen in Figure 2, by which recruiting progress will be measured, tracked and reported. The Department will conduct regular reviews of the process to identify opportunities to improve throughput.

Figure 2: Recruitment Process and Tracking



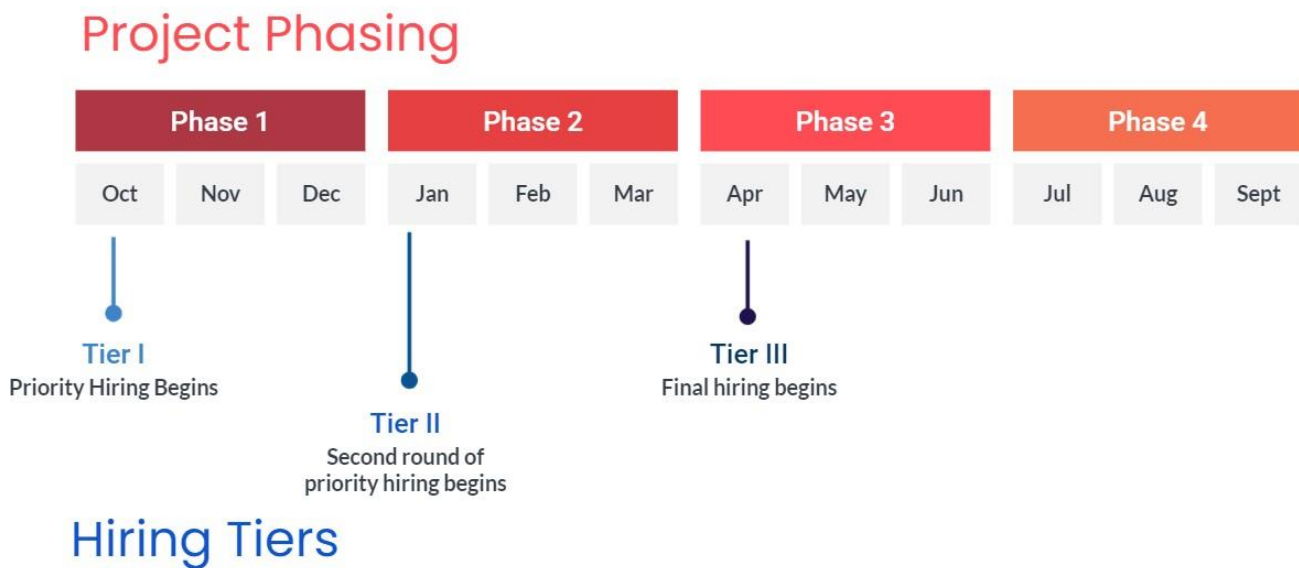
All 30 positions deemed as Tier I have drafted position descriptions, 18 of which have been delivered to Human Resources. One position is currently posted, three positions are in the interview phase, and three positions have been hired (table 1).

Table 1: Hiring Progress, Tier I Positions

Tier I Positions-Total	Position Description Developed	Recruitment In-Process	Interview & Hiring Process Underway	Position Hired
30	30	1	3	3

Figure 3 illustrates the phased and tiered approach the Department is taking to rollout the ARPA HCBS projects. Projects will launch during their determined phase, with phase 1 beginning now, phase 2 launching in January 2022, phase 3 in April 2022, and phase 4 in July 2022. The hiring tiers will coincide with the phased timeline. Tier I positions are actively being moved through the human resources process now (as stated above). Tiers II and III will move forward in January 2022, and April 2022 respectively.

Figure 3: Project Phases and Hiring Tiers



Using funds from Senate Bill 21-286, project managers and a contractor are working to set-up the processes and systems, focusing on the phase 1 projects. These include assembling the framework needed to appropriately monitor progress across all 67 projects, as well as setting up reporting mechanisms for an array of audiences. As transparency is at the forefront of our efforts, we continue to build out our ARPA webpage, stand-up public-facing dashboards to display progress, and arrange for on-going project-level and Department-level updates and communication to our stakeholders, including launching a monthly ARPA focused newsletter. Below, we

outline additional details about our phase 1 projects, as well as more information about the phasing of the projects and tiers for hiring new term-limited staff.

Budget Status

The Department’s HCBS Spending Plan includes \$512.3 million to support enhancing, expanding and strengthening our HCBS system, including \$304.0 million from reinvested state funds and \$208.3 million from matching federal funds. The funding will be spread out over three fiscal years as shown in table 2 below.

Table 2: Project Expenditures

Total	FY 2021-22	FY 2022-23	FY 2023-24
\$512.3 million	\$179.8 million	\$252.2 million	\$80.3 million

To date, limited expenditures have been incurred as the projects are still in the planning phase. The budget has shifted slightly as we continue to refine our anticipated spending, particularly as it relates to the rate increases and \$15 base wage initiative. The most up-to-date budget is included as Addendum 1. In the future, this section will include a dashboard with overall spend to date and progress on approved metrics.

Stakeholder Engagement Status

Since CMS guidance was released in May, the Department has hosted eleven stakeholder meetings attended by over 1,000 people. The general consensus was supportive of the Department’s approach, and where suggestions were voiced, adjustments to project plans were made. Since presenting to the JBC on September 21, 2021, the Department has continued to communicate with stakeholders through email blasts, our website and live interactive webinars, of which nearly 400 people participated. The Department is now developing a comprehensive stakeholder engagement strategy relative to our ongoing project work and anticipate this plan to be released no later than January 2022.

Analytics and Project Tracking

The ARPA Projects Team is currently working closely with the HCPF Enterprise Project Management Office (EPMO) to develop a suite of analytics and reporting tools with the intent of maintaining consistency across the agency. The Department will use Microsoft Project, Project Web App, as the basis for all project planning, and develop dashboard functionality through the Power BI data visualization tool. As all the Phase

1 projects are now in the planning and ramp-up stage, finalized outcome measurements and timelines are still under development. The ARPA Projects Team is in the process of developing a reporting metric dictionary through which all measures, algorithms, and metric characteristics will be captured. Currently, the Department foresees developing reporting metrics for each initiative focused on three areas:

- Project - Project management metrics reported consistently across all projects
- Process-based - Practical, initiative-specific measurement elements
- Outcome-Based - Initiative-specific metrics connected directly to the intended purpose or spirit of the project

Project Status

As stated above, the Department has adopted a phased approach to launching the 67 projects included in our ARPA HCBS Spending Plan. The phasing for projects was decided using input from the project leads on six criteria: the projects relationship to other ARPA projects, the projects relationship to other Department projects, timeliness, ease of launching, general importance to stakeholders, and general importance to the Department.

The Phase 1 projects launched as of October 18, 2021, and are actively pursuing procurement of contractors, finalizing stakeholder engagement plans, and developing project-level metrics for tracking and reporting. Phase 1 projects, as well as the phasing for all other projects are included in Table 3.

As a critical component of our overall plan, and an immediate response to the current staffing crisis facing our system, the Department would like to provide the JBC with additional details about our infusion of funding to support providers and direct care workers. This phase 1 initiative is well on its way to implementation with the 2.11% rate increase already announced and in place to provide an increase to provider rates for the services listed below with the exception of Consumer-Directed Attendant Support Services (CDASS), and adding Non-Medical Transportation, retroactive to April 1, 2021, and going forward through March 31, 2022. The Department received approval from CMS on October 19, 2021 for an Appendix K amendment for this rate increase with an effective date of April 1, 2021 through March 31, 2022. A memo went out to providers on October 15, 2021 announcing this rate increase and providing instruction on how to receive the increase.

To ensure stability across the long-term services and supports continuum, case management rates will also be increased by 2.11% from April 1, 2022 through March 31, 2023, pending federal approval. Additional adjustments for PACE due to common

policy changes within HCBS as well as a specific rate increase next calendar year will be addressed in the near future.

In addition to the provider rate increase, the Department, in collaboration with the Polis-Primavera administration, will be implementing a \$15 per hour required base wage for Colorado's Medicaid, HCBS direct care workers. This new base wage requirement for frontline staff providing direct hands-on care will be implemented beginning Jan. 1, 2022, through April 15, 2023. The services targeted for this increase include:

- Adult Day
- Alternative Care Facility
- Consumer-Directed Attendant Support Services (CDASS)
- Community Connector
- Day Habilitation
- Homemaker
- In-Home Support Services (IHSS)
- Mentorship
- Personal Care
- Prevocational Services
- Residential Habilitation
- Respite Care
- Supported Community Connections
- Supported Employment
- Supportive Living Program

The Department understands that direct care workers' wages vary considerably across geography, provider type, and internally, depending on experience and length of employment. For this reason, the expectation will be that all direct care workers currently employed will have their wage increased to receive the new required base wage of \$15 an hour. All new Home and Community-Based Services direct care workers hired after Jan. 1, 2022, must also have a wage of at least \$15 per hour.

Understanding that the ARPA funds have an end date and the increased compensation for these workers cannot, we are committed to identifying funds to ensure long-term sustainability of this effort. The Department submitted an Emergency Preparedness and Response Appendix K (Appendix K) amendment on October 20, 2021, which included these rate increases and wage passthrough. As Colorado's Appendix K amendment is effective until July 1, 2022, the Department plans to submit a 1915(c) waiver amendment to ensure these changes continue long-term. We will continue to

work in collaboration with our state and federal partners to pursue all avenues to continue to support these compensation increases for our HCBS workers.

Table 3. Project Phasing

Project Title	Category							
<i>PHASE 1 PROJECTS</i>	Workforce & Rural Sustainability	Crisis & Acute Services	Access for Underserved	Recovery & Innovation	Case Management	Tools & Technology	Emergency Preparedness	Quality
Case Management Rates					X			
Case Management Agency Training Program					X			
Case/Care Management Best Practices					X			
Case Management Capacity Building					X			
PACE Licensure								X
Supported Employment Pilot Extension				X				
Child/Youth Step-down Options Program and Provider Recruitment				X				
Community First Choice				X				
Respite Rate Enhancement				X				
Home Mod Budget Enhancements				X				
Updates to Salesforce Database						X		
HCBS Provider Digital Transformation						X		
Care & Case Management System Investments						X		
Systems Infrastructure for Social Determinants of Health						X		
Home Health/PDN Acuity Tool						X		

HCBS Provider Electronic Health Record System Upgrades						X		
Eligibility Systems Improvements						X		
Disability Cultural Competency Training for BH Providers			X					
Wrap-Around Services, including Peer Supports for Members with Complex Needs			X					
Expand the Behavioral Health Safety Net			X					
Increase Payments to Providers and Workers	X							
Resource & Job Hub	X							
Direct Care Workforce Data Infrastructure	X							
Standardized Core Curriculum & Specialization	X							
Rural Sustainability & Investment	X							

Project Title	Category							
	Workforce & Rural Sustainability	Crisis & Acute Services	Access for Underserved	Recovery & Innovation	Case Management	Tools & Technology	Emergency Preparedness	Quality
PHASE 2 PROJECTS								
Behavioral Health Transition Support Grants		X						
Expand Behavioral Health Crisis Teams		X						
IMD Exclusion, Risk Mitigation Policy		X						
Quality Measures & Benefits Training								X
P4P for PACE								X
CMS Quality Metrics								X
ACF Tiered Rates & Benefit				X				
Residential Innovation				X				
New Systems of Care				X				
Pilot CAPABLE				X				
Connect CMAs to CORHIO						X		
Centers for Excellence in Pain Management						X		
Member-Facing Provider Finder Tool Improvement						X		
Improvements - System Communication [Interface with Trails]						X		
Establish a Training Fund	X							
Career Pathways	X							

Project Title	Category							
<i>PHASE 3 PROJECTS</i>	Workforce & Rural Sustainability	Crisis & Acute Services	Access for Underserved	Recovery & Innovation	Case Management	Tools & Technology	Emergency Preparedness	Quality
Improve & Expedite Long-Term Care Eligibility Processes					x			
P4P for HCBS Waivers								x
Department of Corrections Partnership								x
Provider Oversight								x
P4P for HH								x
Innovative Tech Integration						x		
Specialty Search in Provider Specialty Tool						x		
Member Data Sharing						x		
Equity Study			x					
HCBS Training for Members & Families			x					
Translation of Case Management Material			x					
Behavioral Health Capacity Grants			x					
Public Awareness Campaign	x							
Workforce Compensation Research	x							

Project Title	Category							
	Workforce & Rural Sustainability	Crisis & Acute Services	Access for Underserved	Recovery & Innovation	Case Management	Tools & Technology	Emergency Preparedness	Quality
PHASE 4 PROJECTS								
Member Emergency Preparedness							X	
Emergency Response Plans							X	
Provider Score Cards								X
Waiver Quality Expansion								X
eConsult to Improve Quality								X
Respite Grant Program				X				
Hospital Community Investment Requirements				X				
Promote Single Occupancy				X				
Data Sharing with the SUA						X		
Member Tech Literacy						X		
Buy-In Analysis			X					
Home Health Delegation	X							

IV. Appendix: Resources

Colorado Department of Health Care Policy & Financing HCBS ARPA Links:

- HCPF ARPA Webpage: <https://hcpf.colorado.gov/arpa>

Center for Medicare & Medicaid Services

- HCPF Spending Plan Submitted to CMS:
https://hcpf.colorado.gov/sites/hcpf/files/CO%20State%20Spending%20Plan%20for%20Implementing%20Section%209817%20of%20ARPA%2C%20June%202021_Acc.pdf
 - Appendix: https://hcpf.colorado.gov/sites/hcpf/files/American%20Rescue%20Plan%20Act%20-%20Project%20Cost%20Estimate_Acc.pdf
- Initial CMS Partial Approval Letter:
<https://hcpf.colorado.gov/sites/hcpf/files/Colorado%209817%20Approval.pdf>
- HCPF Response to Partial Approval:
<https://hcpf.colorado.gov/sites/hcpf/files/CMS%20ARP.Response%20Letter8.2.21.pdf>
- CMS Conditional Approval Letter:
<https://hcpf.colorado.gov/sites/hcpf/files/CO%20CMS%20ARPA%20Conditional%20Approval%209-21-2021.pdf>

Joint Budget Committee:

- Senate Bill 21-286:
http://leg.colorado.gov/sites/default/files/2021a_286_signed.pdf
- HCPF Spending Plan Submitted to the JBC:
<https://hcpf.colorado.gov/sites/hcpf/files/FY%202022-23%20ARPA%20Spending%20Plan.pdf>
 - Appendix: <https://hcpf.colorado.gov/sites/hcpf/files/FY%202022-23%20ARPA%20Spending%20Plan%20Appendix%20A.pdf>
- Presentation to the Joint Budget Committee:
<https://hcpf.colorado.gov/sites/hcpf/files/ARPA%20JBC%20Presentation%209.21.pdf>

Federal HCBS ARPA Links:

- ARPA Legislation: <https://www.congress.gov/bill/117th-congress/house-bill/1319/text>
- Home & Community Based Services Section of ARPA:
<https://www.congress.gov/bill/117th-congress/house-bill/1319/text#toc-H04B309FDB3FA4109B306C6622D55C4D8>

- CMS ARPA Guidance: <https://www.medicaid.gov/federal-policy-guidance/downloads/smd21003.pdf>

ARPA Quarterly Report 1
Appendix A: Assumptions and Calculations

Row	Project Area	Total Funds Impact	FTE	SFY 2021-22	SFY 2022-23	SFY 2023-24	Source/Calculation
A	Strengthen the Workforce & Enhance Rural Sustainability	\$261,818,205	5.8	\$114,806,550	\$139,978,051	\$7,033,604	Table 3.1
B	Improve Crisis & Acute Services	\$17,220,077	3.0	\$658,779	\$9,192,169	\$7,369,129	Table 4.1
C	Improve Access to HCBS for Underserved Populations	\$56,525,872	5.5	\$6,924,288	\$25,650,174	\$23,951,410	Table 5.1
D	Support Post-COVID Recovery and HCBS Innovation	\$63,509,043	9.5	\$20,554,509	\$27,769,936	\$15,184,598	Table 6.1
E	Strengthen Case Management Redesign	\$10,675,745	4.0	\$3,669,922	\$4,125,314	\$2,880,509	Table 7.1
F	Invest in Tools & Technology	\$78,608,869	10.0	\$25,656,462	\$34,381,484	\$18,570,923	Table 8.1
G	Expand Emergency Preparedness	\$8,471,750	-	\$4,248,375	\$4,223,375	\$0	Table 9
H	Enhance Quality Outcomes	\$6,481,726	7.3	\$1,833,170	\$3,032,615	\$1,615,941	Table 10.1
I	Department Administrative Overhead	\$8,949,321	13.5	\$1,393,816	\$3,851,986	\$3,703,519	Table 11.1
J	Total Cost	\$512,260,608	58.5	\$179,745,871	\$252,205,104	\$80,309,633	

Row	Item	Total Funds Impact	FTE	SFY 2021-22	SFY 2022-23	SFY 2023-24	Source/Calculation
A	<i>Total Admin Cost</i>	<i>\$142,427,189</i>	<i>54.5</i>	<i>\$46,914,819</i>	<i>\$62,936,577</i>	<i>\$32,575,793</i>	<i>Sum of all admin expenses</i>
B	State Funds	\$71,213,593		\$23,457,409	\$31,468,288	\$16,287,896	Row A - Row C
C	Federal Funds	\$71,213,596		\$23,457,410	\$31,468,289	\$16,287,897	Row A * Row D
D	FFP	50.00%		50.00%	50.00%	50.00%	Assume administrative match
E	<i>Services Total Impact</i>	<i>\$255,165,712</i>	<i>0.0</i>	<i>\$119,570,076</i>	<i>\$133,928,969</i>	<i>\$1,666,667</i>	<i>Sum of all service expenses</i>
F	State Funds	\$118,108,753		\$50,310,936	\$66,964,484	\$833,333	Row E - Row G
G	Federal Funds	\$137,056,959		\$69,259,140	\$66,964,485	\$833,334	Row E * Row H
H	FMAP	53.71%		57.92%	50.00%	50.00%	Assume FMAP effective for time period
I	<i>State Only Impact</i>	<i>\$114,667,707</i>	<i>4.0</i>	<i>\$13,260,976</i>	<i>\$55,339,558</i>	<i>\$46,067,173</i>	<i>Sum of all state-only expenses</i>
J	State Funds	\$114,667,707		\$13,260,976	\$55,339,558	\$46,067,173	Row I - Row K
K	Federal Funds	\$0		\$0	\$0	\$0	Row I * Row L
L	FMAP	0.00%		0.00%	0.00%	0.00%	No FMAP for state-only costs
M	Total Funds	\$512,260,608	58.5	\$179,745,871	\$252,205,104	\$80,309,633	Row A + Row E + Row I
N	Total State Funds	\$303,990,053		\$87,029,321	\$153,772,330	\$63,188,402	Row B + Row F + Row J
O	Total Federal Funds	\$208,270,555		\$92,716,550	\$98,432,774	\$17,121,231	Row C + Row G + Row K

Table 2.1 SFY 2020-21 Calculation of Savings								
Item	HCBS Waivers	Home Health (including DME)	Targeted Case Management	PACE	State Plan Pediatric Personal Care	Private Duty Nursing	Rehabilitative Services ¹	Total
FY 2020-21 Estimated Total Expenditure	\$1,350,652,327	\$606,833,638	\$24,336,203	\$241,399,635	\$2,216,800	\$110,036,191	\$697,494,280	\$3,032,969,074
% of Year Eligible for Enhanced Rate	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Eligible FY 2020-21 Expenditure	\$337,663,082	\$151,708,410	\$6,084,051	\$60,349,909	\$554,200	\$27,509,048	\$174,373,570	\$758,242,270
State Share Savings	(\$33,766,308)	(\$15,170,841)	(\$608,405)	(\$6,034,991)	(\$55,420)	(\$2,750,905)	(\$13,254,938)	(\$71,641,808)
Reinvestment of State Funds	\$33,766,308	\$15,170,841	\$608,405	\$6,034,991	\$55,420	\$2,750,905	\$13,254,938	\$71,641,808

Table 2.2 SFY 2021-22 Calculation of Savings								
Item	HCBS Waivers	Home Health (including DME)	Targeted Case Management	PACE	State Plan Pediatric Personal Care	Private Duty Nursing	Rehabilitative Services ¹	Total
FY 2021-22 Estimated Total Expenditure	\$1,478,213,175	\$628,322,748	\$25,821,765	\$267,082,914	\$3,729,273	\$118,516,055	\$788,683,471	\$3,310,369,401
% of Year Eligible for Enhanced Rate	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%	75.00%
Eligible FY 2021-22 Expenditure	\$1,108,659,881	\$471,242,061	\$19,366,324	\$200,312,186	\$2,796,955	\$88,887,041	\$591,512,603	\$2,482,777,051
State Share Savings	(\$110,865,988)	(\$47,124,206)	(\$1,936,632)	(\$20,031,219)	(\$279,696)	(\$8,888,704)	(\$43,604,483)	(\$232,730,928)
Reinvestment of State Funds	\$110,865,988	\$47,124,206	\$1,936,632	\$20,031,219	\$279,696	\$8,888,704	\$43,604,483	\$232,730,928

Table 2.3 Calculation of Savings - Total Across Fiscal Years								
Item	HCBS Waivers	Home Health (including DME)	Targeted Case Management	PACE	State Plan Pediatric Personal Care	Private Duty Nursing	Rehabilitative Services ¹	Total
Total Eligible Expenditure - April 2021 - March 2022	\$1,446,322,963	\$622,950,471	\$25,450,375	\$260,662,095	\$3,351,155	\$116,396,089	\$765,886,173	\$3,241,019,321
State Share Savings	(\$144,632,296)	(\$62,295,047)	(\$2,545,037)	(\$26,066,210)	(\$335,116)	(\$11,639,609)	(\$56,859,421)	(\$304,372,736)
Reinvestment of State Funds	\$144,632,296	\$62,295,047	\$2,545,037	\$26,066,210	\$335,116	\$11,639,609	\$56,859,421	\$304,372,736

¹ State share savings for rehabilitative services is equal to less than 10% due to the share of the expenditure attributable to the ACA expansion population, which will receive a 5% bump rather than a 10% bump.

Table 3.1 Workforce and Rural Sustainability

Row	Item	Total Funds	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
	<i>Provide Recovery Payments, Wage Pass Throughs & Incentive Payments</i>							
A	Rate Increase to Services Provided by Direct Care Workers	\$244,122,670	0.0	\$112,415,923	\$131,706,747	\$0	Service	Table 4.2
B	FTE	\$248,728	1.0	\$78,294	\$97,390	\$73,044	Admin	One FTE to conduct financial compliance reviews
C	Total Cost	\$244,371,398	1.0	\$112,494,217	\$131,804,137	\$73,044		
	<i>Direct Care Workforce Data Infrastructure</i>							
D	Contractor Cost	\$1,000,000	0.0	\$500,000	\$500,000	\$0	Admin	One-time costs to create two surveys; ongoing costs to administer. Includes costs for evaluation funding to support all workforce projects.
E	FTE	\$157,384	0.8	\$49,972	\$61,379	\$46,033	Admin	Partial FTE to manage contracts across the workforce projects
F	Total Cost	\$1,157,384	0.8	\$549,972	\$561,379	\$46,033		
	<i>Skill, Advancement, & Awareness for the Direct Care Workers</i>							
	FTE	\$335,721	1.0	\$104,392	\$132,188	\$99,142	Admin	One supervisor FTE to manage staff and projects within this bucket
	<u>Standardized Core Curriculum & Specialization</u>							
G	Curriculum Develop and Pilot Contractor	\$1,125,000	0.0	\$375,000	\$375,000	\$375,000	Admin	\$375,000 for system development and the creation of the curriculum
H	Evaluation Contractor	\$150,000	0.0	\$50,000	\$50,000	\$50,000	Admin	\$50,000/year to develop and execute the evaluation of all developed curricula
I	LMS	\$750,000	0.0	\$250,000	\$250,000	\$250,000	Admin	\$200,000/year for onging costs to maintain and run the LMS, \$50,000/year to manage the website 'hub'
J	FTE	\$124,361	0.5	\$39,147	\$48,694	\$36,521	Admin	Partial FTE to oversee the contracts
	<u>Resource & Job Hub</u>						Admin	
K	Website Development	\$750,000	0.0	\$250,000	\$250,000	\$250,000	Admin	\$200,000/year for onging costs to maintain and run the website, \$50,000/year to manage the website 'hub'
	<u>Establish a Training Fund</u>							
L	Training Funding	\$7,000,000	0.0	\$0	\$3,500,000	\$3,500,000	State-Only	Includes paying for contractor to act as fiscal intermediary
M	Incentives to Providers to Upskill	\$2,000,000	0.0	\$0	\$1,000,000	\$1,000,000	State-Only	Incentive program for workers to upskill
N	FTE	\$222,628	1.0	\$52,195	\$97,390	\$73,044	State-Only	1 FTE to manage the program
	<u>Career Pathways</u>							
O	Interagency Agreements	\$429,643	0.0	\$0	\$245,509	\$184,134	Admin	3 term limited FTEs at CDLE, Community College System, and DORA
P	FTE	\$71,606	0.5	\$0	\$40,918	\$30,688	Admin	Partial FTE to manage contracts
	<u>Public Awareness Campaign</u>							
Q	Contractor Cost	\$432,000	0.0	\$0	\$216,000	\$216,000	Admin	Hire advertising agency to develop + launch public awareness campaign; costs based on Health First Colorado campaign costs
R	Total Cost	\$13,390,959	3.0	\$1,120,733	\$6,205,699	\$6,064,527		
	<i>Home Health Delegation</i>							
S	Incentives for New Models of Care	\$1,200,000	0.0	\$0	\$600,000	\$600,000	State-Only	Incentive program for home health agencies
T	Contractor Cost	\$150,000	0.0	\$75,000	\$75,000	\$0	Admin	Contractor to investigate
U	Total Cost	\$1,350,000	0.0	\$75,000	\$675,000	\$600,000		
	<i>Workforce Compensation Research</i>							
V	Contractor Cost	\$50,000	0.0	\$0	\$50,000	\$0	Admin	Pay contractor to look at compensation rates for these workers - include case managers
W	Total Cost	\$50,000	0.0	\$0	\$50,000	\$0		
	<i>Rural Sustainability and Investments</i>							
	<u>Identify Care Gaps</u>							
X	Contractor Cost	\$650,000	0.0	\$500,000	\$150,000	\$0	Admin	Contractor to complete an environmental scan of Colorado's current HCBS/Medicaid provider network
Y	FTE	\$148,464	1.0	\$66,628	\$81,836	\$0	Admin	One FTE to manage rural sustainability and investment projects
	<u>Develop Geographic Modifiers</u>							
Z	Contractor Cost	\$250,000	0.0	\$0	\$250,000	\$0	Admin	Contractor to explore strategies by identifying regions and the associated rates by geographic region to account for the cost differential associated with different locations
	<u>Shared Systems in Rural Communities</u>							
AA	Contractor Cost	\$450,000	0.0	\$0	\$200,000	\$250,000	Admin	Contractor to explore strategies for partnering with hospitals and rural health clinics to create shared workforce skill sets, systems of care, and other administrative efficiencies
AB	Total Cost	\$1,498,464	1.0	\$566,628	\$681,836	\$250,000		

Table 3.1 Workforce and Rural Sustainability

Row	Item	Total Funds	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
AC	Total Cost for Workforce & Rural Sustainability Projects	\$261,818,205	5.8	\$114,806,550	\$139,978,051	\$7,033,604		
AD	Admin Costs	\$7,272,906	4.8	\$2,338,432	\$3,073,914	\$1,860,560	Admin	Sum of admin initiatives
AE	Services Costs	\$244,122,670	0.0	\$112,415,923	\$131,706,747	\$0	Services	Sum of service initiatives
AF	State-Only Costs	\$10,422,628	1.0	\$52,195	\$5,197,390	\$5,173,044	State-Only	Sum of state-only initiatives

Table 3.2 Projected Costs of Proposed ARPA Rate Increases

Service	Projected FY 2021-22 Expenditure	Year 1				Year 2									
		4/1/21 - 3/31/22	4/1/22 - 6/30/22	1/1/22 - 6/30/22	Total	7/1/22 - 3/31/23	7/1/22 - 4/15/23	Total							
Increase Type		Provider Rate Increase - HCBS Waivers	Provider Rate Increase - State Plan	Wage Pass Through	Total	Provider Rate Increase - State Plan	Wage Pass Through	Total							
Adult Day Services	\$24,999,805	2.11%	\$526,246	0.00%	\$0	24.21%	\$3,026,226	\$3,552,472							
Alternative Care Facility	\$81,453,386	2.11%	\$1,714,594	0.00%	\$0	33.75%	\$13,745,259	\$15,459,853							
Community Connector	\$6,949,910	2.11%	\$146,296	0.00%	\$0	6.95%	\$241,509	\$387,805							
Consumer Directed Attendant Support Services (CDASS) - Denver	\$10,823,520	0.00%	\$0	0.00%	\$0	0.95%	\$51,195	\$51,195							
Consumer Directed Attendant Support Services (CDASS) - Outside Denver	\$167,782,418	0.00%	\$0	0.00%	\$0	12.63%	\$10,595,460	\$10,595,460							
Day Habilitation	\$134,682,908	2.11%	\$2,835,075	0.00%	\$0	14.29%	\$9,623,094	\$12,458,169							
Homemaker - Denver	\$7,163,249	2.11%	\$150,789	0.00%	\$0	0.00%	\$0	\$150,789							
Homemaker - Outside Denver	\$40,244,087	2.11%	\$847,138	0.00%	\$0	11.99%	\$2,412,633	\$3,259,771							
In-Home Support Services - Denver	\$36,546,397	2.11%	\$769,302	0.00%	\$0	3.92%	\$716,309	\$1,485,611							
In-Home Support Services - Outside Denver	\$178,812,451	2.11%	\$3,764,002	0.00%	\$0	9.71%	\$8,681,344	\$12,445,346							
Mentorship	\$1,780,637	2.11%	\$37,482	0.00%	\$0	5.81%	\$51,728	\$89,210							
Non Medical Transportation	\$48,695,683	2.11%	\$1,025,044	0.00%	\$0	0.00%	\$0	\$1,025,044							
Personal Care - Denver	\$59,612,194	2.11%	\$1,254,837	0.00%	\$0	0.00%	\$0	\$1,254,837							
Personal Care - Outside Denver	\$131,759,216	2.11%	\$2,773,531	0.00%	\$0	11.99%	\$7,898,965	\$10,672,496							
Prevocational Services	\$4,430,145	2.11%	\$93,255	0.00%	\$0	18.62%	\$412,446	\$505,701							
Residential Habilitation - Denver	\$29,616,528	2.11%	\$623,428	0.00%	\$0	0.00%	\$0	\$623,428							
Residential Habilitation - Outside Denver	\$422,544,201	2.11%	\$8,894,555	0.00%	\$0	9.01%	\$19,035,616	\$27,930,171							
Respite Care	\$24,172,167	2.11%	\$508,824	0.00%	\$0	11.24%	\$1,358,476	\$1,867,300							
Supported Living Programs	\$26,861,524	2.11%	\$565,435	0.00%	\$0	6.00%	\$805,846	\$1,371,281							
Supported Employment	\$36,283,776	2.11%	\$763,773	0.00%	\$0	6.97%	\$1,264,490	\$2,028,263							
PACE	\$241,399,635	1.43%	\$3,455,394	2.11%	\$1,270,366	0.00%	\$0	\$4,725,760							
Case Management	\$90,444,389	0.00%	\$0	2.11%	\$475,964	0.00%	\$0	\$475,964							
Total			\$30,748,997		\$1,746,330		\$79,920,596	\$112,415,923				\$5,238,988		\$126,467,759	\$131,706,747

Appendix A: Assumptions and Calculations

Table 3.3
FTE Calculations - Workforce and Rural Sustainability

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
COMPLIANCE SPECIALIST IV	1.0	October		\$54,885	\$73,180	\$54,885	Provide Recovery Payments, Wage Pass Throughs &
CONTRACT ADMINISTRATOR III	0.8	October		\$33,141	\$44,187	\$33,140	Direct Care Workforce Data Infrastructure
ADMINISTRATOR IV	0.5	October		\$27,442	\$36,590	\$27,443	Standardized Core Curriculum & Specialization
ADMINISTRATOR III	3.0			\$0	\$176,749	\$132,562	Career Pathways. Not included in FTE count; IA positions
CONTRACT ADMINISTRATOR III	0.5			\$0	\$29,458	\$22,094	Career Pathways
ADMINISTRATOR IV	1.0	January		\$36,590	\$73,180	\$54,885	Establish a Training Fund
PROGRAM MANAGEMENT III	1.0	October		\$78,819	\$105,092	\$78,819	Skill, Advancement, & Awareness for the Direct Care
ADMINISTRATOR III	1.0	October		\$44,187	\$58,916	\$0	Rural Sustainability and Investments
Total Personal Services (Salary, PERA, Medicare)	8.8			\$275,064	\$597,352	\$403,827	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	3.7	8.8	\$10,042	\$37,032	\$87,868	\$58,369	
Short-Term Disability	-	-	0.16%	\$392	\$851	\$574	
Amortization Equalization Disbursement	-	-	5.00%	\$12,242	\$26,585	\$17,973	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$12,242	\$26,585	\$17,973	
Centrally Appropriated Costs Total				\$61,907	\$141,889	\$94,889	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	3.7	8.8	\$500	\$1,844	\$4,375	\$2,907	
Telephone	3.7	8.8	\$450	\$1,661	\$3,938	\$2,618	
Other	3.7	8.8	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$3,505</i>	<i>\$8,313</i>	<i>\$5,525</i>	
One-Time Costs (Capital Outlay)	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	8.8		\$5,000	\$18,438	\$0	\$0	
Computer	8.8		\$2,000	\$7,375	\$0	\$0	
Other	8.8		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$25,813</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$29,318	\$8,313	\$5,525	

Leased Space							
Leased Space	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	3.7	8.8	\$6,600	\$24,338	\$57,750	\$38,363	

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Table 4.1 Improve Crisis and Acute Services to Keep People in Their Communities								
Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
Behavioral Health Transition Support Grants to Prevent Institutionalization								
A	Contractor Cost	\$150,000	0.0	\$150,000	\$0	\$0	State-Only	Contractor for planning and to complete RFP
B	Grant Funding	\$14,000,000	0.0	\$0	\$7,000,000	\$7,000,000	State-Only	Grants to RAE regions (\$2 million per region)
C	FTE	\$124,361	0.5	\$39,146	\$48,694	\$36,521	State-Only	Partial FTE to manage grant program
D	Total Costs	\$14,274,361	0.5	\$189,146	\$7,048,694	\$7,036,521		
Expand Behavioral Health Mobile Crisis Teams								
E	Grant Funding	\$1,750,000	0.0	\$0	\$1,750,000	\$0	State-Only	Grants to RAE regions for readiness
F	Contractor Cost	\$150,000	0.0	\$150,000	\$0	\$0	Admin	Training contractor for RAEs and providers
G	FTE	\$222,628	1.0	\$52,195	\$97,390	\$73,044	State-Only	1 FTE to manage program
H	Total Costs	\$2,122,628	1.0	\$202,195	\$1,847,390	\$73,044		
IMD Risk Mitigation								
I	Contractor Cost	\$450,000	0.0	\$150,000	\$150,000	\$150,000	Admin	Contractor funding to help with waiver application and budget neutrality
J	FTE	\$373,088	1.5	\$117,439	\$146,085	\$109,564	Admin	1.5 FTE to submit waiver and coordinate implementation
K	Total Cost for IMD 1115 Waiver	\$823,088	1.5	\$267,439	\$296,085	\$259,564		
L	Total Cost for Behavioral Health Projects	\$17,220,077	3.0	\$658,780	\$9,192,169	\$7,369,129		
M	Admin Costs	\$973,088	1.5	\$417,439	\$296,085	\$259,564	Admin	Sum of admin initiatives
N	State-Only Costs	\$16,246,989	1.5	\$241,341	\$8,896,084	\$7,109,564	State-Only	Sum of state-only initiatives

Appendix A: Assumptions and Calculations

Table 4.2
FTE Calculations - Improve Crisis and Acute Services to Keep People in Their Communities

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
GRANTS SPECIALIST IV	0.5	October		\$27,442	\$36,590	\$27,443	Behavioral Health Transition Support Grants
POLICY ADVISOR IV	1.0	January		\$36,590	\$73,180	\$54,885	Expand Behavioral Health Crisis Teams
POLICY ADVISOR IV	1.5	October		\$82,328	\$109,771	\$82,328	IMD Risk Mitigation
Total Personal Services (Salary, PERA, Medicare)	3.0			\$146,360	\$219,541	\$164,656	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	2.0	3.0	\$10,042	\$20,084	\$30,126	\$22,595	
Short-Term Disability	-	-	0.16%	\$208	\$312	\$234	
Amortization Equalization Disbursement	-	-	5.00%	\$6,513	\$9,770	\$7,328	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$6,513	\$9,770	\$7,328	
Centrally Appropriated Costs Total				\$33,319	\$49,978	\$37,485	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	2.0	3.0	\$500	\$1,001	\$1,500	\$1,126	
Telephone	2.0	3.0	\$450	\$900	\$1,350	\$1,013	
Other	2.0	3.0	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$1,901</i>	<i>\$2,850</i>	<i>\$2,139</i>	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	3.0		\$5,000	\$10,000	\$0	\$0	
Computer	3.0		\$2,000	\$4,000	\$0	\$0	
Other	3.0		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$14,000</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$15,901	\$2,850	\$2,139	

Leased Space							
	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	2.0	3.0	\$6,600	\$13,200	\$19,800	\$14,850	

Table 5.1 Improve Access to HCBS for Underserved Populations

Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
Equity Improvement Projects								
A	Access for People of Color	\$150,000	0.0	\$150,000	\$0	\$0	Admin	Contractor to outreach communities for conversations
B	Access for Workers with Disabilities	\$250,000	0.0	\$0	\$250,000	\$0	Admin	Eligibility analysis to try to optimize the income and asset (and other eligibility requirements) to ensure that people with disabilities can work
C	Total Costs	\$400,000	0.0	\$150,000	\$250,000	\$0		
Disability Training for Providers								
D	Contractor Costs	\$1,000,000	0.0	\$250,000	\$750,000	\$0	Admin	Robust training with ability to enforce completion among providers
E	Total Costs	\$1,000,000	0.0	\$250,000	\$750,000	\$0		
HCBS Training for Members & Families								
F	Working with People with Disabilities	\$25,000	0.0	\$0	\$25,000	\$0	Admin	Based on costs for previous webinar work
G	Office of Community Living 101	\$150,000	0.0	\$0	\$150,000	\$0	Admin	3rd party vendor to create training
H	Support for Family Caregivers	\$228,966	0.0	\$0	\$162,966	\$66,000	Admin	Invest in a structured, online assessment of needs and connects to resources; based on quote from vendor with increase for inflation
I	Total Costs	\$403,966	0.0	\$0	\$337,966	\$66,000		
Translation of Case Management Material								
J	Contractor Costs	\$375,000	0.0	\$0	\$325,000	\$50,000	Admin	Costs to translate all materials into top 3-5 languages
K	Total Costs	\$375,000	0.0	\$0	\$325,000	\$50,000		
Expedite Behavioral Health Projects								
L	Gap Analysis	\$140,000	0.0	\$140,000	\$0	\$0	Admin	Contractor funding to identify gaps and make recommendations
M	Value Based Payments	\$300,000	0.0	\$300,000	\$0	\$0	Admin	Modelling/actuarial work to figure out the best way to implement value based payments
N	Targeted provider recruitment, training, and stakeholder engagement	\$3,000,000	0.0	\$1,000,000	\$1,000,000	\$1,000,000	Admin	Work with local communities to identify providers that do not accept Medicaid; provide technical assistance and education on high-intensity outpatient services; train providers to expand expertise
O	Assess and Review Regulatory Foundations for High-Intensity BH Services	\$3,000,000	0.0	\$1,000,000	\$1,000,000	\$1,000,000	Admin	\$1M for technical assistance each year
P	Capacity building for higher-intensity BH services (incentives to RAEs)	\$24,000,000	0.0	\$0	\$12,000,000	\$12,000,000	State-Only	Incentive payments to RAEs
Q	FTE	\$578,125	2.0	\$180,789	\$227,048	\$170,288	Admin	Two FTE to manage projects and provide rate analytics
R	Total Costs	\$31,018,125	2.0	\$2,620,789	\$14,227,048	\$14,170,288		
Wrap-Around Services, including Peer Supports, for Complex Members								
S	Housing Wrap-Around Services	\$15,000,000	0.0	\$5,000,000	\$5,000,000	\$5,000,000	State-Only	500 members per year at \$10,000 per member
T	Budget Impact Analysis	\$750,000	0.0	\$250,000	\$250,000	\$250,000	State-Only	Robust analysis to determine whether program is cost effective
U	Project Management and Training	\$300,000	0.0	\$100,000	\$100,000	\$100,000	State-Only	Contractor funding for project management
V	DOLA Offset	(\$1,750,000)	0.0	(\$1,750,000)	\$0	\$0	State-Only	DOLA can offset the costs using current funding
W	Peer Supports Grants	\$2,700,000	0.0	\$0	\$1,350,000	\$1,350,000	Admin	Grant program; 3 programs for \$450k each
X	Evaluation Contractor	\$360,000	0.0	\$0	\$180,000	\$180,000	Admin	Evaluate the grant programs
Y	FTE	\$508,699	2.0	\$159,961	\$199,278	\$149,460	Admin	Two FTE to oversee project
Z	Total Costs	\$17,868,699	2.0	\$3,759,961	\$7,079,278	\$7,029,460		
Behavioral Health Capacity Grants								
AA	Grant Program	\$5,000,000	0.0	\$0	\$2,500,000	\$2,500,000	State-Only	Includes tribal grants
AB	FTE	\$124,361	0.5	\$39,147	\$48,694	\$36,521	State-Only	Partial FTE to manage grant program
AC	Total Costs	\$5,124,361	0.5	\$39,147	\$2,548,694	\$2,536,521		
FTE Support								
AD	FTE	\$335,721	1.0	\$104,392	\$132,188	\$99,142	Admin	One FTE to supervise projects and staff in this category of work
AE	Total Costs	\$335,721	1.0	\$104,392	\$132,188	\$99,142		
AF	Total Cost for Underserved Populations Projects	\$56,525,872	5.5	\$6,924,288	\$25,650,174	\$23,951,410		
AG	Admin Costs	\$13,101,511	5.0	\$3,285,141	\$5,751,480	\$4,064,890	Admin	Sum of admin initiatives
AH	State-Only Costs	\$43,424,361	0.5	\$3,639,147	\$19,898,694	\$19,886,521	State-Only	Sum of state-only initiatives

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Table 5.2
FTE Calculations - Improve Access to HCBS for Underserved Populations

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
GRANTS SPECIALIST IV	0.5	October		\$27,442	\$36,590	\$27,443	BH Capacity Grants
POLICY ADVISOR V	1.0	October		\$68,677	\$91,570	\$68,678	Wrap-Around Services, including Peer Supports, for Complex
GRANTS SPECIALIST III	1.0	October		\$44,187	\$58,916	\$44,187	Wrap-Around Services, including Peer Supports, for Complex
ADMINISTRATOR V	1.0	October		\$68,677	\$91,570	\$68,678	Expedite Behavioral Health Projects
RATE/FINANCIAL ANALYST IV	1.0	October		\$63,288	\$84,384	\$63,288	Expedite Behavioral Health Projects
PROGRAM MANAGEMENT III	1.0	October		\$78,819	\$105,092	\$78,819	FTE Support
Total Personal Services (Salary, PERA, Medicare)	5.5			\$351,090	\$468,122	\$351,092	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	4.1	5.5	\$10,042	\$41,426	\$55,231	\$41,423	
Short-Term Disability	-	-	0.16%	\$500	\$666	\$500	
Amortization Equalization Disbursement	-	-	5.00%	\$15,625	\$20,832	\$15,625	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$15,625	\$20,832	\$15,625	
Centrally Appropriated Costs Total				\$73,176	\$97,561	\$73,173	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	4.1	5.5	\$500	\$2,063	\$2,750	\$2,063	
Telephone	4.1	5.5	\$450	\$1,859	\$2,475	\$1,859	
Other	4.1	5.5	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				\$3,922	\$5,225	\$3,922	
One-Time Costs (Capital Outlay)	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	5.5		\$5,000	\$20,625	\$0	\$0	
Computer	5.5		\$2,000	\$8,250	\$0	\$0	
Other	5.5		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				\$28,875	\$0	\$0	
Total Operating				\$32,797	\$5,225	\$3,922	

Leased Space							
Leased Space	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	4.1	5.5	\$6,600	\$27,225	\$36,300	\$27,225	

Table 6.1 Post-COVID Recovery and HCBS Innovation

Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
	Innovative Models of Care							
	Residential Innovation							
A	Contractor Research	\$125,000	0.0	\$125,000	\$0	\$0	Admin	Models of care analysis
B	Neighborhood Community	\$1,000,000	0.0	\$0	\$1,000,000	\$0	Admin	Planned community pilot
C	FTE	\$151,338	1.0	\$78,294	\$73,044	\$0	Admin	One FTE to manage project
	Promote Single Occupancy							
D	Contractor Research	\$150,000	0.0	\$75,000	\$75,000	\$0	Admin	Contract with a vendor to conduct an analysis of funding mechanisms and feasibility
E	Grants to Providers and Communities	\$20,000,000	0.0	\$0	\$10,000,000	\$10,000,000	State-Only	Payments to support single occupancy
F	Total Costs	\$21,426,338	1.0	\$278,294	\$11,148,044	\$10,000,000		
	Child/Youth Step-down Options Program and Provider Recruitment							
G	Contractor Cost	\$3,900,000	0.0	\$2,400,000	\$1,500,000	\$0	Admin	\$1 million for infrastructure costs to recruit provider; \$1.4 million to build capacity. \$1.5 million in second year for possible expansions
H	FTE	\$373,088	1.5	\$117,439	\$146,085	\$109,564	Admin	1.5 FTE to manage project
I	Total Costs	\$4,273,088	1.5	\$2,517,439	\$1,646,085	\$109,564		
	Tiered ACF Rates							
J	Contractor Cost	\$200,000	0.0	\$66,667	\$133,333	\$0	Admin	Contractor to inform how to define levels of care and what criteria to use to develop an assessment/consult on new assessment tool
K	FTE	\$148,464	1.0	\$66,628	\$81,836	\$0	Admin	One FTE to manage contract, pilot, and project
L	Total Costs	\$348,464	1.0	\$133,295	\$215,169	\$0		
	Pilot CAPABLE							
M	Pilot Funding	\$3,000,000	0.0	\$0	\$1,500,000	\$1,500,000	State-Only	Pilot program; includes funding for fiscal intermediary contracts
N	Contractor Costs	\$150,000	0.0	\$50,000	\$50,000	\$50,000	State-Only	Evaluation contract
O	Total Costs	\$3,150,000	0.0	\$50,000	\$1,550,000	\$1,550,000		
	Extending Supported Employment Pilot							
P	Grant Funding	\$900,000	0.0	\$0	\$450,000	\$450,000	State-Only	Extending state-only grant program
Q	Evaluation Contractor	\$75,000	0.0	\$0	\$0	\$75,000	State-Only	Contractor funding
R	FTE	\$248,727	1.0	\$78,293	\$97,390	\$73,044	State-Only	Extending current FTE
S	Total Costs	\$1,223,727	1.0	\$78,293	\$547,390	\$598,044		
	New Systems of Care							
T	Grant Funding	\$15,000,000	0.0	\$7,500,000	\$7,500,000	\$0	State-Only	Fund to develop and pilot new models- ex. housing for workers, daycare for worker's children + day program for members; includes contractor costs to administer
U	Total Costs	\$15,000,000	0.0	\$7,500,000	\$7,500,000	\$0		
	Enhancement in Respite Benefit							
	Respite Grant Program							
W	Grant Funding	\$1,500,000	0.0	\$0	\$750,000	\$750,000	State-Only	Grant funding for Community Center Boards to distribute to families
X	Contractor funding	\$75,000	0.0	\$75,000	\$0	\$0	State-Only	Contractor to research respite and create grant framework
	Respite Rate Enhancement							
Y	Rate Increase	\$6,043,042	0.0	\$6,043,042	\$0	\$0	Service	25% rate enhancement for Medicaid respite waiver services
Z	State-Only Crisis Services	\$625,000	0.0	\$625,000	\$0	\$0	State-Only	25% rate enhancement for state-only respite crisis services
AA	Contractor funding	\$75,000	0.0	\$75,000	\$0	\$0	Admin	Stakeholder engagement, research, and report
AB	Total Costs	\$8,318,042	0.0	\$6,818,042	\$750,000	\$750,000		
	Enhanced Home Modification Benefit							
AC	Home Modification Enhancement	\$5,000,000	0.0	\$1,111,111	\$2,222,222	\$1,666,667	Service	Calculated as 500 members utilizing enhanced budget of \$10,000; based on 1,000 utilizers in FY 2019-20 * 50% uptake rate; assume we begin paying claims in January 2022
AD	IA with DOLA to do Certifications	\$167,172	0.0	\$44,418	\$81,836	\$40,918	Admin	Review home modification requests; IA with DOLA
AE	Total Costs	\$5,167,172	0.0	\$1,155,529	\$2,304,058	\$1,707,585		
	Hospital Community Investment Requirements							
AF	Contractor Cost	\$300,000	0.0	\$300,000	\$0	\$0	Admin	Research and develop recommendations
AG	Total Costs	\$300,000	0.0	\$300,000	\$0	\$0		
	Community First Choice							

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Table 6.1 Post-COVID Recovery and HCBS Innovation

Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
AH	Personnel and Administrative Costs	\$1,457,664	5.0	\$465,924	\$588,586	\$403,155	Admin	Start up costs to include 5 FTE and stakeholder engagement
AI	IT Costs	\$2,844,547	0.0	\$1,257,693	\$1,520,604	\$66,250	Admin	Requires changes to MMIS, Aerial, and CBMS including contract to implement changes
AJ	Total Costs	\$4,302,212	5.0	\$1,723,617	\$2,109,190	\$469,405		
AK	Total Cost for Innovation Projects	\$63,509,043	9.5	\$20,554,509	\$27,769,936	\$15,184,598		
AL	Admin Costs	\$10,892,274	8.5	\$5,072,063	\$5,200,324	\$619,887	Admin	Sum of admin initiatives
AM	Services Costs	\$11,043,042	0.0	\$7,154,153	\$2,222,222	\$1,666,667	Services	Sum of service initiatives
AN	State-Only Costs	\$41,573,727	1.0	\$8,328,293	\$20,347,390	\$12,898,044	State-Only	Sum of state-only initiatives

Appendix A: Assumptions and Calculations

Table 6.2
FTE Calculations - Post-COVID Recovery and HCBS Innovation

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
POLICY ADVISOR IV	1.0	October		\$54,885	\$54,885	\$0	Innovative Models of Care
POLICY ADVISOR IV	1.5	October		\$82,328	\$109,771	\$82,328	Child/Youth Step-down Options Program and Provider
CONTRACT ADMINISTRATOR III	1.0	October		\$44,187	\$58,916	\$0	Tiered ACF Rates
POLICY ADVISOR IV	1.0	October		\$54,885	\$73,180	\$54,885	Extending Supported Employment Pilot
ADMINISTRATOR III	1.0	January		\$14,729	\$58,916	\$44,187	Enhanced Home Modification Benefit. Not included in FTE
PROGRAM MANAGEMENT III	1.0	October		\$78,819	\$105,092	\$78,819	CFC
PROGRAM MANAGEMENT I	1.0	October		\$68,677	\$91,570	\$68,678	CFC
POLICY ADVISOR III	1.0	October		\$44,187	\$58,916	\$44,187	CFC
ANALYST IV	1.0	October		\$54,885	\$73,180	\$54,885	CFC
POLICY ADVISOR III	1.0	October		\$44,187	\$58,916	\$44,187	CFC
Total Personal Services (Salary, PERA, Medicare)	9.5			\$486,884	\$688,457	\$472,156	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	6.9	9.5	\$10,042	\$69,042	\$95,399	\$61,507	
Short-Term Disability	-	-	0.16%	\$714	\$980	\$651	
Amortization Equalization Disbursement	-	-	5.00%	\$22,324	\$30,639	\$20,359	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$22,324	\$30,639	\$20,359	
Centrally Appropriated Costs Total				\$114,404	\$157,657	\$102,876	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	6.9	9.5	\$500	\$3,438	\$4,750	\$3,063	
Telephone	6.9	9.5	\$450	\$3,097	\$4,275	\$2,759	
Other	6.9	9.5	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$6,535</i>	<i>\$9,025</i>	<i>\$5,822</i>	
One-Time Costs (Capital Outlay)	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	9.5		\$5,000	\$34,375	\$0	\$0	
Computer	9.5		\$2,000	\$13,750	\$0	\$0	
Other	9.5		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$48,125</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$54,660	\$9,025	\$5,822	

Leased Space							
	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	6.9	9.5	\$6,600	\$45,375	\$62,700	\$40,425	

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Table 7.1 Case Management								
Row	Item	Total Funds	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Notes/Calculations
	Case Management Capacity Building							
A	Contractor Costs	\$4,300,000	0.0	\$1,500,000	\$1,400,000	\$1,400,000	Admin	Contractor would support Department in change management
B	Total Costs	\$4,300,000	0.0	\$1,500,000	\$1,400,000	\$1,400,000		
	Improve and Expedite Long-Term Care Eligibility Processes							
C	System Costs	\$2,000,000	0.0	\$200,000	\$900,000	\$900,000	Admin	Updating system enhancements and removing outdated systems
D	FTE	\$248,728	1.0	\$78,294	\$97,390	\$73,044	Admin	One FTE to manage the projects
E	Total Costs	\$2,248,728	1.0	\$278,294	\$997,390	\$973,044		
	Improve Case/Care Management Practices							
F	Case Management Rates							
G	Contractor Costs	\$400,000	0.0	\$200,000	\$200,000	\$0	Admin	Contractor to develop new case management rates
	Case/ Care Management Best Practices (Roles and Responsibilities)							
H	Contractor Costs	\$2,700,000	0.0	\$1,300,000	\$1,200,000	\$200,000	Admin	First year would be to develop materials and then subsequent years would be for member outreach
I	FTE	\$355,930	2.0	\$66,628	\$154,880	\$134,422	Admin	Two FTE to support the change management projects
J	Total Costs	\$3,455,930	2.0	\$1,566,628	\$1,554,880	\$334,422		
	Case Management Agency Training							
K	Contractor Costs	\$525,000	0.0	\$325,000	\$100,000	\$100,000	Admin	Costs to update all existing training materials and systems
L	FTE	\$146,088	1.0	\$0	\$73,044	\$73,044	Admin	One FTE to manage contract
M	Total Costs	\$671,088	1.0	\$325,000	\$173,044	\$173,044		
N	Total Cost for Case Management Projects	\$10,675,745	4.0	\$3,669,922	\$4,125,314	\$2,880,509		

Appendix A: Assumptions and Calculations

Table 7.2
FTE Calculations - Case Management

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
POLICY ADVISOR IV	1.0	October		\$54,885	\$73,180	\$54,885	Improve and Expedite Long-Term Care Eligibility Processes
TRAINING SPECIALIST IV	1.0			\$0	\$54,885	\$41,164	Case Management Agency Training
ADMINISTRATOR III	1.0	October		\$44,187	\$58,916	\$44,187	Improve Case/Care Management Practices
TRAINING SPECIALIST IV	1.0			\$0	\$54,885	\$41,164	Improve Case/Care Management Practices
Total Personal Services (Salary, PERA, Medicare)	4.0			\$99,072	\$241,866	\$181,400	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	1.5	4.0	\$10,042	\$15,064	\$35,148	\$30,126	
Short-Term Disability	-	-	0.16%	\$141	\$344	\$297	
Amortization Equalization Disbursement	-	-	5.00%	\$4,410	\$10,765	\$9,296	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$4,410	\$10,765	\$9,296	
Centrally Appropriated Costs Total				\$24,024	\$57,022	\$49,015	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	1.5	4.0	\$500	\$750	\$1,750	\$1,500	
Telephone	1.5	4.0	\$450	\$676	\$1,576	\$1,352	
Other	1.5	4.0	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$1,426</i>	<i>\$3,326</i>	<i>\$2,852</i>	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	4.0		\$5,000	\$7,500	\$0	\$0	
Computer	4.0		\$2,000	\$3,000	\$0	\$0	
Other	4.0		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$10,500</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$11,926	\$3,326	\$2,852	

Leased Space							
	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	1.5	4.0	\$6,600	\$9,900	\$23,100	\$19,800	

Table 8.1 Tools and Technology								
Row	Item	Total Funds	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
Home Health/PDN Acuity Tool								
A	Contractor Cost for LTHH Tool Development	\$2,459,504	0.0	\$896,552	\$1,412,952	\$150,000	Admin	Based on costs for SB 16-192 Single Assessment Tool
B	Contractor Cost for PDN Tool Development	\$2,459,504	0.0	\$896,552	\$1,412,952	\$150,000	Admin	Based on costs for SB 16-192 Single Assessment Tool
C	System Costs to Connect to CCM Tool	\$1,000,000	0.0	\$0	\$1,000,000	\$0	Admin	Set aside depending on feasibility
D	FTE	\$248,727	1.0	\$78,293	\$97,390	\$73,044	Admin	One FTE to manage all home health/PDN projects
E	Total Costs	\$6,167,735	1.0	\$1,871,397	\$3,923,294	\$373,044		
Specialty Search in Provider Specialty Tool								
F	Contractor Costs	\$150,000	0.0	\$0	\$150,000	\$0	Admin	Contractor to develop tool for providers to determine specialty
G	Total Costs	\$150,000	0.0	\$0	\$150,000	\$0		
Member Facing Provider Finder Tool Improvement								
H	Contractor Costs	\$150,000	0.0	\$75,000	\$75,000	\$0	Admin	Two contracts to complete project
I	Total Costs	\$150,000	0.0	\$75,000	\$75,000	\$0		
Digital Transformation Projects								
J	Integration and Innovation Support	\$750,000	0.0	\$250,000	\$250,000	\$250,000	Admin	OeHI technical support for technology projects
K	HCBS Provider Electronic Health Record System Upgrades	\$6,000,000	0.0	\$2,000,000	\$2,000,000	\$2,000,000	Admin	Upgrade electronic health record systems to ensure interoperability and better coordinate care
L	Member Tech Literacy	\$500,000	0.0	\$250,000	\$250,000	\$0	Admin	Technical assistance and member education on adopting virtual solutions and ensuring general tech literacy
M	HCBS Provider Digital Transformation	\$15,000,000	0.0	\$5,000,000	\$5,000,000	\$5,000,000	Admin	Provide digital transformation workflow technical assistance to incorporate virtual service delivery for HCBS providers
N	Total Costs	\$22,250,000	0.0	\$7,500,000	\$7,500,000	\$7,250,000		
Innovative Tech Integration								
O	Contractor Costs	\$150,000	0.0	\$75,000	\$75,000	\$0	Admin	Research project to study innovative technology to determine feasibility, legality, etc.
P	Total Costs	\$150,000	0.0	\$75,000	\$75,000	\$0		
Care & Case Management System Investments								
Q	System Costs	\$13,800,000	0.0	\$5,000,000	\$4,400,000	\$4,400,000	Admin	Contractor for enhancements needed to CCM
R	Device Costs	\$1,295,876	0.0	\$1,295,876	\$0	\$0	Admin	Capital purchase of laptops and tablets for case management agencies to perform assessments; 1,292 direct case management staff at a \$1,003 per-user cost
S	FTE	\$693,969	3.0	\$182,671	\$292,169	\$219,129	Admin	2 FTE to support the additional workload that will accompany the various care and case management tool and assessment and support plan enhancement projects being implemented due to ARP; 1 FTE to assist in developing system requirements
T	Total Costs	\$15,789,845	3.0	\$6,478,547	\$4,692,169	\$4,619,129		
Updates to Salesforce Database for CM/Quality/Clinical								
U	Contractor Costs	\$500,000	0.0	\$250,000	\$250,000	\$0	Admin	Contractor funding to centralize complaints, issues, grievance, clinical documentation and quality care complaint tracking
V	Total Costs	\$500,000	0.0	\$250,000	\$250,000	\$0		
Member Portal								
W	Contractor Costs	\$12,200,000	0.0	\$3,200,000	\$9,000,000	\$0	Admin	Contractor to design and manage EHR program; funding for HCBS providers to develop certified EHR; contractor funding to audit incentive program; funding for development of API to connect system to CCM
X	Total Costs	\$12,200,000	0.0	\$3,200,000	\$9,000,000	\$0		
Centers for Excellence in Pain Management								
Y	Contractor Costs	\$400,000	0.0	\$200,000	\$200,000	\$0	Admin	Contractor costs for Nurse Practitioner and Licensed Clinical Social
Z	FTE	\$112,034	1.0	\$51,015	\$61,019	\$0	Admin	One FTE to manage scheduling and referral coordination
AA	Total Costs	\$512,034	1.0	\$251,015	\$261,019	\$0		
Systems Infrastructure for Social Determinants of Health								
AB	Contractor Costs for System Changes	\$12,000,000	0.0	\$4,000,000	\$4,000,000	\$4,000,000	Admin	Costs to expand access to the prescriber tool phase II, linking social determinants of health and care management support for people who receive HCBS
AC	Community Grants	\$3,000,000	0.0	\$1,000,000	\$1,000,000	\$1,000,000	State-Only	Grants for food banks and other community organizations

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Table 8.1 Tools and Technology								
Row	Item	Total Funds	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
AD	FTE	\$298,856	1.0	\$93,333	\$117,442	\$88,082	Admin	One FTE to manage program
AE	Total Costs	\$15,298,856	1.0	\$5,093,333	\$5,117,442	\$5,088,082		
	<i>Expand Data Sharing Across Entities</i>							
AF	Improvements - System Communication	\$2,000,000	0.0	\$250,000	\$1,750,000	\$0	Admin	Systems changes to connect iC and Trails
AG	Data Sharing with SUA	\$100,000	0.0	\$0	\$100,000	\$0	Admin	Contractor to do mapping of two systems - identify members with State Unit on Aging and figuring out where there could be alignment
AH	Connect CMAs to CORHIO	\$1,345,500	0.0	\$299,000	\$598,000	\$448,500	Admin	Connect CMAs to CORHIO ADT data (\$13,000 * 46 case management agencies, pro-rated by year)
AI	Total Costs	\$3,445,500	0.0	\$549,000	\$2,448,000	\$448,500		
	<i>Eligibility Systems Improvements</i>							
AJ	System Changes	\$1,000,000	0.0	\$0	\$500,000	\$500,000	Admin	Changes to improve eligibility determination for LTSS utilizers; assumes \$1M in costs for MMIS/CBMS costs
AK	Total Costs	\$1,000,000	0.0	\$0	\$500,000	\$500,000		
	<i>FTE Support</i>							
AL	FTE	\$994,898	4.0	\$313,169	\$389,560	\$292,169	Admin	Four FTE as business analysts to manage and coordinate all technology projects
AM	Total Costs	\$994,898	4.0	\$313,169	\$389,560	\$292,169		
AN	Total Cost for Technology Projects	\$78,608,869	10.0	\$25,656,462	\$34,381,484	\$18,570,923		
AO	Admin Costs	\$75,608,869	10.0	\$24,656,462	\$33,381,484	\$17,570,923	Admin	Sum of admin initiatives
AP	State-Only Costs	\$3,000,000	0.0	\$1,000,000	\$1,000,000	\$1,000,000	State-Only	Sum of state-only initiatives

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Table 8.2
FTE Calculations - Tools and Technology

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
ANALYST IV	3.0	December		\$128,058	\$219,540	\$164,655	Care & Case Management System Investments
ADMIN ASSISTANT II	1.0	October		\$29,869	\$39,826	\$0	Centers for Excellence in Pain Management
CONTRACT ADMINISTRATOR V	1.0	October		\$68,677	\$91,570	\$68,678	Prescriber Tool Phase II SDoH
ANALYST IV	4.0	October		\$219,540	\$292,721	\$219,541	FTE over all technology projects
POLICY ADVISOR IV	1.0	October		\$54,885	\$73,180	\$54,885	Home Health/PDN Acuity Tool
Total Personal Services (Salary, PERA, Medicare)	10.0			\$501,029	\$716,837	\$507,758	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	7.0	10.0	\$10,042	\$70,294	\$100,420	\$67,784	
Short-Term Disability	-	-	0.16%	\$714	\$1,021	\$723	
Amortization Equalization Disbursement	-	-	5.00%	\$22,298	\$31,901	\$22,597	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$22,298	\$31,901	\$22,597	
Centrally Appropriated Costs Total				\$115,603	\$165,243	\$113,701	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	7.0	10.0	\$500	\$3,500	\$5,000	\$3,375	
Telephone	7.0	10.0	\$450	\$3,151	\$4,500	\$3,039	
Other	7.0	10.0	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$6,651</i>	<i>\$9,500</i>	<i>\$6,414</i>	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	10.0		\$5,000	\$35,000	\$0	\$0	
Computer	10.0		\$2,000	\$14,000	\$0	\$0	
Other	10.0		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$49,000</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$55,651	\$9,500	\$6,414	

Leased Space							
	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	7.0	10.0	\$6,600	\$46,199	\$66,000	\$44,550	

Table 9 Emergency Preparedness								
Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
Emergency Response Plans								
A	Contractor Cost	\$25,000	0.0	\$25,000	\$0	\$0	Admin	Contractor to put together training for providers, members, and case management agencies on putting together an emergency plan
B	Total Costs	\$25,000	0.0	\$25,000	\$0	\$0		
Member Emergency Preparedness								
C	Generators and Emergency Kits (likely through contractor)	\$8,346,750	0.0	\$4,173,375	\$4,173,375	\$0	Admin	\$1,500 per member for generator plus other emergency kit resources *11,129 HCBS members using vent related DME or oxygen concentrators * 50% takeup rate
D	Delivery and Orientation/Setup Costs	\$100,000	0.0	\$50,000	\$50,000	\$0	Admin	
E	Total Cost for Generators and Other Resources	\$8,446,750	0.0	\$4,223,375	\$4,223,375	\$0		
F	Total Cost for Emergency Preparedness Projects	\$8,471,750	0.0	\$4,248,375	\$4,223,375	\$0		

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Appendix A: Assumptions and Calculations

Table 10.1 Quality Outcomes								
Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
Provider Scorecards								
A	Contractor Cost	\$50,000	0.0	\$50,000	\$0	\$0	Admin	Contractor to provide recommendations on measures/data that can be collected across providers, with comparisons to other states
B	FTE	\$26,889	0.3	\$16,660	\$10,229	\$0	Admin	Partial FTE to manage and coordinate; upload data over time
C	Total Cost for Provider Scorecards	\$76,889	0.3	\$66,660	\$10,229	\$0		
Provider Oversight								
D	Contractor Cost	\$75,000	0.0	\$37,500	\$37,500	\$0	Admin	Contractor to check decision points and implement certification program
E	System Changes	\$225,000	0.0	\$0	\$225,000	\$0	Admin	Website for providers to do online certification
F	FTE	\$80,660	0.8	\$49,972	\$30,688	\$0	Admin	Partial FTE to manage the contract
G	Total Costs	\$380,660	0.8	\$87,472	\$293,188	\$0		
Pay for Performance								
H	FTE	\$279,269	1.0	\$87,456	\$109,606	\$82,207	Admin	One FTE to provide rate/financial analysis for all P4P projects
P4P HCBS								
I	Contractor Cost	\$100,000	0.0	\$100,000	\$0	\$0	Admin	Contractors to look into how we would do P4P - what other states do and develop what performance metrics should be and how we would implement
J	FTE	\$26,888	0.3	\$16,659	\$10,229	\$0	Admin	Partial FTE to manage the project/contract
P4P PACE								
K	Pay for Performance Contractor	\$150,000	0.0	\$0	\$150,000	\$0	Admin	Contractors to look into how we would do P4P - what other states do and develop what performance metrics should be and how we would implement
L	FTE	\$230,300	1.0	\$66,628	\$81,836	\$81,836	Admin	One FTE to implement project
P4P LTHH								
M	Contractor Cost	\$400,000	0.0	\$400,000	\$0	\$0	Admin	\$200k each for home health and PDN
N	Total Costs	\$1,186,457	2.3	\$670,743	\$351,671	\$164,043		
PACE Licensure								
O	PACE Licensure	\$200,000	0.0	\$200,000	\$0	\$0	Admin	Contractor would provide framework for PACE licensure
P	PACE Audit Structure	\$1,000,000	0.0	\$0	\$500,000	\$500,000	Admin	System development for PACE auditing program and a contractor who would help develop quality metrics and benchmarks by researching what other states do
Q	FTE	\$320,029	1.0	\$99,684	\$125,910	\$94,435	Admin	One FTE to manage project
R	Total Costs	\$1,520,029	1.0	\$299,684	\$625,910	\$594,435		
eConsult to Improve Quality								
S	Contractor Cost	\$150,000	0.0	\$0	\$0	\$150,000	Admin	Contractor to research feasibility of expanding eConsult scope
T	Total Costs	\$150,000	0.0	\$0	\$0	\$150,000		
CMS Quality Metrics								
U	Contractor Cost	\$1,000,000	0.0	\$0	\$500,000	\$500,000	Admin	Platform for providers to do training on performance measures
V	Total Costs	\$1,000,000	0.0	\$0	\$500,000	\$500,000		
Waiver Quality Expansion								
W	Contractor Cost	\$750,000	0.0	\$150,000	\$600,000	\$0	Admin	Contractor to develop surveys
X	FTE	\$480,059	2.0	\$139,193	\$194,781	\$146,085	Admin	Two FTE to manage project
Y	Total Costs	\$1,230,059	2.0	\$289,193	\$794,781	\$146,085		
Department of Corrections Partnership								
Z	FTE	\$187,632	1.0	\$44,418	\$81,836	\$61,379	Admin	One FTE to identify opportunities to leverage HCBS programs and behavioral health supports to improve post-release access to care, reduce overdose rates, and reduce other morbidity, mortality and recidivism
AA	Total Costs	\$187,632	1.0	\$44,418	\$81,836	\$61,379		
Quality Measures Training								
AB	Contractor Cost	\$750,000	0.0	\$375,000	\$375,000	\$0	Admin	Would need 4-5 modules at \$150k module each
AC	Total Costs	\$750,000	0.0	\$375,000	\$375,000	\$0		
AD	Total Cost for Quality Projects	\$6,481,726	7.3	\$1,833,171	\$3,032,615	\$1,615,941		

Table 10.2
FTE Calculations - Quality Outcomes

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
CONTRACT ADMINISTRATOR III	0.3	October		\$11,048	\$7,364	\$0	Provider Scorecards
CONTRACT ADMINISTRATOR III	0.8	October		\$33,141	\$22,093	\$0	Provider Oversight
CONTRACT ADMINISTRATOR III	0.3	October		\$11,048	\$7,364	\$0	Pay for Performance - HCBS
POLICY ADVISOR III	1.0	October		\$44,187	\$58,916	\$44,187	Pay for Performance - PACE
RATE/FINANCIAL ANALYST IV	1.0	October		\$63,288	\$84,384	\$63,288	Pay for Performance
PROJECT MANAGER III	1.0	October		\$74,502	\$99,335	\$74,501	PACE Licensure
POLICY ADVISOR IV	2.0	November		\$97,578	\$146,361	\$109,771	Quality - Waiver Quality Expansion
POLICY ADVISOR III	1.0	January		\$29,458	\$58,916	\$44,187	Department of Corrections Partnership
Total Personal Services (Salary, PERA, Medicare)	7.3			\$364,250	\$484,733	\$335,934	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	5.0	7.3	\$10,042	\$50,422	\$66,528	\$47,700	
Short-Term Disability	-	-	0.16%	\$519	\$688	\$499	
Amortization Equalization Disbursement	-	-	5.00%	\$16,211	\$21,573	\$15,607	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$16,211	\$21,573	\$15,607	
Centrally Appropriated Costs Total				\$83,363	\$110,362	\$79,413	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	5.0	7.3	\$500	\$2,511	\$3,314	\$2,375	
Telephone	5.0	7.3	\$450	\$2,260	\$2,981	\$2,139	
Other	5.0	7.3	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$4,771</i>	<i>\$6,295</i>	<i>\$4,514</i>	
One-Time Costs (Capital Outlay)	FTE		Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	7.3		\$5,000	\$25,106	\$0	\$0	
Computer	7.3		\$2,000	\$10,042	\$0	\$0	
Other	7.3		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$35,148</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$39,919	\$6,295	\$4,514	

Leased Space							
	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	5.0	7.3	\$6,600	\$33,139	\$43,725	\$31,350	

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Appendix A: Assumptions and Calculations

Table 11.1 Overhead Costs								
Row	Item	Total	FTE Count	FY 2021-22	FY 2022-23	FY 2023-24	Admin/Service	Source/Calculation
	<i>Department Administrative Overhead Costs</i>							
A	Project Managers	\$1,150,684	5.0	\$383,286	\$383,699	\$383,699	Admin	SB 21-286; 5 FTE to manage and coordinate work
B	Administrative FTE	\$1,675,437	8.5	\$636,131	\$593,887	\$445,420	Admin	8.5 FTE to support work across the Department
C	Project Coordination Contract	\$1,123,200	0.0	\$374,400	\$374,400	\$374,400	Admin	SB 21-286; 2080 hours * \$180 hourly rate for Project Management
D	Evaluation Contracts	\$5,000,000	0.0	\$0	\$2,500,000	\$2,500,000	Admin	Contractors to evaluate various programs
E	Total Cost for Overhead	\$8,949,321	13.5	\$1,393,817	\$3,851,986	\$3,703,519		

Table 11.2
FTE Calculations - Overhead Costs

Personal Services							
Position Classification	FTE	Start Month	State Fund	FY 2021-22	FY 2022-23	FY 2023-24	Notes
HUMAN RESOURCES SPEC III	1.0	October		\$44,187	\$58,916	\$44,187	Human Resources
PURCHASING AGENT IV	2.0	October		\$109,771	\$0	\$0	Procurement
ACCOUNTANT III	1.0	October		\$63,288	\$84,384	\$63,288	Accounting
ACCOUNTANT II	1.0	October		\$44,187	\$58,916	\$44,187	Accounting
PROJECT MANAGER II	0.5	October		\$34,338	\$45,785	\$34,339	Governor's Office
ANALYST IV	1.0	October		\$54,885	\$73,180	\$54,885	Data Analysis
PROGRAM ASSISTANT II	2.0	October		\$88,941	\$118,588	\$88,941	Program Assistants
Total Personal Services (Salary, PERA, Medicare)	8.5			\$439,597	\$439,769	\$329,827	

Centrally Appropriated Costs							
Cost Center	FTE	FTE	Cost or	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Health, Life, Dental	6.4	8.5	\$10,042	\$64,020	\$65,273	\$48,955	
Short-Term Disability	-	-	0.16%	\$626	\$626	\$470	
Amortization Equalization Disbursement	-	-	5.00%	\$19,564	\$19,572	\$14,680	
Supplemental Amortization Equalization Disbursement	-	-	5.00%	\$19,564	\$19,572	\$14,680	
Centrally Appropriated Costs Total				\$103,775	\$105,043	\$78,785	

Operating Expenses							
Ongoing Costs	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Supplies	6.4	8.5	\$500	\$3,188	\$3,250	\$2,438	
Telephone	6.4	8.5	\$450	\$2,871	\$2,925	\$2,196	
Other	6.4	8.5	\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$6,059</i>	<i>\$6,175</i>	<i>\$4,634</i>	
One-Time Costs (Capital Outlay)	FTE	FTE	Cost	FY 2021-22	FY 2022-23	FY 2023-24	Notes
Furniture	8.5		\$5,000	\$31,875	\$0	\$0	
Computer	8.5		\$2,000	\$12,750	\$0	\$0	
Other	8.5		\$0	\$0	\$0	\$0	
<i>Subtotal</i>				<i>\$44,625</i>	<i>\$0</i>	<i>\$0</i>	
Total Operating				\$50,684	\$6,175	\$4,634	

Leased Space							
Leased Space	FTE	FTE	Cost	FY 2022-23	FY 2023-24	FY 2024-25	Notes
Leased Space	6.4	8.5	\$6,600	\$42,075	\$42,900	\$32,175	