

Approved: 1-28-97  
Date

## MINUTES OF THE HOUSE COMMITTEE ON APPROPRIATIONS.

The meeting was called to order by Chairperson Phil Kline at 1:37 p.m. on January 23, 1997 in Room 514-S of the Capitol.

All members were present except: Representative George Dean - Excused  
Representative Ed McKechnie - Excused

Committee staff present: Alan Conroy, Russell Mills, Stuart Little, Legislative Research Department;  
Jim Wilson, Mike Corrigan, Revisor of Statutes Department;  
Marcia Ayres, Appropriations Secretary; Helen Abramson, Administrative Aide

Conferees appearing before the committee: Rochelle Chronister, Secretary of SRS

Others attending: See attached list

Minutes of the January 21 meeting were distributed to the committee for their review. Rochelle Chronister, Secretary of Social and Rehabilitation Services, was introduced to give a status report on welfare reform and privatization issues.

Secretary Chronister distributed *Testimony on Implementation of Welfare Reform (Attachment 1)* and reminded members that passage of HB 2929 in 1994 headed the state of Kansas in the direction of a work program. Passage of the federal welfare reform law in 1996 has also guided the way welfare reform is being implemented in the state. Secretary Chronister reported that figures from November show almost 15,000 people in the state who are receiving Temporary Assistance for Needy Families (TANF), which is the old AFDC program, and approximately 4500 to 4700 of that number are in some kind of a work activity. Kansas became eligible to receive the block grant funding for the TANF program on October 1, 1996, and the clock has started ticking on the five year time limit for able-bodied adults.

The department has put together a plan to cover what can be accomplished up to the year 2002. One of the things they will be discussing with the legislature is the ability to carry over some of the federal money from the early years to the later years which is a new provision of the federal bill. She referred the committee to a handout called *KansasWorks, The Blueprint for Welfare Reform (Attachment 2)* which outlines the plan. She also summarized the three phases of the implementation plan which will begin in March of this year.

Secretary Chronister introduced two of her staff members: Connie Hubbell, Commissioner of Income Maintenance and Employment Preparation Services and Teresa Markowitz, Commissioner of Children and Family Services. Before turning to the privatization issues, the secretary explained why her department is making these extensive changes in services to the abused and neglected children of Kansas. She stressed that the changes will not save the state money, but they will help the department better serve the needs of struggling families and be more of a champion for the children of this state.

Commissioner Markowitz distributed a packet of information dealing with the Commission of Family and Children Services (Attachment 3) and reviewed the *Family Preservation Outcomes Report* and the *Adoption Privatization Initiative*. She pointed out that the *Community Forum* booklet included in the packet was used in a campaign this fall to inform communities across the state about the privatization initiatives and what that means to them. (Booklet available in Research Department or SRS office)

In conclusion Secretary Chronister spoke about the child support enforcement contracts that went out on competitive bid and provided the committee with a contractor list and other information contained in the *Child Support Enforcement* handout. (Attachment 4)

Questions for the secretary and commissioners followed their presentation.

A motion was made by Representative Farmer, seconded by Representative Wilk, to approve the minutes of January 21. The motion carried.

The meeting adjourned at 3:07 p.m. The next meeting is scheduled for January 28, 1997.

# APPROPRIATIONS COMMITTEE GUEST LIST

DATE: January 23, 1997

NAME	REPRESENTING
John Badger	SRS
Mike Hutches	SRS
Teresa Markowitz	SRS
Peggy Forbes	DPS
Josie Torres	Families Together, Inc
Jody Hunte-Koch	SRS
Rich Helfrich	Intern
GEORGE V. SHELDON	VFW
Steve Solomon	Wyandot Mental Health Center
Annie Graves	Intern-Rep Minor
LaRae Elliott	KS COALITION AG SEXUAL & DOMESTIC VIOLENCE (KCSOV)
Jennifer Hudgins	Legislative Post Audit
Scott Claassen	Legislative Post Audit
Paul Johnson	PACK
David B. Dallon	DOB
Shirley Rice	Battered Women Task Force
Debbie Schuttz	Battered Women Task Force
Martha Gabelhart	Com. on Disability Concerns
Fred Boesch	Chief Information Architect

# APPROPRIATIONS COMMITTEE GUEST LIST

DATE: 1-23-97

NAME	REPRESENTING
Roger Traudle	KGC
Bruce Dimmitt	Independent

# KANSAS DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES

Rochelle Chronister, Secretary

## House Appropriations Committee Testimony on Implementation of Welfare Reform January 23, 1997

### *SRS MISSION STATEMENT*

*To provide services to Kansans in need that contribute to their safety and promote dignity, independence and responsibility.*

Mr. Chairman and members of the Committee, thank you for allowing me the opportunity to provide you with information on the status of welfare reform implementation in Kansas. Welfare reform in Kansas is currently being guided by two pieces of legislation. One is the federal welfare reform law, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA), enacted August 22, 1996. Kansas qualified as an eligible state as of October 1, 1996, for the purpose of receiving block grant funding under the Temporary Assistance for Needy Families (TANF) Program authorized by the Act. The other legislation guiding welfare reform in Kansas is H.B. 2929 which was passed by the state legislature in 1994 to authorize the Department of Social and Rehabilitation Services to seek federal waivers of certain AFDC, Medicaid, and Food Stamp regulations.

Social and Rehabilitation Services staff have worked diligently since PRWORA was passed in August to understand the many subtleties and details of the Act. They moved quickly to submit our Kansas state plan in order to take advantage of enhanced federal block grant funding, and the state plan was approved effective October 1, 1996. With the approval of the state plan, the five year time limit for adult recipients became effective October 1, 1996, as did the expectation that all able-bodied adults would be working or in a work activity within no more than 24 months.

KansasWorks, a welfare reform initiative which focuses on moving public assistance recipients quickly into employment, has been implemented. Able-bodied recipients of cash assistance are now required to look for work as a condition of eligibility for assistance. Employment is now the first expectation of those in KansasWorks. Education and training plans are only supported when job search and work experience placements are not successful, and then only short-term job specific training is allowed.

The changes to the Child Support Enforcement Program mandated by PRWORA are massive. Staff have identified 52 regulation or statute changes which will be necessary to implement the mandates. They have prepared a packet of legislation which will be introduced this session to address this.

Income Maintenance/Employment Preparation Services staff have developed a phase-in implementation plan to accommodate welfare reform changes. Phase 1 will be implemented in March 1997 and includes changes mandated by PRWORA, such as eliminating work participation exemptions for parents with children aged 1-3, placing restrictions on assistance to

Appropriations  
1-23-97  
Attachment 1

some legal immigrants, requiring school attendance for teen parents, and limiting food stamp eligibility for single adults to 3 months in a 36 month period unless working. Phase 2 will be implemented in July 1997 and includes providing a greater income disregard to encourage welfare recipients to work and requiring food stamp recipients to cooperate with Child Support Enforcement. Phase 2 changes were delayed until July due to the extensive changes required to the automated eligibility system. Phase 3 welfare reform changes to the cash, food stamp, and employment programs are still under development. Some initiatives being considered under Phase 3 include:

- ◆ Pay After Performance. Under this system the cash grant assistance recipients receive is based on the number of hours they participate in work or a work program. This is being piloted in a few other states and shows promise for reducing caseloads. A major overhaul of the automated eligibility system will be required to implement this.
- ◆ Diversion. This program is aimed at applicants who have had a recent attachment to the workforce and need only minimal help in order to return to work. Applicants who met this criteria can receive up to 3 months worth of cash assistance up front in order to resolve their crisis and return to work. This gets people back to work without their becoming accustomed to the welfare system..
- ◆ Work Supplementation. Also called "grant diversion", this program uses cash assistance funds to develop and subsidize jobs for cash assistance recipients as an alternative to aid. This, too, requires major changes in the automated eligibility system.

Due to the amount of research which must be concluded before recommendations on the Phase 3 programs can be made and the major systems re-programming which must be accomplished for such programs, no date has yet been established for Phase 3 implementation.

As a result of PRWORA, the federal department of Health and Human Services has much less control over public welfare activities in the states than previously. However, HHS will be active in defining and refining some of the new provisions in the Act. Such definitions will occur over time and will not be available in the early stages of implementation. As these definitions are made and promulgated by HHS, some of our early estimates and decisions will require adjustment. Welfare reform is a process. We learn new aspects of the Act every day. We consider the state plan we have submitted to the federal government to be a working document. The legislation allows us to amend the plan when we at the state level believe it is necessary to do so. States have a great deal of freedom to design and adjust programs in ways that best respond to people and issues in Kansas. We expect to have more changes and advances to report to you in the future.

The federal welfare reform legislation offers the state the opportunity to design work programs and a cash assistance program to meet the needs of Kansans. We look forward to working with you to meet this challenge.

January 23, 1997

# Kansas Works *The Blueprint for Welfare Reform*

Welfare reform is a work *already* in progress in Kansas. Kansas will continue to concentrate its efforts on moving people into jobs and providing basic job readiness skills and training. These efforts have resulted in caseload reductions and an increased number of individuals finding employment and independence from welfare. Most people use welfare as a short-term safety net between employments. Up-front employment services provided from the date of application reap significant dividends and divert many families from receiving assistance.

To move the Kansas welfare programs forward in the next century it is essential that resources are carefully expended on those programs and services that meet the needs of welfare recipients and help them achieve success. This is best achieved by developing customized services to address the employability status of individual recipients.

### *Three levels of employability*

The welfare population can generally be divided into.....

- ◆ Those who are immediately employable and could probably find jobs on their own and need only a modest amount of help to address an immediate crisis.
- ◆ Those who are nearly employable but need a few services to enhance their employability and job retention.
- ◆ Those who have a multiplicity of mental, physical, and personal life barriers that make it difficult for them to find and keep employment.

In the past, federal regulations and funding limited the agency to serving only a small portion of the cash assistance population with employment services.

## *Strategy*

With the new federal law we can now serve more people - in particular, those with one and two year old children. It is imperative that we do so as families are now limited to five years on assistance and must be engaged in work within two years. The agency proposes the following strategy to address the differing needs of a welfare population faced with five-year time limits, the importance of engaging public and private partners in welfare reform, and the data collection mandates of federal law.

Appropriations  
1-23-97  
Attachment 2

- ***Up-front Services and Assessment*** Meet needy families at the door. Invest staff time heavily in up-front assessment that pinpoints what level of support is needed for each family. Use assistance diversion and applicant job search to curb welfare dependency. Each family's needs and employability status is immediately determined and support and employment services are provided accordingly.
- ***Single Case Manager*** Move from the integrated services vision to a single case worker for each family to act as the case assessment specialist and broker of all temporary cash assistance, employment services and child care services to assist the family as it moves toward independence.
- ***Employment Services*** Establish statewide contracts for consistent, outcome-based direct services. These contracts with the private sector or state agencies may include such components as job-specific skill training, job placement, or job development and will require that contractors work with each community in developing customized services and outcomes. Any public or private entity may contract to provide direct employment services if they meet the established standards.
- ***Reduce Employment Barriers*** Aggressively address barriers to getting and keeping employment.

***Learning Disabilities*** Contract for statewide programs that provide identification, training, and job placement for the 30-40% of the caseload with *learning disabilities*. Adult basic education centers and community colleges are potential partners in this effort.

***Substance Abuse*** Maintain our collaboration with the Regional Alcohol and Drug Assessment Centers which provide assessment and treatment opportunities as well as eligibility consequences for failing to follow through with the needed treatment.

***Inability to Retain Employment*** Getting a job is not the biggest obstacle for many individuals but keeping that job may be. Establish a job retention program which incorporates intensive follow-up and monitoring and balances the needs of the individual with the demands of the work place. Private and non-profit entities at the community and statewide level will become partners in this effort.

- ***Child Care*** Provide child care that is available, accessible, and affordable to help families seek and retain employment and stay off assistance. Employed families earning below 185% of poverty (approximately \$24,000 per year for a family of three) are potentially eligible for child care assistance to maintain employment. Flexibility is needed to shift the funds from TANF to child care as the low- income employed caseload continues to increase. Additional federal funds will be available annually to Kansas if state/local match is provided.

Over the past year with the shift in emphasis to "work first", child care needs have shifted from cash assistance families (decreased by 9 percent) to the low-income employed

families increased 26 percent). The new federal work participation requirements will spur an increase in both populations as families are required to work more hours, and the State is required to meet more stringent work participation rates. In addition, families with children age 1 and older will be required to participate in work activities for the first time.

- *Safety Net for Children* Retain and enhance our commitment to providing flexible family-specific social services and interventions. The former child welfare funding stream for Emergency Assistance will be maintained as Children's Crisis Services. Maintain our current level of medical assistance coverage for children. The medical assistance funding is separate from the TANF and child care block grants.
- *Automated Systems* Invest in automated system development. The single case worker is not possible without integration of existing self-standing systems. Extensive data collection for program monitoring, evaluation, and reporting will require system enhancement. Systems must track aggregate data as well as track an individual family's participation.
- *Child Support Enforcement (CSE)* Create stronger CSE tools to maximize paternity establishment and collection of support. Emotional and financial support from an absent parent is a key factor in a family moving from welfare to independence. While child support is recognized as a prime component of the blueprint, its funding is separate from the TANF and child care block grants.
- *Immigrants* Take options available under the Act to continue to provide assistance to the approximately 3000 legal immigrants at risk of losing AFDC, General Assistance, and Medicaid as a result of the new federal law. If eligible under existing regulations, also provide Medicaid and General Assistance to the 1848 disabled legal immigrants who are likely to lose SSI eligibility due to the new law. Provide emergency medical services to all other immigrants as required by law.

To prepare a solid footing for Kansas families needing assistance, the Governor's recommendation maintains state effort (SGF) of \$80.2 million combined with the federal Temporary Assistance for Needy Families (TANF) and Child Care Block Grants of \$121.2 and \$128.6 million for FY 1997 and FY 1998, respectively. With this combined state and federal block grant funding, SRS will provide the following to Kansas families in need:

## *Funding Profile*

- ◆ Temporary cash assistance and other innovative forms of short-term financial aid to families.
- ◆ Training, education, and other employment services for unemployed families.
- ◆ Ample, quality child care essential for getting off and staying off assistance.
- ◆ Children's Crisis Services to meet emergencies that threaten children's safety.
- ◆ Critically needed improvements in computer information systems to insure service and accountability.



The KansasWorks Funding Profile reflects the Governor's recommendation for FY 1997 and FY 1998 and the agency's five-year plan for the programs affected by the TANF and Child Care block grants. It is important to note that under the agency's current five-year plan, State General Fund expenditures represent a decline in real dollars over the life of the plan. Also, the out-year estimates contained in the funding profile reflect current program policy and constant caseloads.

The federal block grants can be used at any time for eligible programs and can be carried over to the next fiscal year. The block grant carryover balance is critical due to the many uncertainties, including caseloads that are currently low but can and will fluctuate over time as the economy and demographics change; critical federal regulations and guidelines that have not been issued, for instance, those defining countable expenditures for state maintenance of effort; and, the impact of the federal welfare reform requirements on computer systems.

**Funding Profile**  
(Dollars in Millions)

Item	FY 1997	FY 1998	FY 1999	FY 2000	FY2001
<i>Revenue</i>					
State Funds - TANF and Child Care	\$80.2	\$80.2	\$80.2	\$80.2	\$80.2
Federal Funds*	121.2	128.6	129.6	131.5	133
<b>Total</b>	<b>\$201.4</b>	<b>\$208.8</b>	<b>\$209.8</b>	<b>\$211.7</b>	<b>\$213.7</b>
<i>Expenditures</i>					
Temporary Cash Assistance for Families	\$88.1	\$81.7	\$79.7	\$77.3	\$76.1
Employment Services	4.5	7.2	11.0	15.3	16.7
Child Care	27.8	36.7	42.6	48.2	52.5
Program Staff (Assessment and Case Management)	23.2	23.5	24.9	25.5	26.1
Administration	31.6	32.6	33.4	34.3	35.2
Information Systems	6.0	9.0	8.0	5.0	3.0
Children's Crisis Fund	6.8	7.8	8.8	9.8	10.8
<b>Total</b>	<b>\$188.0</b>	<b>\$198.5</b>	<b>\$208.4</b>	<b>\$215.4</b>	<b>\$220.4</b>
<b>Federal Block Grant Balance</b>	<b>\$13.4</b>	<b>\$23.7</b>	<b>\$25.1</b>	<b>\$21.4</b>	<b>\$14.7</b>

\*of this total, the TANF block grant is fixed at 101.9 million for the next six years.

# Child Support Enforcement and Welfare Reform

Several new tools to improve the Child Support Enforcement (Title IV-D) program and benefit children's families are part of the federal welfare reform package. Although the new tools will require major investments in automation for record-keeping and automated processing, they are expected to result in more reliable child support income for families working toward independence from public assistance.

## *Key elements*

- ◆ Creation of state and national databases of new hires;
- ◆ Creation of registries of all support orders (October 1996 for IV-D orders; October 1998 for all others);
- ◆ Expedited administrative processes for locating and seizing assets;
- ◆ Streamlined procedures for paternity establishment, including greater emphasis on voluntary acknowledgements; and
- ◆ Creation of a central unit in each state to receive and disburse all child support collections, both IV-D and non-IV-D (October 1998 or 1999).

Initially, federal Child Support Enforcement (CSE) funding remains unchanged. For new automation mandates, enhanced funding will be available until October 2000 at 80% of Kansas' allocation from the capped appropriation; the actual enhanced funding is expected to be well below 80%. Federal collection incentives, paid in addition to basic CSE funding, will be replaced in October 1999 by performance-based incentives under a formula yet to be created. The formula must be (federally) revenue neutral, so no increase in state incentive revenue is expected.

Kansas recovers assistance expenditures by keeping 40% of support collected in AFDC cases. Net revenues are expected to decrease significantly after October 2000, when states will no longer be permitted to keep pre-assistance arrearage collections to recover assistance costs.

Kansas has already taken steps to encourage families to use CSE services to become independent of public assistance. First, there are the mandated programs for AFDC and Medicaid recipients, in which the State keeps all or part of collection to recover expenditures. When assistance ends, the families continue receiving CSE services to help them remain off of assistance. Second, families receiving child care are now automatically referred for CSE services. Support collections are distributed directly to the family and help increase the household income. Beginning in July 1997, families receiving only food stamps will similarly be required to cooperate with CSE to improve their household income.

KANSAS DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES  
Rochelle Chronister, Secretary

House Appropriations  
Children and Family Services' Privatization Activities

January 23, 1997

Mr. Chairman and Members of the committee, I am Teresa Markowitz, commissioner of Children and Family Services. Thank you for the opportunity to appear before you today on behalf of Secretary Chronister to provide you with an up-date on the progress made in our efforts to improve services to Kansas children and families through partnerships with the public and private sectors. When I appeared before you a year ago, we talked of privatization of some child welfare services. What has occurred is a forming of real partnerships to provide services to the abused and neglected children and the struggling families in Kansas.

Rather than provide you with lengthy text, I will walk you through the packets you have before you.

Teresa Markowitz  
Commissioner  
Children and Family Services  
(913) 296-4640

For: Rochelle Chronister  
Secretary  
Department of SRS

Appropriations  
1-23-97  
Attachment 3

**OVERVIEW**

**SERVICE DELIVERY INITIATIVES**

**COMMISSION OF CHILDREN AND FAMILY SERVICES**

**DEPARTMENT OF SOCIAL AND REHABILITATION SERVICES**

**January, 1997**

**Presented by: Teresa A. Markowitz, Commissioner**

**Kansas Department of Social and Rehabilitation Services  
Children and Family Services Commission**

3-3

**Overview of Service Delivery Initiatives**

The Children and Family Services Commission of the Department of Social and Rehabilitation Services is undertaking bold new initiatives to revamp the delivery of services to children and their families. Modifications from prior service delivery models are based on a new vision of partnership between the federal and state government, and between the public and private sector.

This new partnership means change. It means change in the manner in which services are provided to children and families. It also means change in the relationship between the state and private providers, and between the state and the federal government. Individual workers, whether SRS social workers or staff of private agencies, will also face changes in their roles and responsibilities. It is our belief that current partnerships and community ownership will be strengthened in this initiative.

This initiative is consistent with a growing sentiment in the nation and in Kansas for a changed role for government from that of direct service provider to that of manager of human services, with an emphasis on efficient use of pooled resources.

Key facets of this new approach are partnerships, flexibility in program design and financing, and increased accountability for program outcomes.

**PRIVATIZATION INITIATIVES  
FACT SHEET: FAMILY PRESERVATION**

3-4

**IMPLEMENTATION DATE:** 7-1-96

**NUMBER OF PROPOSALS SUBMITTED:** Thirteen (13) agencies submitted bids for 1 or more Regions

**SRS POSITIONS AFFECTED:** 114 FTE (all offered other positions within SRS)

**SRS ESTIMATED COST:** \$3500.00/Family

**GEOGRAPHICAL DESIGN:** 5 Regions

REGION/AREA OFFICE(S)	CONTRACTOR	*RATE/FAMILY, YEAR 1	PROJECTED # TO SERVE
(1) Chanute, Emporia, Olathe	Kaw Valley	\$3320.00	491
(2) Kansas City, Lawrence	Wyandot Mental Health	\$3274.00	745
(3) Topeka, Manhattan, Salina	Kansas Children's Service League	\$3627.00	437
(4) Garden City, Hays, Hutchinson	St. Francis	\$3750.00	351
(5) Wichita	DCCCA	\$3350.00	403

\* Outyears

<b>Region 1:</b>	Kaw Valley Center, Inc.:	<b>Year 2;</b> \$3,420	<b>Year 3;</b> \$3,520	<b>Year 4;</b> \$3,630
<b>Region 2:</b>	Wyandot Mental Health:	<b>Year 2;</b> \$3,438	<b>Year 3;</b> \$3,610	<b>Year 4;</b> \$3,790
<b>Region 3:</b>	Kansas Children's Service League:	<b>Year 2;</b> \$3,761	<b>Year 3;</b> \$3,888	<b>Year 4;</b> \$4,023
<b>Region 4:</b>	St. Francis Academy:	<b>Year 2;</b> \$3,938	<b>Year 3;</b> \$4,135	<b>Year 4;</b> \$4,342
<b>Region 5:</b>	DCCCA, Inc.:	<b>Year 2;</b> \$3,390	<b>Year 3;</b> \$3,440	<b>Year 4;</b> \$3,490

**KEY CONTRACT PROVISIONS:**

- ✓ Contractor encouraged to subcontract with local providers
- ✓ Contractor responsible for referred family for twelve months from point of referral
- ✓ Outcomes focused on safety of child(ren), family integration, client satisfaction
- ✓ Families with children in custody and those not in custody may be referred
- ✓ Monthly reporting requirements, both case specific and aggregate data
- ✓ Referrals made at local level
- ✓ Serving Children In Need of Care (CINC) as well as Juvenile Offender Population
- ✓ Medicaid (mental health) dollars are part of case rate

3-5

**PRIVATIZATION INITIATIVES  
FACT SHEET: ADOPTION**

**IMPLEMENTATION DATE:** 10-1-96

**NUMBER OF PROPOSALS SUBMITTED:** One (1)

**SRS POSITIONS AFFECTED:** 29.7 FTE ( All offered positions within SRS)

**SRS ESTIMATED COST:** \$13,756.00/Child

**GEOGRAPHIC DESIGN:** Statewide

**AWARDED CONTRACTOR:** Lutheran Social Service

**AWARDED CONTRACT RATE:** Year 1; \$13,556.00/Child      Year 2; \$14,136/Child      Year 3; \$14,746/Child      Year 4; \$15,376/Child

**PROJECTED NUMBER TO REFER:** 325-425 Children annually; in addition, 730 children transferred 10-1-96

**KEY CONTRACT PROVISIONS:**

- ✓ Contractor expected to subcontract with all current Kansas adoption agencies
- ✓ Contractor must accept all referrals
- ✓ Child referred when one parent's rights are severed with a case plan of adoption
- ✓ Approximately 10% of children transferred will not be part of case rate but will be paid on per diem e.g., children who are significantly medically fragile
- ✓ Contractor responsible for all family recruitment, training, matching, and support for 18 months post adoption
- ✓ Outcomes focused on safety of children, sibling placements, limited placements, length of time to reach permanency
- ✓ Contract rate awarded includes costs for out of home placement, mental health needs, and day care
- ✓ Referrals made by area office.
- ✓ Children will remain in the custody of SRS
- ✓ Contractor and SRS provide joint reporting to the courts

**PRIVATIZATION INITIATIVES  
FACT SHEET: FOSTER/GROUP CARE**

3-6

**IMPLEMENTATION DATE:** 3-1-97 with transition completed by 6-1-97.  
**NUMBER OF PROPOSALS SUBMITTED:** Seventeen (17) proposals.  
**SRS POSITIONS AFFECTED:** Estimated at 63.5  
**SRS ESTIMATED COST:** \$13,692 per year/\$15,061 per case  
**GEOGRAPHICAL DESIGN:** Five (5) Regions (the same as Family Preservation)

REGION/AREA OFFICE(S)	CONTRACTOR	*RATE/CHILD: YEAR 1	PROJECTED # TO SERVE
(1) Chanute, Emporia, Olathe	Kaw Valley Center	\$12,860.00	980
(2) Kansas City, Lawrence	Kaw Valley Center	\$12,860.00	1,070
(3) Topeka, Manhattan, Salina	Kansas Children's Service League	\$15,504.00	740
(4) Garden City, Hays, Hutchinson	United Methodist Youthville	\$13,550.00	850
(5) Wichita	United Methodist Youthville	\$13,550.00	790

\*Outyears

<b>Region 1:</b>	Kaw Valley Center:	<b>Year 2;</b> \$13,240	<b>Year 3;</b> \$13,640	<b>Year 4;</b> \$14,060
<b>Region 2:</b>	Kaw Valley Center:	<b>Year 2;</b> \$13,240	<b>Year 3;</b> \$13,640	<b>Year 4;</b> \$14,060
<b>Region 3:</b>	Kansas Children's Service League:	<b>Year 2;</b> \$14,876	<b>Year 3;</b> \$14,080	<b>Year 4;</b> \$13,564
<b>Region 4:</b>	United Methodist Youthville:	<b>Year 2;</b> \$13,943	<b>Year 3;</b> \$14,347	<b>Year 4;</b> \$14,763
<b>Region 5:</b>	United Methodist Youthville:	<b>Year 2;</b> \$13,943	<b>Year 3;</b> \$14,347	<b>Year 4;</b> \$14,763

**KEY CONTRACT PROVISIONS:**

- ✓ Children with mental health needs in SRS custody who require out-of-home placement are part of this RFP.
- ✓ No restriction on out of state placement (Kansas City metro area) but no additional funds for educational purposes.
- ✓ Contract allows free standing psychiatric hospitals to be Medicaid eligible for this population.
- ✓ Outcomes focused on safety of child, reintegration, family reunification, family as well as child focused.
- ✓ No eject/no reject policy, contractor accepts all referrals.
- ✓ To utilize a State Hospital bed contractor would have to subcontract with State, and would be based on availability.
- ✓ Emergency placement, detention as part of police custody, not part of contract.
- ✓ SRS will no longer supervise or recruit foster parents, foster parents will be part of contractor network.
- ✓ Child(ren) may be placed outside of region for relative placements, etc but monitored through outcomes.
- ✓ SRS maintains custody but court reports/recommendations will be made mutually.
- ✓ Juvenile offenders excluded from this contract, but system designed to easily transfer to Youth Authority.
- ✓ Children will transition to the Contractor over a three month period beginning March 1, 1997, based on current placement type.



## Accountability and Monitoring

3-7

Monitoring of the system initiatives will occur at a number of different levels:

**System External Review.** The Department will contract for a systems evaluation to cover service areas provided directly by SRS staff and services provided directly by contractors. The external evaluation will be designed to provide information on the overall effectiveness of changes in the service delivery system and SRS infrastructure, as well as to provide effectiveness data relative to each region as well as statewide, and relative to national statistics. The systems evaluation will cover the following service areas:

1. Intake/Assessment/Investigative Responsibilities (SRS)
2. Case Management (SRS)
3. Family Preservation (Private Contractor and Subcontractors)
4. Adoption (Private Contractor and Subcontractors)
5. Foster/Group Care (Private Contractor and Subcontractors)

**System Internal Review.** This monitoring is done by the Children and Family Services Commission. Extensive protocol development is done with input from providers, advocacy groups and the legal community. Such reviews focus on substantiation of contractor case records; monitoring of training and contractor employee qualifications; review of administrative and supervisory procedures of the provider; review of critical incident files; and client satisfaction surveys. Periodic financial audits will also be conducted by the SRS audit unit.

**ACLU Settlement.** Monitoring is conducted to determine compliance with each element of the Settlement Agreement.

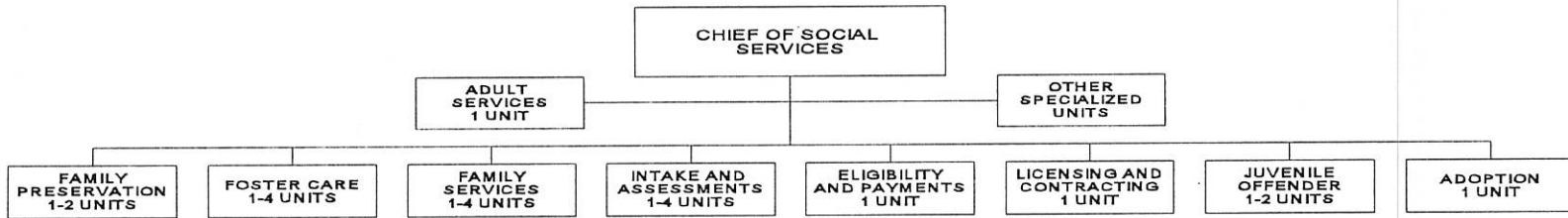
**Program Specific Review.** Each contract is outcomes-based, with specific measures identified to assess contractor compliance. Contractors are required to submit monthly case-specific and aggregate reports.

**CHANGES IN ROLES - SRS AND PRIVATE CONTRACTORS**

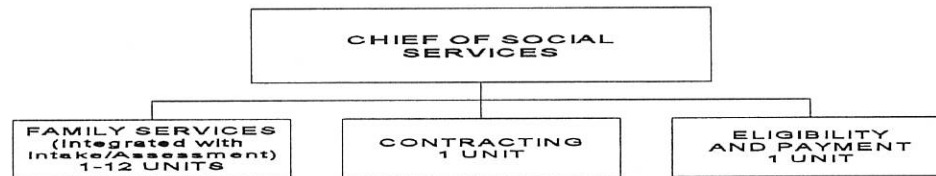
Under these initiatives, the SRS worker will provide fewer direct services. Instead, the worker will be in the role of service manager. The Department will implement an integrated worker concept, whereby clients will have one worker managing all services. This will result in a more seamless service delivery system, which would not be possible if the worker retained responsibility for all direct services. The emphasis of this single worker will shift to intake and assessment and child protection. Additionally, as more direct services are contracted, responsibility for monitoring will also increase. The end result is a more streamlined administrative structure in each of the twelve area offices.

The two graphics below illustrate the typical area office functional organization prior to this initiative for the delivery of social services and the typical area office organization envisioned at the time that these initiatives have been fully implemented.

**TYPICAL AREA OFFICE ORGANIZATION (CFS)  
TODAY**



**TYPICAL AREA OFFICE ORGANIZATION (CFS)  
AFTER SERVICE DELIVERY CHANGES**



**COMPARISON CHART**

<b>ELEMENT</b>	<b>CURRENT SRS SYSTEM</b>	<b>NEW SERVICE DELIVERY SYSTEM</b>
1. Intake/Assessment/Eligibility	A. Multiple assessments B. Multiple SRS workers	A. Single screen utilized by all B. Single SRS social worker
2. Service Delivery <ul style="list-style-type: none"> <li>● Coordination</li> <li>● Duration</li> <li>● Types</li> </ul>	A. Multiple SRS Worker involved in service delivery B. Autonomous delivery of services between commissions and providers C. Needs of clients compartmentalized D. Prescriptive deliverables, forcing client to fit into predetermined services E. Availability of service not equal across State F. Focuses on services provided by SRS and defined group of providers G. Crisis oriented, limited proactive efforts H. Case plan, service plans diverse between private/public	A. Single SRS advocate as "champion for child/family" B. Seamless delivery, boundary less C. Needs of client viewed holistically D. Allows flexibility of providers to create programming to meet needs of client E. Equal services for all Kansas children/families F. Broadens services, potential of bridging gap between public/private and other departments; e.g., public health, education G. Prevention focused within the community H. Single individualized plan across services
3. Outcomes	A. Emphasis on process not outcomes B. Limited management responsibilities C. Semi-annual administrative reviews and dispositional hearings D. Focus on stabilization not permanency	A. Quality management and assurance system with emphasis on outcomes B. SRS becomes manager, utilizes private sector C. Concurrent utilization management and review D. Focus on permanency within 365 days
4. Financing	A. Categorized funding B. Clinical and financial decision rests with separate entities.	A. Emphasis on pooled funding B. Clinical and financial responsibilities within same entity

TASKS COMPLETED SINCE 1996 SESSION

Tasks	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
1. Finalize family preservation contracts	✓													
2. Prepare for transition of family preservation	✓	✓												
3. Transfer family preservation			✓											
4. Finalize adoption contract				✓										
5. Prepare for transition of adoption				✓	✓									
6. Transfer of adoption						✓								
7. Finalize foster care contracts							✓							
8. Prepare for transition of foster care								✓	✓	✓				
9. Transfer foster care											✓	✓	✓	
10. Provide community forums														
Salina							✓							
Olathe							✓							
Pittsburg							✓							
Garden City							✓							
Kansas City							✓							
Wichita							✓							
Topeka							✓							
Lawrence							✓							
11. Area office visits (12)	✓	✓						✓					✓	✓

**TASKS COMPLETED SINCE 1996 SESSION**

3-11

Tasks	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	April	May	June
12. Prepare RFP for external review coordinator								✓						
13. Finalize contract for above RFP									✓					
14. Create RFP for external review											✓			
15. Implement external review													✓	
16. Strategic planning with contractors								✓		✓		✓		✓
17. Transition training meetings with SRS and contractors	✓	✓		✓	✓			✓	✓	✓	✓			✓
18. Implement integrated worker model		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
19. Active participation in Welfare Reform Task Group						✓	✓	✓	✓	✓	✓	✓	✓	✓

KEY GOALS/INITIATIVES IN 1997

3-12

**1. Continue privatization initiative**

- ✓ Finalize integrated worker model statewide
- ✓ Transfer foster care program
- ✓ Finalize external review program
- ✓ Continue on-going review of contracts/goals
- ✓ Create "kitchen cabinet" to evaluate information/data gathered, act in advisory capacity
- ✓ Evaluate potential IV-E Waiver to expand use of foster care dollars
- ✓ Continue strategic planning with contractors

**2. Continue efforts toward successful completion of ACLU Lawsuit**

**3. Evaluate Child Protective Services/Investigation Procedures by SRS**

- ✓ Review current policy/practice; set up measures for evaluating performance
- ✓ Develop task group
- ✓ Solicit input from Attorney General's office, Courts, Police
- ✓ Evaluate models nationally
- ✓ Determine need for any investigative legislative changes

**4. Expand role of community**

- ✓ Develop task group to establish goals/vision
- ✓ Evaluate current 3113 Council roles/effectiveness
- ✓ Evaluate role of Intake/Assessment Centers, with JO's and CINC's, with community

**5. Continue active involvement in Welfare Reform**

- ✓ Maintain membership in Agency wide task force

**6. Assist in transfer of Juvenile Offenders**

**7. Operationalize "FACTS" data system**

SRS Children and Family Services  
 Family Preservation Outcomes Report  
 1 July - 31 December 1996  
 Executive Summary

This report presents the outcomes achieved in the first six months of the Family Preservation program--1 July through 31 December 1996. During this early implementation period, 723 families were referred for services to private contractors, of which 702 families engaged in the services provided. This report presents data on five (5) of the nine (9) Family Preservation outcome measures. Of the remaining four measures, three are post-program measures for which data will be available and reported beginning in February 1997.

Statewide, performance standards on each of the five outcomes were met or exceeded during this report period. On a regional basis, each region met or exceeded the performance standards established for child safety, children not requiring out-of-home placement, and client satisfaction. The following summarizes statewide performance for each outcome:

- Engagement Rate: Three of five regions met or exceeded the 97% target figure.
- Child Abuse and Neglect: The child safety standard is being met statewide and by each region.
- Child Removed from the Home: Each region exceeded the target for this outcome. Of the 702 families participating in the program, only 69 have had children removed.
- Juvenile Offenders with Additional Adjudication: Three of the five regions exceeded the performance standard. Twenty-one of seventy-four juvenile offenders have been readjudicated for an additional offense.
- Client Satisfaction: Each region exceeded the performance standard of 80% as did the state as a whole with a satisfaction rate of 90%.

Outcome Measure	Standard	Statewide Performance
Engagement Rate	97%	97%
Child Safety During Participation	90%	98%
No Placement During Participation	80%	90%
Juvenile Offenders Non-Recidivism During Participation	70%	72%
Client Satisfaction Rate	80%	90%

**Outcome Goal:**

Contractor shall accept all referrals.

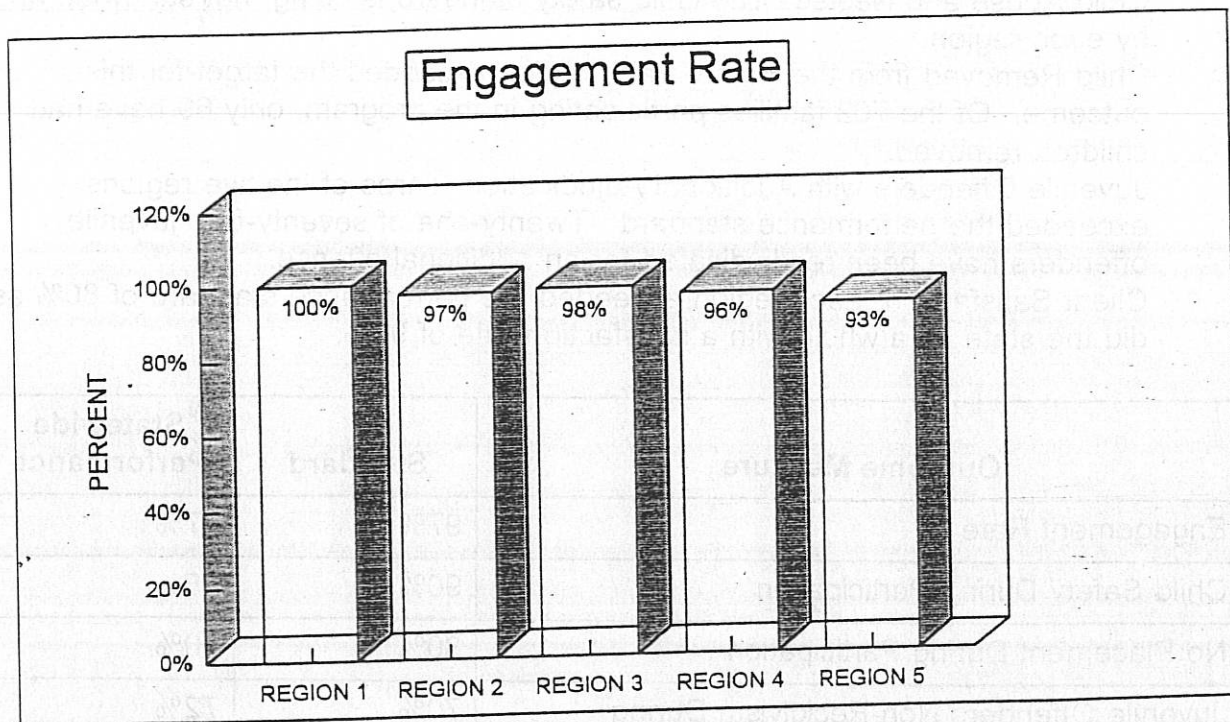
**Performance Indicator:**

97% of all families referred shall be engaged in the treatment process.

**Operational definition:** The total number of families engaged divided by the total number of families referred, as each is reported on the monthly aggregate report form. Engaged families are those who have not withdrawn from the program and have not been dropped from the program by the contractor.

**Analysis:**

During the report period, 702 of the 723 families referred to Family Preservation contractors engaged in the treatment process, resulting in a statewide engagement rate of 97%. Three of the five regions met or exceeded the performance target. Regional performance for this outcome is indicated by the graph below:



**Note:** Region 1: Southeast Kansas, Kaw Valley Center  
Region 2: Kansas City Area, Wyandot County Mental Health Center  
Region 3: North Central Kansas, Kansas Children's Service League  
Region 4: Western Kansas, St. Francis Academy  
Region 5: Sedgwick County Area, DCCCA



**Goal:**

Children will be safe from abuse and/or neglect.

**Performance Indicator:**

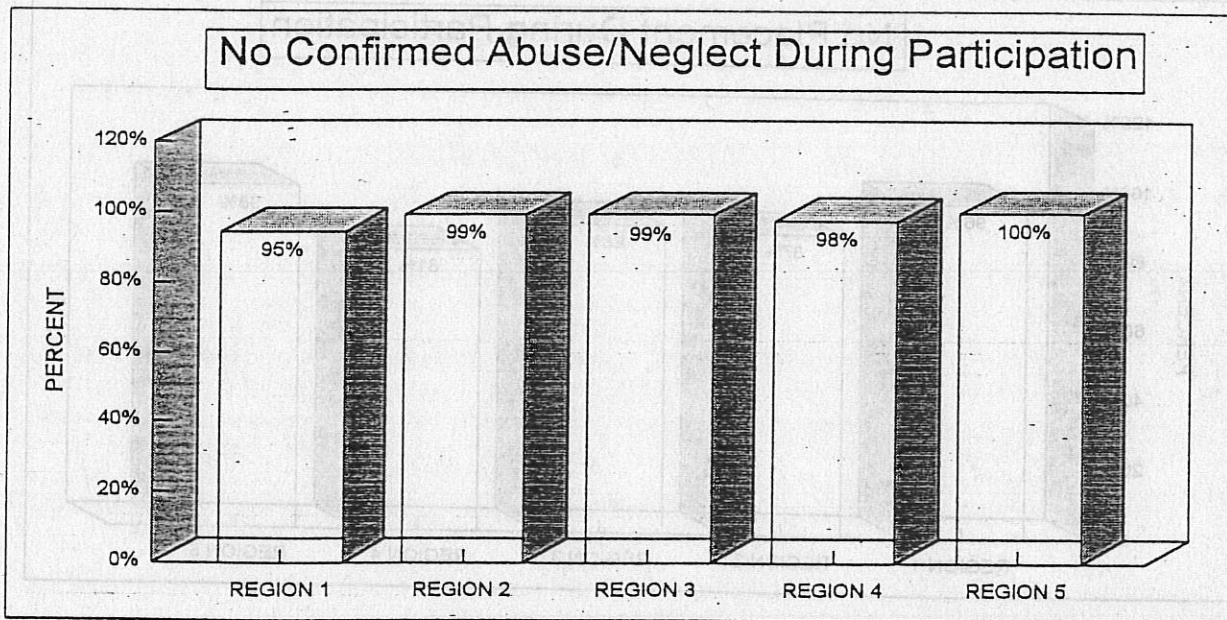
90% of families will not have a confirmed abuse or neglect report during program participation.

**Operational definition:**

The total number of families engaged (both open and closed cases) in the treatment process that did not have a confirmed case of abuse or neglect during program participation divided by the total number of families engaged.

**Analysis:**

There were two (2) families with confirmed abuse or neglect reports during December. One of these cases occurred in Region One, and the other case occurred in Region Four. The statewide rate on this performance measure is 98%, well above the performance standard of 90%. To date, 14 cases of child abuse or neglect have been confirmed during program participation. Regional performance is as follows:



**Note:** Region 1: Southeast Kansas, Kaw Valley Center  
Region 2: Kansas City Area, Wyandot County Mental Health Center  
Region 3: North Central Kansas, Kansas Children's Service League  
Region 4: Western Kansas, St. Francis Academy  
Region 5: Sedgwick County Area, DCCCA

**Outcome Goal:**

Children will not require out-of-home placement.

**Performance Indicator:**

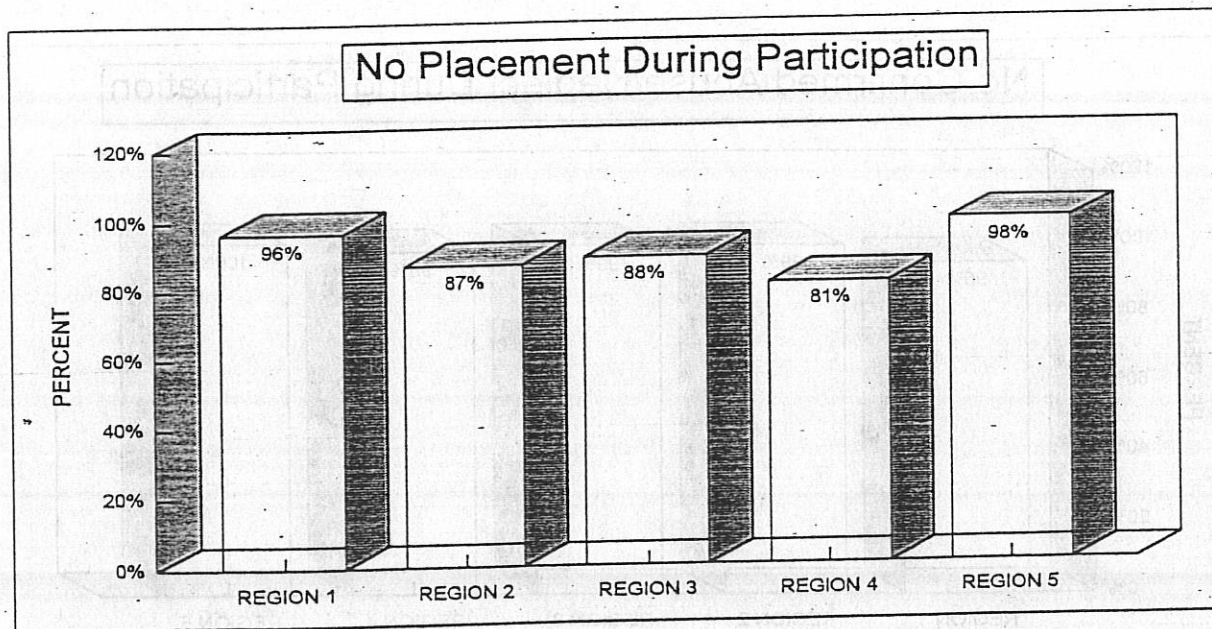
80% of families will not have a child placed outside the home during program participation.

**Operational definition:**

The total number of families engaged (both open and closed cases) in the treatment process that did not require out-of-home placement during participation in the program divided by the total number of families engaged in treatment.

**Analysis:**

During the first six months, 90% of the families served have remained intact. Of the 702 families participating in the program, 69 have had children removed from the home. Each region has exceeded the 80% performance standard for this outcome. The fact that the number of children removed from the home far exceeds the number of confirmations of abuse or neglect may indicate a willingness among contractors to petition for removal prior to abuse or neglect occurring. Regional performance on this performance measure is as follows:



**Note:** Region 1: Southeast Kansas, Kaw Valley Center  
Region 2: Kansas City Area, Wyandot County Mental Health Center  
Region 3: North Central Kansas, Kansas Children's Service League  
Region 4: Western Kansas, St. Francis Academy  
Region 5: Sedgwick County Area, DCCCA

**Goal:**

Adjudicated juvenile offenders will not re-offend.

**Performance Indicator:**

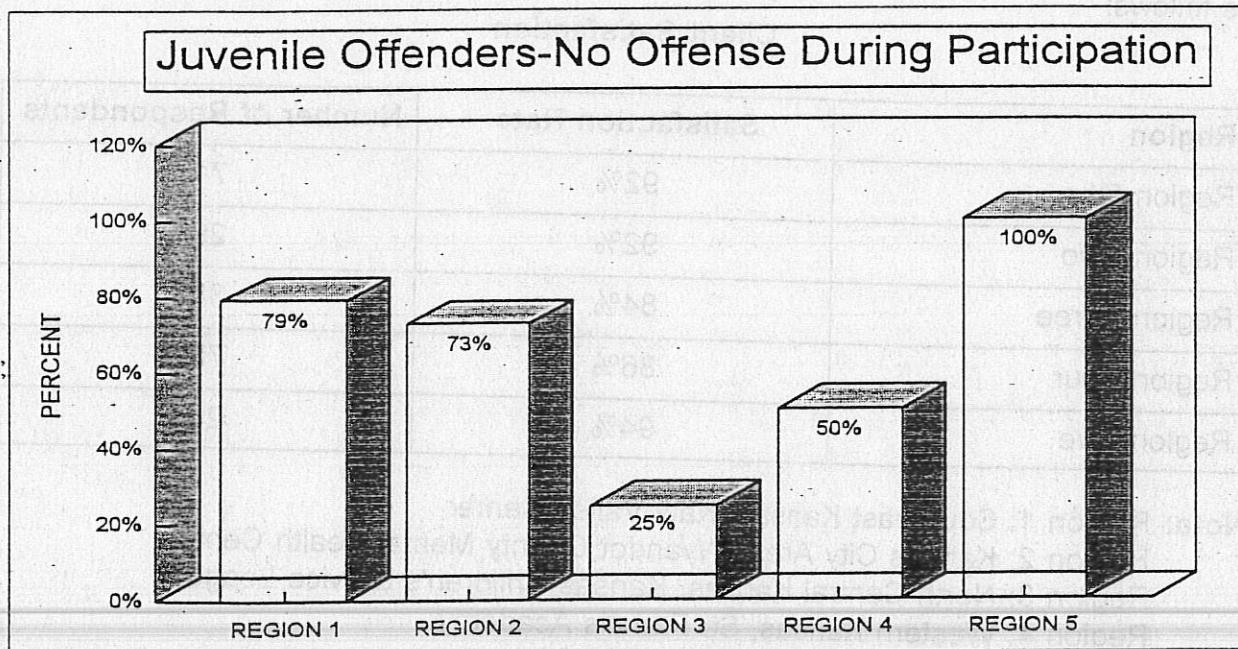
70% of adjudicated juvenile offenders participating in the program will not be adjudicated for an additional offense during participation.

**Operational definition:**

The total number of adjudicated juvenile offenders (stated as the presenting problem), both in open and closed cases, not adjudicated for an additional offense occurring during program participation divided by the total number of adjudicated juvenile offenders (stated as the presenting problem) participating in the program.

**Analysis:**

In the first six months, there have been 74 adjudicated juvenile offenders in families participating in the Family Preservation program. Twenty-one of these youths have been adjudicated for an additional offense which occurred during program participation, resulting in a success rate of 72%. Although Regions Three and Four are not meeting the performance standard, this is a statistical artifact due to the very small number of cases involved and is not seen as a substantive problem at this time. Regional performance for this outcome is as follows:



**Note:** Region 1: Southeast Kansas, Kaw Valley Center  
Region 2: Kansas City Area, Wyandot County Mental Health Center  
Region 3: North Central Kansas, Kansas Children's Service League  
Region 4: Western Kansas, St. Francis Academy  
Region 5: Sedgwick County Area, DCCCA

**Outcome Goal:**

Family members will be satisfied with the services provided.

**Performance Indicator:**

Participants (parents and youth ages 14-21) living in the home will report 80% satisfaction as measured by the *Client Satisfaction with SRS Services Survey* 30 days from the start of the referral.

**Operational definition:**

The satisfaction rate is obtained by dividing the number satisfied (a score of 79 on the adult survey and 19 on the youth survey) divided by the total number of respondents. Each survey response is weighted: Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1.

**Analysis:**

Clients participating in the Family Preservation program report a 90% satisfaction rate. The adult survey response rate is satisfactory at approximately 30%, with regional response rates ranging from about 15% to about 50%. Each region is exceeding the 80% satisfaction rate established as the performance standard for this outcome. However, on the youth survey, a very low response rate and a tendency to mark each item the same continue to be problematic, and these problems positively skew the overall survey results by a few percentage points. Regional performance is as follows:

**Client Satisfaction**

Region	Satisfaction Rate	Number of Respondents
Region One	92%	71
Region Two	92%	29
Region Three	84%	38
Region Four	86%	78
Region Five	94%	29

**Note:** Region 1: Southeast Kansas, Kaw Valley Center  
 Region 2: Kansas City Area, Wyandot County Mental Health Center  
 Region 3: North Central Kansas, Kansas Children's Service League  
 Region 4: Western Kansas, St. Francis Academy  
 Region 5: Sedgwick County Area, DCCCA

SRS Children and Family Services  
*Adoption Privatization Initiative*  
Status Report for  
1 October - 31 December 1996

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The initiative to privatize adoption in Kansas began on 1 October 1996. By their nature, outcomes pertaining to adoption are long-term and, depending upon the outcome, data on many of the client outcomes for the adoption privatization initiative will not be available for 12 to 18 months following privatization. This report provides a "snapshot" of key process indicators during the first quarter under privatization, 1 October through 31 December 1996. Information pertaining to client outcomes will be reported as it becomes available.

On 1 October 1996, 730 children (transition cases) were referred from SRS to the adoption contractor. Since that date, an additional 162 children have been referred for adoption for a Year-to-Date total of 892 cases. In this initial period, 138 adoptions have been finalized. Of these 138 adoptions, 62 were by foster parents and 37 were by a relative of the adopted child. Since 1 October 1996, 12 children with one or more siblings have entered the adoption system and all 12 have been placed with one or more siblings. In the first three months, 11 cases of child abuse or neglect have been reported. To date, none of these cases has been confirmed. Of the 138 children whose adoptions have been finalized, 73 are girls and 65 are boys; 58% of the children are white and 42% non-white; and 57% are six years old or older.

These numbers are preliminary, representing only three months of effort under privatization, and may not indicate trends in any category. Nevertheless, it is encouraging that for those children for whom adoption was finalized, over 40% are non-white and over half are age six and older. Historically, both in Kansas and nationally, younger white children are adopted more quickly; and conversely, children who are members of a racial minority and those who are older tend to remain in the child welfare system longer before being adopted, if they are adopted at all.

Department of Social and Rehabilitation Services  
Rochelle Chronister, Secretary  
Child Support Enforcement (Title IV-D)

**Before the House Appropriations Committee  
January 23, 1997**

CSE Contracts Established by Competitive Bid

Mr. Chairman and Members of the Committee, thank you for the opportunity to appear before you today to testify concerning the Child Support Enforcement Program.

In the Kansas Title IV-D Child Support Enforcement Program (CSE), contracts for enforcement services in over 130,000 cases were offered in a competitive environment to encourage increased productivity and accountability for the achievement of program goals. Historically, the CSE Program has always maintained contracts for enforcement services, but the emphasis was shifted from a situation where we had no choice but to contract with certain service providers to one of encouraging previous contractors to compete with private bidders for the contracts. By so doing, we obtained the best possible price for services, we obtained many new proposals for more cost effectively satisfying our customers' needs, and all contractors agreed to be held accountable for their performance.

CSE is an integral part of welfare reform and, for many children, the last remaining safety net to insure reliable family income. Because the demand for CSE services is increasing and because federal mandates under welfare reform require greatly enhanced CSE programs, laws and new levels of performance, we needed to add to the resources previously available in the CSE Program.

Without our efforts to privatize or establish more contracts for services through a competitive process, we estimate that we would have needed to add in excess of 300 new state jobs to satisfy the demand for services and federal mandates. However, by establishing more contracts, we were able to modestly reduce the number of State CSE staff by eight percent (33 positions) and still provide the required resources. State CSE staff will continue to do the location work; all establishment work including paternity, support orders and judgments for reimbursement; setoff and case management which will include monitoring of performance.

Although the Kansas CSE Program has ranked fairly high nationally by providing a satisfactory level of location, establishment and enforcement services to approximately 55% of those in need, our goal with our reorganized program is to increase that satisfaction level to between 80 and 90%. We believe this is achievable within the next few years. Contractors have committed to increase productivity by 10% per year and new tools such as administrative procedures to establish and enforce orders, automation, and new hires reporting will improve productivity.

As part of the competitive bid process administered by the Department of Administration, Division of Purchases, SRS received 39 proposals to provide child

Appropriations  
1-23-97  
Attachment 4

support enforcement services. After the Procurement Negotiation Committee (two persons from DOA, one from SRS) evaluated the proposals and conducted negotiation conferences, the decision was made to offer 21 contracts to a mix of private companies and counties. Successful bidders include one county attorney, eight court trustees, two private law firms and one large national company which will operate offices in Shawnee, Wyandotte and much of Southeast Kansas (see attachment).

Costs of the CSE contracts will be paid directly by SRS by using federal funding and incentives. No additional fee will be charged to custodial parents or children. SRS will pay each contractor a flat percentage of the amount they collect based on their bid. However, to have some control over the amount paid to our contractors, the fee is subject to a 300% cap on the amount we will pay on non-AFDC cases as compared to AFDC cases. This cap assures that we will have sufficient federal dollars to pay for services. (Kansas benefits most financially from AFDC collections.)

The amounts bid by contractors varies from below 10% in some years to 22%. This variation can be explained by caseload differences from one region to another and because of the impact of the 300% cap mentioned above. For example, in Johnson County, we have far fewer AFDC cases than in many other areas. Consequently, the 300% cap will result in our contractor not being paid for any non-AFDC collections which are three times the amount collected in AFDC cases. This fact resulted in a higher bid.

With a few exceptions, our new contractors began operations January 2, 1997. The Wyandotte County, Southeast Kansas and Saline County contracts will begin February 1, 1997.

We believe that by combining the best of State, County and private resources into a program where all participants use the same computer system, follow the same rules, strive for the same goals, and are subjected to the same accountability, the CSE Program is in an excellent position to meet the challenges of the future.

Respectfully Submitted,

Rochelle Chronister, Secretary  
Social and Rehabilitation Services  
(913) 296-3271

97 CSE Contractor List

Jud. Dist.	County	Contractor
1	Atchison	Leavenworth County Attorney
	Leavenworth	
2	Jackson	No contractor. Services provided by State CSE staff.
	Jefferson	
	Pottawatomie	
	Wabaunsee	
3	Shawnee	Maximus
4	Anderson	Maximus
	Coffey	
	Franklin	
	Osage	
5	Chase	No contractor. Services provided by State CSE staff.
	Lyon	
6	Bourbon	Maximus
	Linn	
	Miami	
7	Douglas	Maximus
8	Dickinson	8th Judicial District Court Trustee
	Geary	
	Marion	
	Morris	
9	Harvey	9th Judicial District Court Trustee
	McPherson	
10	Johnson	10th Judicial District Court Trustee

Jud. Dist.	County	Contractor
11	Cherokee	Maximus
	Crawford	
	Labette	
12	Cloud	Not yet determined. (12th Judicial District Court Trustee thru 2/28/97)
	Jewell	
	Lincoln	
	Mitchell	
	Republic	
	Washington	
13	Butler	Forbes and Pohl law firm
	Elk	
	Greenwood	
14	Chautauqua	Maximus
	Montgomery	
15	Cheyenne	15th Judicial District Court Trustee
	Logan	
	Rawlins	
	Sheridan	
	Sherman	
	Thomas	
	Wallace	
16	Clark	16th Judicial District Court Trustee
	Comanche	
	Ford	
	Gray	
	Kiowa	
	Meade	



Jud. Dist.	County	Contractor
17	Decatur	17th Judicial District Court Trustee
	Graham	
	Norton	
	Osborne	
	Phillips	
	Smith	
18	Sedgwick	18th Judicial District Court Trustee
19	Cowley	No contractor. Services provided by State CSE staff.
20	Barton	No contractor. Services provided by State CSE staff.
	Ellsworth	
	Rice	
	Russell	
	Stafford	
21	Clay	No contractor. Services provided by State CSE staff.
	Riley	
22	Brown	22nd Judicial District Court Trustee
	Doniphan	
	Marshall	
	Nemaha	
23	Ellis	No contractor. Services provided by State CSE staff.
	Gove	
	Rooks	
	Trego	

Jud. Dist.	County	Contractor
24	Edwards	No contractor. Services provided by State CSE staff.
	Hodgman	
	Lane	
	Ness	
	Pawnee	
	Rush	
25	Finney	No contractor. Services provided by State CSE staff.
	Greeley	
	Hamilton	
	Kearny	
	Scott	
26	Grant	No contractor. Services provided by State CSE staff.
	Haskell	
	Morton	
	Seward	
	Stanton	
	Stevens	
27	Reno	No contractor. Services provided by State CSE staff.
28	Ottawa	Audie Magana Attorney at Law
	Saline	
29	Wyandotte	Maximus
30	Barber	No contractor. Services provided by State CSE staff.
	Harper	
	Kingman	
	Pratt	
	Sumner	

J. Dist.	County	Contractor
31	Allen	Maximus
	Neosho	
	Wilson	
	Woodson	

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Printed: 1/9/97

## Percentage of Collections Bid (Final)

Judicial Dis Bidder		Years				
		1	2	3	4	5
1	Leavenworth Count *	11.75	11.75	11.75	11.75	11.75
2						
3	Court Trustee	18	18.25	18.5	18.75	19
	Maximus 1+ *	12.82	9.76	9.06	9.06	9.06
4	Maximus 1+ *	19.29	14.69	13.64	13.64	13.64
5	Court Trustee	19	17	17	17	17
6	Maximus 1+ *	16.96	12.91	11.99	11.99	11.99
7	Maximus 1+ *	12.71	9.68	8.99	8.99	8.99
8	Court Trustee *	15.45	15.45	15	14.2	13.5
9	Court Trustee *	15.25	15.25	15.25	16.25	16.25
	Maximus 2^	13.2	9.96	9.28	9.28	9.28
10	Court Trustee *	23	23	23	23	23
11	Maximus 1+ *	19.35	14.73	13.68	13.68	13.68
12						
13	Forbes & Pohl LLP *	15.5	15.2	14.8	14.3	14
	Maximus 2^	11.89	8.97	8.36	8.36	8.36
	Support Solutions	14.5	14.5	14.5	14.5	14.5
14	Maximus 1+ *	16.87	12.85	11.93	11.93	11.93
15	Court Trustee *	13.8	13.8	13.6	13.6	13.6
16	Court Trustee *	11.5	11.5	11.5	11.5	11.5
17	Court Trustee *	15	15	15	15	15
18	Court Trustee *	17	17	16.5	16	15.5
	Maximus 2^	18.46	13.77	12.75	12.75	12.75
	Support Solutions	14	14	14	14	14
19	Maximus 2^	14.11	10.64	9.92	9.92	9.92
	Support Solutions	19	19	19	19	19
20						
21	Court Trustee	19.75	19.75	19.75	19.5	19.5
22	Court Trustee *	12	11.9	11.9	11.8	11.8
23	Court Trustee	19	17.5	17.5	17.5	17.5
24						
25						
26	Robert Miles	19	18	17	17	17
27	Maximus 2^	15.11	11.4	10.62	10.62	10.62
	Support Solutions	11.25	11.25	11.25	11.25	11.25
28	Audrey Magana *	17.85	16.75	16.4	16.1	15.35
29	Court Trustee *	22	22	20	18	18
	Maximus	19.37	14.5	13.59	13.59	13.59
30	Maximus 2^	13.56	10.23	9.53	9.53	9.53
	Support Solutions	16.5	16.5	16.5	16.5	16.5
31	Maximus 1+ *	17.25	13.14	12.2	12.2	12.2

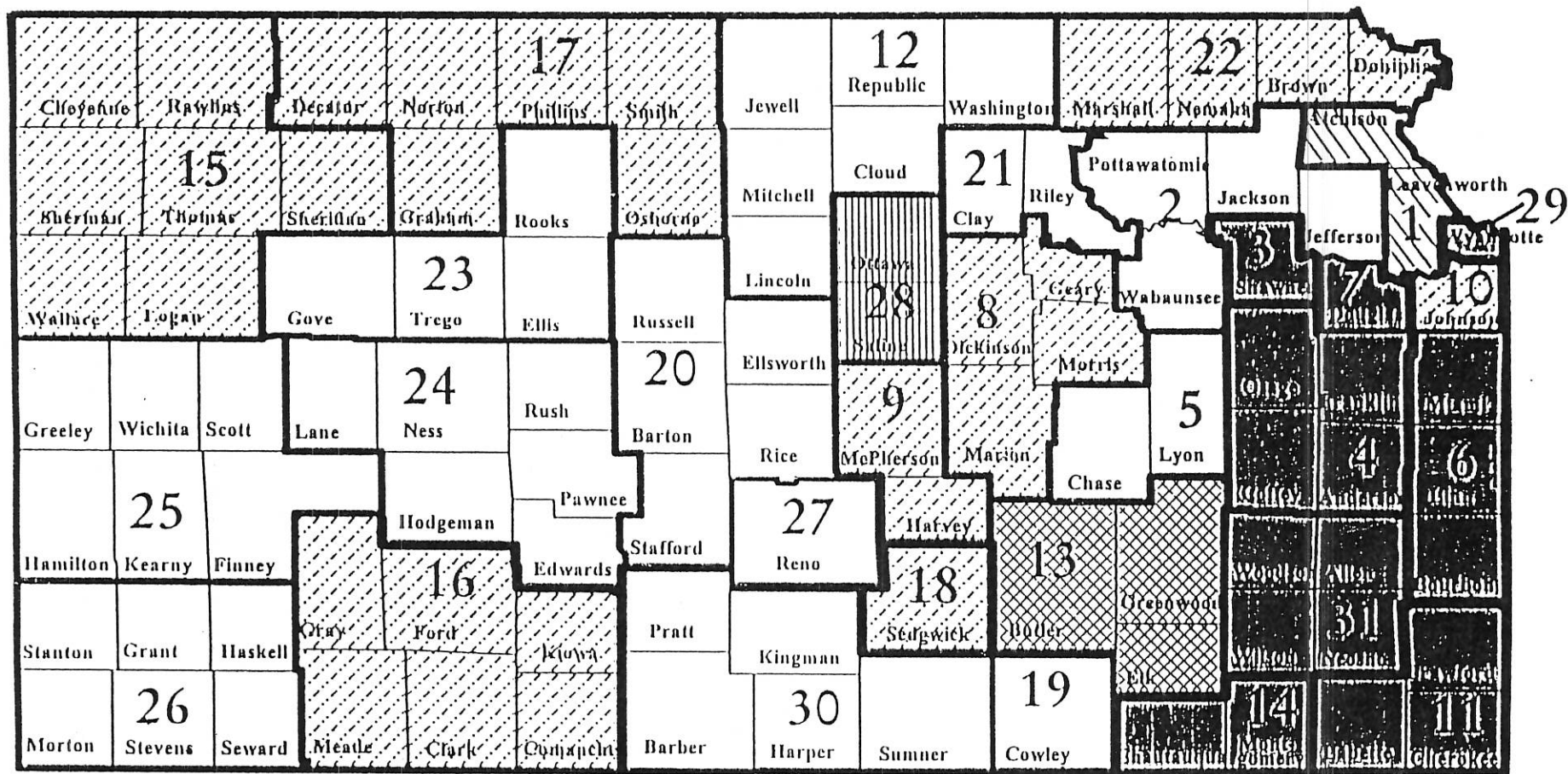
+ Only valid if all districts are awarded







^ Only valid if all districts are awarded

\*Denotes Successful Bidder

# CSE CONTRACTORS 1997

4-7



-  Contractor
-  No Contractor CSE provided Services
-  Leavenworth County Attorney
-  Judicial District Court Trustee
-  Forbes and Pohl Law Firm
-  Audie Magana Attorney at Law