



*We believe in a life of opportunity, of choice, and of dignity  
for every individual, regardless of age or ability.*

*The Mission of Foothills Gateway, Inc. is to advocate for and empower  
individuals with disabilities to lead lives of their choice.*

**Board of Director's  
Agenda  
August 18, 2015  
7:00 pm**

MEETING CALLED TO ORDER

Open Forum-Please limit presentations to 10 minutes

PRESENTATIONS

Foundation Events – Tanis Roeder, Elevate Your Communication  
Family Support Services Program – Pam Miller

CONSENT AGENDA

- Approval of Minutes – 7/21/15 Board Meeting
- FSSP Council Member Application
- Policy Change Request – Private Pay Services

NEW BOARD MEMBER APPROVAL

FINANCIAL REPORT

OLD BUSINESS

Parents Letter / Forum  
Alliance / CFCM / Waiver Redesign  
Ascend Survey

NEW BUSINESS

COMMITTEE REPORTS

Executive Committee –  
Legislative Affairs -  
Prop/Finance -  
Joint Resource -

ADJOURNMENT

# FOOTHILLS GATEWAY, INC.

Preliminary Financial Reports  
for the 1 month ending July 31, 2015

## MONTHLY FINANCIAL HIGHLIGHTS

- \* Revenues are 8.7% over YTD Budget
- \* Expenses are 4.3% under YTD Budget
- \* Net Loss is \$243,452 less than YTD Budgeted Net Loss

Financial Status	at June 30, 2015 - unaudited	at July 31, 2015	Incr (Decr)
Total Assets	\$12,237,971	\$12,430,538	\$192,566
Total Liabilities	\$1,883,787	\$2,100,591	\$216,804
Net Assets (Fund Balances)	\$10,354,185	\$10,329,947	(\$24,238)
Working Capital	\$5,837,137	\$5,854,176	\$17,040

### Current Year Financial Performance

 at 1 months / 8.3% of annual revenue and expense

	Actual Year to Date	YTD Budget	% Actual to YTD Budget	Annual Budget	% Actual to Annual Budget
<b>Revenues</b>					
State/Medicaid Funds	\$1,762,693	\$1,652,982	106.6%	\$19,104,420	9.2%
Vocational Income	31,060	30,606	101.5%	367,272	8.5%
Public Support	50,493	12,660	398.8%	241,720	20.9%
Larimer County Mill Levy	44,446	45,283	98.2%	3,727,660	1.2%
Other	49,791	41,953	118.7%	590,980	8.4%
<b>Total Revenue</b>	<b>\$1,938,484</b>	<b>\$1,783,484</b>	<b>108.7%</b>	<b>\$24,032,052</b>	<b>8.1%</b>
<b>Expenses</b>					
Salaries, Taxes & Benefits - Staff	\$838,930	\$887,330	94.5%	\$10,455,100	8.0%
Salaries, Taxes & Ben - Individuals in Svcs	25,577	22,475	113.8%	269,700	9.5%
Vocational/Contract Supplies	1,019	3,548	28.7%	42,576	2.4%
Supplies, Equipment & Building Expense	69,882	98,747	70.8%	1,043,392	6.7%
Vehicle Expense	35,561	42,549	83.6%	496,127	7.2%
Program Related Expense	189,300	234,384	80.8%	2,535,451	7.5%
Purchase of Service	782,925	737,067	106.2%	8,744,747	9.0%
Other	19,528	25,074	77.9%	432,394	4.5%
<b>Total Expenses</b>	<b>\$1,962,722</b>	<b>\$2,051,174</b>	<b>95.7%</b>	<b>\$24,019,487</b>	<b>8.2%</b>
<b>Revenue Over (Under) Expense</b>	<b>(\$24,238)</b>	<b>(\$267,690)</b>	<b>9.1%</b>	<b>\$12,565</b>	<b>-192.9%</b>
Less: Other Capital Expenditures	0	-35,000	0.0%	-94,631	0.0%
Less: (Purch)Sell Long Term Invstmnts	3,613	0	0.0%	0	0.0%
Plus: Non-Cash Expenses	37,665	38,202	98.6%	281,647	13.4%
<b>Change in Working Capital</b>	<b>\$17,040</b>	<b>(\$264,488)</b>	<b>-6.4%</b>	<b>\$199,581</b>	<b>8.5%</b>

Annual Auction Event

*the*

# **GAME SHOW**

*spectacular!*

BENEFITING FOOTHILLS GATEWAY FOUNDATION

FRIDAY

**SAVE *the* DATE!**

**OCTOBER 2, 2015**

6PM - 10PM

HILTON FORT COLLINS

\$60/Ticket or \$600/table of 10

## **COME *on* DOWN!**

Join us for a silent auction, live auction and gameshow fun all for a great cause!

**CLICK HERE**

to purchase your ticket or table

For more information on becoming a sponsor, donating to the auction, or registering directly through us, please contact us at

**FoothillsGatewayEvents@gmail.com**  
or (970) 412-7560

## Policy Change Request Form

**Name of Policy Requesting Change** Private Pay Services

**Current Policy Book Section (s)** Community Centered Board/Administration

**What change is requested?(also, please attach old policy and requested policy)**

**Old Version:**

It is the policy of Foothills Gateway, Inc. to allow families/individuals to private pay for services in the following circumstances:

- Individuals eligible for DD services and currently on the Waiting List for Comprehensive, Children's Extensive Support and/or Supported Living Services;
- Individuals enrolled in a Medicaid Waiver Program who temporarily lose Medicaid eligibility;
- Individuals not eligible for DD services, having cognitive disabilities (as determined by the Eligibility Committee) but desiring similar services, as capacity allows; and,
- Other populations as deemed appropriate.

**New Version:**

It is the policy of Foothills Gateway, Inc. to allow families/individuals to private pay for services in the following circumstances:

- Individuals eligible for DD services and currently on the Waiting List for Comprehensive, or individuals enrolled in Children's Extensive Support and/or Supported Living Services who request additional services;
- Individuals enrolled in a Medicaid Waiver Program who temporarily lose Medicaid eligibility;
- Individuals not eligible for DD services, having cognitive disabilities but desiring similar services, as capacity allows; and,
- Other populations as deemed appropriate.

**Why is this Policy change necessary?**

- There is no longer a Waiting List for individuals in the Children's Extensive Supports (CES) program or in the Supported Living Services (SLS) program.
- Due to the SPAL (Service Plan Authorization Limit) or other Medicaid Waiver service limitations, families will request additional services that aren't funded through CES or SLS.
- There is no longer an "Eligibility Committee".

**Submitted By:** Erin Eulenfeld

# The Ascend Model

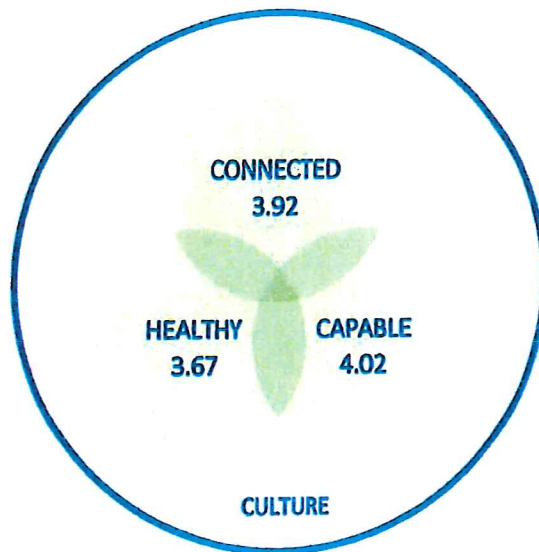
## Your Organizational Results

Our employee culture assessment consists of 49 questions; 46 questions are statements to which your staff respond in terms of frequency and three open-ended questions. These 49 questions are strategically written in a way to equitably measure your staff's culture in terms of the three characteristics in the Ascend Employee Engagement Model: Connectedness, Health, and Capability. These are referred to as the questions' Main Attributes.

- ^ Connectedness: 14 questions
- ^ Health: 17 questions
- ^ Capability: 15 questions

While we've analyzed assessment responses in great depth, the following is the highest level overview of results illustrated in the above terms.

### Snapshot of Main Attributes

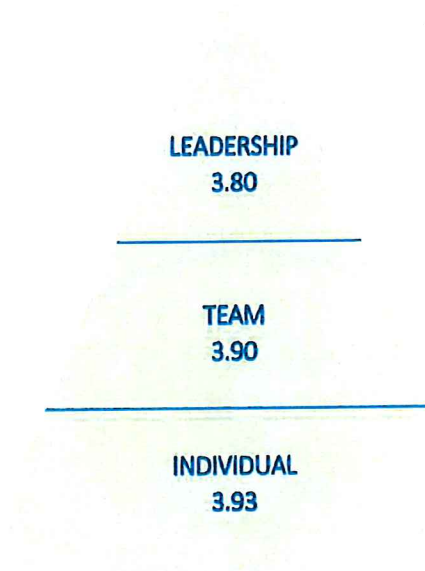


	Never	Rarely	Sometimes	Often	Always
<b>CONNECTED</b>	3.92				
<b>HEALTHY</b>	3.67				
<b>CAPABLE</b>	4.02				

## Snapshot of Sub-Attributes

Similar to the three characteristics in the Ascend Employee Engagement Model, questions simultaneously measured employee engagement in terms of levels of hierarchy: Individual, Team, and Leadership. These are referred to as the questions' Sub-Attributes.

- ^ Individual: 11 questions
- ^ Team: 15 questions
- ^ Leadership: 20 questions



	Never	Rarely	Sometimes	Often	Always
<b>LEADERSHIP</b>					<b>3.80</b>
<b>TEAM</b>					<b>3.90</b>
<b>INDIVIDUAL</b>					<b>3.93</b>

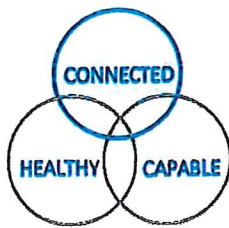
# The Strongest Areas

## Main Attributes

The questions listed below represent the five questions **OVERALL** that scored the highest:

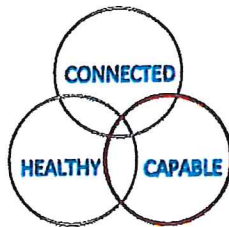
	AVERAGE SCORE
Q10. My organization encourages me to provide quality customer service.	4.50
Q26. I know what is expected of me in the day-to-day at work.	4.47
Q17. The mission of my organization makes me feel like my work is important.	4.32
Q2. I seek ways to continually improve my work process.	4.29
Q9. My organization demonstrates a commitment to doing quality work.	4.29

The questions listed below represent the three questions related to **CONNECTEDNESS** that scored the highest:



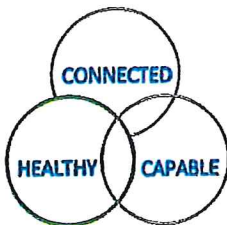
	AVERAGE SCORE
Q26: I know what is expected of me in the day-to-day at work.	4.47
Q17: The mission of my organization makes me feel like my work is important.	4.32
Q20: I trust my supervisor.	4.22

The questions listed below represent the three questions related to **CAPABILITY** that scored the highest:



	AVERAGE SCORE
Q10: My organization encourages me to provide quality customer service.	4.50
Q2: I seek ways to continually improve my work process.	4.29
Q9: My organization demonstrates a commitment to doing quality work.	4.29

The questions listed below represent the three questions related to **HEALTH** that scored the highest:



	AVERAGE SCORE
Q32: My organization treats me with dignity.	4.09
Q37: Members of my organization show respect for each other.	3.94
Q34: My coworkers help each other to develop.	3.93

# The Strongest Areas

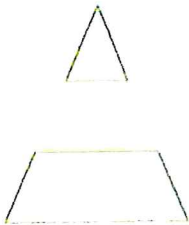
## Sub-attributes

The questions listed below represent the three questions related to **INDIVIDUAL** that scored the highest:



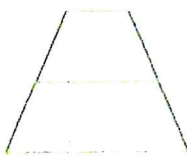
	AVERAGE SCORE
Q17: The mission of my organization makes me feel like my work is important.	4.32
Q2: I seek ways to continually improve my work process.	4.29
Q4: I take initiative instead of 'just doing my job.'	4.26

The questions listed below represent the three questions related to **TEAM** that scored the highest:



	AVERAGE SCORE
Q10: My organization encourages me to provide quality customer service.	4.50
Q9: My organization demonstrate a commitment to doing quality work.	4.29
Q8: My organization provides a useful orientation when employees start a new job.	4.18

The questions listed below represent the three questions related to **LEADERSHIP** that scored the highest:



	AVERAGE SCORE
Q27: My supervisor demonstrates behaviors that show they care about me as a person at work.	4.47
Q20: I trust my supervisor.	4.22
Q26: I know what is expected of me in the day-to-day at work.	4.17



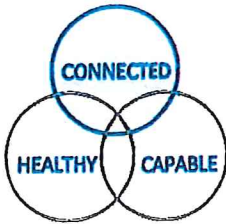
# The Weakest Areas

## Main Attributes

The questions listed below represent the five questions **OVERALL** that scored the lowest:

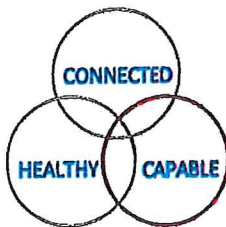
	AVERAGE SCORE
Q39. The quality of my personal life is affected by job-related stress.	3.09
Q12. My organization's leadership communicates clearly during times of change.	3.43
Q43. I am given opportunities to improve my personal health.	3.46
Q29. During times of change, my organization's leadership effectively communicates what is changing.	3.49
Q41. In the last 6 months, my supervisor presented me with opportunities to develop professionally.	3.49

The questions listed below represent the three questions related to **CONNECTEDNESS** that scored the lowest:



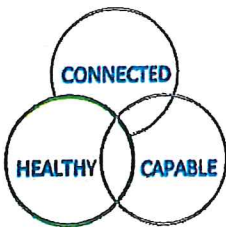
	AVERAGE SCORE
Q12. My organization's leadership communicates clearly during times of change.	3.43
Q29: During times of change, my organization's leadership effectively communicates what is changing.	3.49
Q24: During times of change, my organization's leadership communicates why the change is important.	3.51

The questions listed below represent the three questions related to **CAPABILITY** that scored the lowest:



	AVERAGE SCORE
Q3: In the last 6 months, I have participated in skill-enhancing training.	3.70
Q23: My organization handles conflict effectively.	3.57
Q11: When change occurs in my organization, it is well organized by our organization's leadership.	3.57

The questions listed below represent the three questions related to **HEALTH** that scored the lowest:

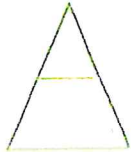


	AVERAGE SCORE
Q39: The quality of my personal life is affected by job-related stress.	3.09
Q43: I am given opportunities to improve my personal health.	3.46
Q41: In the last 6 months, my supervisor presented me with opportunities to develop professionally.	3.49

# The Weakest Areas

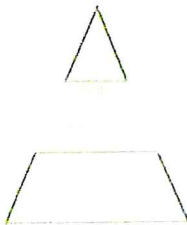
## Sub-attributes

The questions listed below represent the three questions related to **INDIVIDUAL** that scored the lowest:



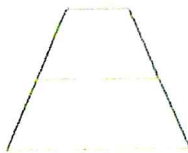
	AVERAGE SCORE
Q39: The quality of my personal life is affected by job-related stress.	3.09
Q43: I am given opportunities to improve my personal health.	3.46
Q3: In the last 6 months, I have participated in skill-enhancing training.	3.70

The questions listed below represent the three questions related to **TEAM** that scored the lowest:



	AVERAGE SCORE
Q44: My organization is supportive of solutions I present to solve problems in the workplace.	3.54
Q23: My organization handles conflict effectively.	3.57
Q31: My development is encouraged by someone at work.	3.59

The questions listed below represent the three questions related to **LEADERSHIP** that scored the lowest:



	AVERAGE SCORE
Q12: My organization's leadership communicates clearly during times of change.	3.44
Q29: During times of change, my organization's leadership effectively communicates what is changing.	3.49
Q41: In the last 6 months, my supervisor presented me with opportunities to develop professionally.	3.49

# Stand-Out Questions

## Consistent & High Ratings

The following questions have the **HIGHEST** mean and the **LOWEST** standard deviation meaning they were the most consistent and received some of the most positive responses.

	AVERAGE SCORE	STANDARD DEVIATION
Q26: I know what is expected of me in the day-to-day at work.	4.47	.64
Q10: My organization encourages me to provide quality customer service.	4.50	.66
Q2: I seek ways to continually improve my work process.	4.29	.67

### QUESTION 26:

I know what is expected of me in the day-to-day at work.

- No notable difference among longevity groups; although response averages are higher for those with the most longevity.
  - This is interesting because qualitative data analysis on open-ended generally described communication difficulties that indicated the higher on the organizational chart a staff member was, the more information they had and vice versa. More importantly, there were 32 references total regarding a disconnect in communication between leaders and staff members.
- No notable difference between departments.

### QUESTION 10:

My organization encourages me to provide quality customer service.

- No notable difference between departments.
- No notable difference among longevity groups.
- This is consistent with qualitative data analysis which illustrated an overarching sense of employees finding meaning in their work (25 mentions), having a high level of involvement in the community (15 mentions) and endless statement about being committed to the people they serve in their jobs.

### QUESTION 2:

I seek ways to continually improve my work process.

- Among departments, those within the Finance/Admin department responded much lower.
  - It is interesting that most respondents chose "often" rather than "always."
- No notable difference among longevity groups; although response averages generally decrease as staff gain longevity.

## Inconsistent & Low Ratings

The following questions have the **LOWEST** mean and the **HIGHEST** standard deviation meaning they were the least consistent and received some of the most negative responses.

	AVERAGE SCORE	STANDARD DEVIATION
Q39: The quality of my personal life is affected by job-related stress.	3.09	1.13
Q41: In the last 6 months, my supervisor presented me with opportunities to develop professionally.	3.49	1.25
Q29: During times of change, my organization's leadership effectively communicates what is changing.	3.49	1.04

### QUESTION 39:

The quality of my personal life is affected by job-related stress.

- No notable difference between departments.
- Response averages among longevity groups vary greatly; those with the least amount of longevity report being the least affected by stress.
- Qualitative data analysis shows 45 references to work-related stress.

### QUESTION 41:

In the last 6 months, my supervisor presented me with opportunities to develop professionally.

- Responses were notably lower within the DCSS department.
- Response averages among longevity groups vary greatly.

### QUESTION 29:

During times of change, my organization's leadership effectively communicates what is changing.

- Responses were notably higher for those who have been employed the shortest amount of time.
- Qualitative data analysis shows 29 references to communication problems in a general sense and 32 references to there being a gap of communication between leaders and staff and/or between departments.

**FOOTHILLS GATEWAY, INC**

**JUL. 2015**

**WAITING LIST REPORT**

