



*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  
October 20, 2015  
7:00 pm**

MEETING CALLED TO ORDER

Open Forum-Please limit presentations to 10 minutes

PRESENTATIONS

- Audit Exit Report – Cal Logan

CONSENT AGENDA

- Approval of Minutes – 9/15/15 Board Meeting

FINANCIAL REPORT

OLD BUSINESS

- Employee Issue

NEW BUSINESS

- SPB Lobbying Proposal

COMMITTEE REPORTS

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

ADJOURNMENT

# FOOTHILLS GATEWAY, INC.

Preliminary Financial Reports  
for the 3 months ending September 30, 2015

## MONTHLY FINANCIAL HIGHLIGHTS

- \* Revenues are 1.5% under YTD Budget
- \* Expenses are 6.9% under YTD Budget
- \* Net Loss is \$333,791 less than YTD Budgeted Net Loss

<b>Financial Status</b>	at June 30, 2015	at September 30, 2015	Incr (Decr)
Total Assets	\$12,238,121	\$11,823,952	(\$414,168)
Total Liabilities	\$1,883,591	\$1,864,655	(\$18,936)
Net Assets (Fund Balances)	\$10,354,530	\$9,959,297	(\$395,233)
Working Capital	\$5,837,482	\$5,001,882	(\$835,600)

### **Current Year Financial Performance** at 3 months /25.0% 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	\$5,007,604	\$4,960,125	101.0%	\$19,104,420	26.2%
Vocational Income	97,360	91,818	106.0%	367,272	26.5%
Public Support	77,264	62,430	123.8%	241,720	32.0%
Larimer County Mill Levy	76,609	81,960	93.5%	3,727,660	2.1%
Other	-4,827	139,590	-3.5%	590,980	-0.8%
<b>Total Revenue</b>	<b>\$5,254,010</b>	<b>\$5,335,923</b>	<b>98.5%</b>	<b>\$24,032,052</b>	<b>21.9%</b>
<b>Expenses</b>					
Salaries, Taxes & Benefits - Staff	\$2,405,572	\$2,539,012	94.7%	\$10,455,100	23.0%
Salaries, Taxes & Ben - Individuals in Svcs	73,463	67,425	109.0%	269,700	27.2%
Vocational/Contract Supplies	10,883	10,644	102.2%	42,576	25.6%
Supplies, Equipment & Building Expense	222,402	344,650	64.5%	1,043,392	21.3%
Vehicle Expense	109,345	125,455	87.2%	496,127	22.0%
Program Related Expense	522,626	704,287	74.2%	2,535,451	20.6%
Purchase of Service	2,247,798	2,189,541	102.7%	8,744,747	25.7%
Other	57,154	83,953	68.1%	432,394	13.2%
<b>Total Expenses</b>	<b>\$5,649,243</b>	<b>\$6,064,967</b>	<b>93.1%</b>	<b>\$24,019,487</b>	<b>23.5%</b>
<b>Revenue Over (Under) Expense</b>	<b>(\$395,233)</b>	<b>(\$729,044)</b>	<b>54.2%</b>	<b>\$12,565</b>	<b>-3145.5%</b>
Less: Other Capital Expenditures	-168,829	-48,200	350.3%	-94,631	178.4%
Less: (Purch)Sell Long Term Invstmts	-378,311	0	0.0%	0	0.0%
Plus: Non-Cash Expenses	106,774	93,518	114.2%	281,647	37.9%
<b>Change in Working Capital</b>	<b>(\$835,600)</b>	<b>(\$683,726)</b>	<b>122.2%</b>	<b>\$199,581</b>	<b>-418.7%</b>

Foothills Gateway, Inc.  
Statement of Financial Condition  
9/30/15  
Unaudited

<b>Assets</b>	
<i>Current Assets</i>	
Cash	\$2,046,020.25
Certificates of deposit	65,958.60
Investments - Short Term	2,503,116.32
<i>Sub Total Cash</i>	<u>\$4,615,095.17</u>
Receivables	
Fees and grants from governmental agencies	2,088,644.09
Vocational contracts	38,082.89
Other	46,582.35
<i>Sub Total Receivables</i>	<u>2,173,309.33</u>
Inventory	797.39
Prepaid expense and other	77,335.36
<i>Total Current Assets</i>	<u>6,866,537.25</u>
Other investments - Long Term	2,853,392.86
Land, Building & Equipment, net	2,104,022.11
<b>Total Assets</b>	<u><b>11,823,952.22</b></u>
<b>LIABILITIES AND NET ASSETS</b>	
<i>Current Liabilities</i>	
Accounts Payable and Accrued Expense	1,485,781.46
Deferred Revenue	378,873.39
<i>Total Current Liabilities</i>	<u>1,864,654.85</u>
Long Term Debt	
Notes Payable	
<b>Total Liabilities</b>	<u><b>1,864,654.85</b></u>
<b>NET ASSETS (FUND BALANCES)</b>	
Unrestricted Funds	
Designated Memorial Funds	166,261.91
Designated Capital Repair & Replacement	100,000.00
Net investment in Land, Bldg & Equipment	2,104,022.11
Undesignated	7,462,587.09
<i>Total Unrestricted Funds</i>	<u>9,832,871.11</u>
Temporarily Restricted Funds	126,426.26
<b>Total Net Assets (Fund Balances)</b>	<u><b>9,959,297.37</b></u>
<b>Total Liabilities and Fund Balances</b>	<u><b>11,823,952.22</b></u>

Foothills Gateway, Inc.  
Fund Detail  
September 30, 2015

**DONOR DESIGNATED:**

Cash in Bank	389,293.28
Accounts Payable	(262,867.02)
<b>Total</b>	<b><u>126,426.26</u></b>

**FUND BALANCES:**

Miscellaneous Restricted Donations		80,014.13
Applebee - Staff Training	1,000.00	
Applebee - Indiv & Family Needs	3,000.00	
Applebee - ACS Scholarship	3,000.00	
Cleaning Crew Bonus	59.47	
CMS - ACS House Repairs	2,360.00	
High Country Beverage - Fundraising	4,000.00	
CLCI / United Way - Adult Respite	16,421.21	
CLCI / United Way - ACS Hse Respite Scholarships	6,862.09	
Hair Farmers Contest - Individual's Hygeine	806.70	
Big Al's - CP	396.48	
D. Precht - Residential Holiday Fund	100.00	
Weiss Family - Basesite	8.23	
Weiss Family - Gift Cards Basesite	88.26	
FSS - Donations (not council)	7,135.00	
FSS - Prior years fundraisers	34,526.69	
FSS - Flying Pig 5k Run/Walk Current Year	250.00	
Foothills Service League		1,000.00
Residential Holiday Fund	1,000.00	
Fort Collins Service League		45,412.13
Adult Care Services - House Repairs	4,326.48	
ACS House Scholarships	12,906.87	
Personnel Training	4,544.79	
PCT Training	9,000.00	
Parent Training	2,500.00	
Discretionary	1,000.00	
Supported Employment	2,619.69	
Sensory Integration	1,262.98	
C/M - Guardianship	2,232.61	
Children/Family Needs	5,018.71	
<b>Total</b>		<b><u>126,426.26</u></b>

**Foothills Gateway, Inc.**  
**Fund Detail**  
**September 30, 2015**

**BOARD DESIGNATED:**

Cash in Bank	108,768.31
Certificate of Deposit	65,958.60
Due To GF	(8,440.00)
Accounts Payable - CD	(25.00)
	<u>166,261.91</u>

**FUND BALANCES:**

Memorial Fund	100,328.31
Certificate of Deposit	65,933.60
<i>Total</i>	<u>166,261.91</u>

**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
For the Three Months Ending Wednesday, September 30, 2015

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>REVENUES</b>					
<b>State General Fund</b>					
4010.... Infant/Toddler	85,074	263,181	1,088,749	(825,568)	24.2%
4040... Supported Living Services	53,462	141,764	534,034	(392,270)	26.5%
4050... Family Support Services-Direct	27,724	80,633	349,163	(268,530)	23.1%
4060 Case Management	29,718	89,153	315,108	(225,955)	28.3%
4071 Management Fees	32,077	96,231	384,924	(288,693)	25.0%
4062 PASRR - State	202	404	1,188	(784)	34.0%
4067 IDD Determination	254	1,015	10,488	(9,473)	9.7%
4063 Special Purpose Funds	47,218	139,139	107,077	32,062	129.9%
<b>Total State General Fund</b>	<b>275,728</b>	<b>811,520</b>	<b>2,790,731</b>	<b>1,979,211</b>	<b>29.1%</b>
<b>ARRA</b>					
<b>Part C</b>					
4090... Part C - Direct Services			23,273	(23,273)	0.0%
4092 Part C - Private Ins Trust Fund	7,362	22,602	111,001	(88,399)	20.4%
4093 Part C - Private Ins Broker Fee	1,252	3,842	18,876	(15,034)	20.4%
4096 Part C - Service Coordination	10,374	14,524	33,192	(18,668)	43.8%
4097 Part C - Private Ins Serv Coord	3,067	9,583	37,944	(28,361)	25.3%
4098 Part C - Management Fee	2,973	8,920	35,688	(26,768)	25.0%
<b>Total Part C</b>	<b>25,027</b>	<b>59,471</b>	<b>259,974</b>	<b>(200,503)</b>	<b>22.9%</b>
<b>Medicaid Waiver</b>					
4110 CES Program	39,700	153,592	575,067	(421,475)	26.7%
4112 HCBS	3,750	10,353	48,194	(37,841)	21.5%
4114 Day Services - Non-Integrated	202,791	608,293	2,219,011	(1,610,718)	27.4%
4120 Day Services - Integrated	133,224	399,746	1,623,360	(1,223,614)	24.6%
4130 Residential Services	540,613	1,639,570	6,416,535	(4,776,965)	25.6%
4140 Supported Living Services	209,753	646,556	2,584,581	(1,938,025)	25.0%
4151 CCT Day Services - Non-Integrated			16,656	(16,656)	0.0%
4152 CCT Day Services - Integrated			1,460	(1,460)	0.0%
4162 Targeted Case Management	140,228	417,835	1,608,778	(1,190,943)	26.0%
4163 Util Review/BUS Assmnt/SEP	4,147	14,554	56,103	(41,549)	25.9%
4165 Quality Assurance	15,561	45,867	197,265	(151,398)	23.3%
4166 Case Management -SIS	699	4,429	22,922	(18,493)	19.3%
4167 IDD Determination	1,015	4,062	17,260	(13,198)	23.5%
4180 Transportation	64,763	191,457	666,523	(475,066)	28.7%
4185 Colorado Choice Transitions	0	300		300	0.0%
<b>Total Medicaid Waiver</b>	<b>1,356,244</b>	<b>4,136,613</b>	<b>16,053,715</b>	<b>(11,917,102)</b>	<b>25.8%</b>
<b>Other Service Related Revenue</b>					
4215 Room & Board	3,960	11,880	47,994	(36,114)	24.8%
4225 HUD Rent	1,362	2,724	8,268	(5,544)	32.9%
4230 NVP	725	725	4,800	(4,075)	15.1%
4245 Private Pay Revenue	7,174	22,808	128,556	(105,748)	17.7%
4250 Billing Fees	515	1,503	6,276	(4,774)	23.9%
<b>Total Other Service Related Revenue</b>	<b>13,737</b>	<b>39,640</b>	<b>195,894</b>	<b>(156,254)</b>	<b>20.2%</b>
<b>Other Gov't Fees &amp; Grants</b>					
4320 Larimer County Mill Levy	9,947	76,609	3,727,660	(3,651,051)	2.1%
4350 Colo Division of Housing	3,879	11,283	47,400	(36,117)	23.8%
4355 DVR - Other	0	943	10,632	(9,690)	8.9%
4360 Division of Vocational Rehabilitation - DD	5,178	13,817	16,080	(2,263)	85.9%
<b>Total Other Gov't Fees &amp; Grants</b>	<b>19,004</b>	<b>102,652</b>	<b>3,801,772</b>	<b>(3,699,120)</b>	<b>2.7%</b>

**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
For the Three Months Ending Wednesday, September 30, 2015

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>Vocational Income</b>					
4401 CIE - Federal Bldg Cleaning	9,968	29,903	118,416	(88,513)	25.3%
4402 CIE - Res & Comm'l Cleaning	3,314	10,807	48,540	(37,733)	22.3%
4404 CIE - Enclave	1,848	5,864	26,268	(20,404)	22.3%
4406 CIE - Other	1,821	4,239	18,048	(13,809)	23.5%
4410 Vocational Contracts	13,389	46,547	156,000	(109,453)	29.8%
<b>Total Vocational Income</b>	<b>30,339</b>	<b>97,360</b>	<b>367,272</b>	<b>(269,912)</b>	<b>26.5%</b>
<b>Public Support</b>					
4510 United Way	0	1,148	4,920	(3,772)	23.3%
4530 Donor Restricted Contributions	6,250	7,450	124,000	(116,550)	6.0%
4560 Donations - Unrestricted	14,566	67,200	89,000	(21,800)	75.5%
4580 In Kind Revenue	1,466	1,466	23,800	(22,334)	6.2%
<b>Total Public Support</b>	<b>22,282</b>	<b>77,264</b>	<b>241,720</b>	<b>164,456</b>	<b>32.0%</b>
<b>Other Income</b>					
4810 Rent Income	3,600	9,600	43,200	(33,600)	22.2%
4820 Grant Income	2,000	2,000	11,500	(9,500)	17.4%
4850 Interest Income	15,334	46,171	113,020	(66,849)	40.9%
4855 Change in Market Value	(34,060)	(130,673)	70,500	(201,173)	(185.4%)
4870 Dividend Income	144	145	3,000	(2,855)	4.8%
4880 Miscellaneous Income	1,107	2,247	46,484	(44,237)	4.8%
4896 (Gain)/Loss on Sale of Assets			33,270	(33,270)	0.0%
<b>Total Other Income</b>	<b>(11,877)</b>	<b>(70,510)</b>	<b>320,974</b>	<b>(391,484)</b>	<b>(22.0%)</b>
<b>TOTAL REVENUE</b>	<b>1,730,484</b>	<b>5,254,010</b>	<b>24,032,052</b>	<b>(18,778,042)</b>	<b>21.9%</b>

**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
For the Three Months Ending Wednesday, September 30, 2015

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>EXPENSES</b>					
<b>Salaries &amp; Wages</b>					
5010 Staff Salaries	547,783	1,656,290	6,854,040	5,197,750	24.2%
5011 Staff Wages	60,145	182,413	1,067,382	884,969	17.1%
5012 Bonus	159	3,818	10,075	6,257	37.9%
5015 Staff Salaries-Overtime	5,721	11,950	71,012	59,062	16.8%
5016 Staff Wages-Overtime	(89)	(72)	12,255	12,328	(0.6%)
<b>Total Salaries &amp; Wages</b>	<b>613,718</b>	<b>1,854,399</b>	<b>8,014,764</b>	<b>6,160,365</b>	<b>23.1%</b>
<b>Wages - Individuals in Services</b>					
5020 Vocational Wages	9,966	34,822	120,120	85,298	29.0%
5030 Janitorial Wages	1,154	3,130	9,060	5,930	34.5%
5031 Aide Wages	94	240	1,080	840	22.2%
5040 Fed Bldg Wages	4,142	10,832	42,420	31,588	25.5%
5041 Res & Comm'l Cleaning Wages	2,194	7,336	32,340	25,004	22.7%
5044 Enclave Wages	2,073	6,346	24,612	18,266	25.8%
5060 Outside Contract Wages	2,047	3,718	17,244	13,526	21.6%
<b>Total Wages - Individuals in Svcs</b>	<b>21,669</b>	<b>66,424</b>	<b>246,876</b>	<b>180,452</b>	<b>26.9%</b>
<b>Contract Wages</b>					
5105 Contract Wages	0	2,847	800	(2,047)	355.9%
5110 Consulting	379	7,875	26,800	18,925	29.4%
5120 Professional Fees	120	2,087	73,075	70,988	2.9%
<b>Total Contract Wages</b>	<b>499</b>	<b>12,809</b>	<b>100,675</b>	<b>87,866</b>	<b>12.7%</b>
<b>Staff Payroll Taxes</b>					
310 Staff FICA	45,693	137,060	606,865	469,805	22.6%
315 Worker's Comp	14,961	25,667	139,734	114,067	18.4%
<b>Total Staff Payroll Taxes</b>	<b>60,655</b>	<b>162,727</b>	<b>746,599</b>	<b>583,872</b>	<b>21.8%</b>
<b>Payroll Taxes - Individuals in Svcs</b>					
5320 FICA - Vocational	704	2,649	6,684	4,035	39.6%
5325 W/Comp - Vocational	509	1,190	2,928	1,738	40.6%
5330 FICA - Janitorial	84	239	720	481	33.1%
5331 Aide FICA	7	19	60	41	31.5%
5335 W/Comp - Janitorial	48	77	312	235	24.6%
5336 Aide W/Comp	5	6	24	18	26.5%
5340 FICA - Fed Bldg	305	825	3,204	2,379	25.8%
5341 FICA - Res & Comm'l Cleaning	152	558	2,412	1,854	23.1%
5344 FICA - Enclave	149	484	1,560	1,076	31.0%
5345 W/Comp - Fed Bldg	177	275	1,404	1,129	19.6%
5346 W/Comp - Res & Comm'l Cleaning	109	181	1,056	875	17.2%
5349 W/Comp - Enclave	97	159	672	513	23.7%
5360 Outside Contract FICA	150	283	1,248	965	22.6%
5365 Outside Contract W/Comp	68	94	540	446	17.4%
<b>Total Payroll Taxes - Indiv in Svcs</b>	<b>2,563</b>	<b>7,039</b>	<b>22,824</b>	<b>15,785</b>	<b>30.8%</b>
<b>Staff Benefits</b>					
5509 PTO	(25,998)	(25,904)	569	26,473	(4,552.5%)
5510 Health Insurance	93,064	282,057	1,119,312	837,255	25.2%
5511 EAP Expense	478	1,455	6,435	4,980	22.6%
5515 Dental Insurance	4,310	13,267	50,521	37,254	26.3%
5520 Disability	6,082	18,445	76,883	58,439	24.0%
5530 Life Insurance	1,441	4,377	19,280	14,903	22.7%
5540 Retirement	34,023	81,941	320,063	238,122	25.6%
<b>Total Staff Benefits</b>	<b>113,400</b>	<b>375,638</b>	<b>1,593,062</b>	<b>1,217,425</b>	<b>23.6%</b>



**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
For the Three Months Ending Wednesday, September 30, 2015

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>Supplies</b>					
5700 Office Supplies	7,771	12,847	57,543	44,696	22.3%
5720 Center Supplies	2,331	5,895	26,940	21,045	21.9%
5725 Nursing Supplies	1,042	1,234	7,275	6,041	17.0%
5730 Janitorial Supplies	465	1,231	4,680	3,449	26.3%
5740 Unit Supplies	1,913	5,795	15,679	9,884	37.0%
5745 Material Purchases - Resale			4,050	4,050	0.0%
5750 Postage	634	9,303	37,082	27,779	25.1%
<b>Total Supplies</b>	<b>14,156</b>	<b>36,305</b>	<b>153,249</b>	<b>116,944</b>	<b>23.7%</b>
<b>Vocational/Contract Supplies</b>					
5810 Contract Materials	253	324	2,340	2,016	13.9%
5815 Contract Postage	1,569	8,198	30,120	21,922	27.2%
5832 Federal Building Supplies	984	2,361	10,116	7,755	23.3%
<b>Total Vocational/Contract Supplies</b>	<b>2,805</b>	<b>10,883</b>	<b>42,576</b>	<b>31,693</b>	<b>25.6%</b>
<b>Occupancy</b>					
5900 Telephone	1,813	5,454	20,400	14,946	26.7%
5903 Cell / Digital Phones	4,207	9,389	60,108	50,719	15.6%
5910 Board & Liability Insurance	10,540	29,855	103,740	73,885	28.8%
5920 Building Maintenance	5,528	21,097	145,544	124,447	14.5%
5925 Grounds Maintenance	2,023	5,346	11,400	6,054	46.9%
5930 Taxes & Licenses			470	470	0.0%
5940 Depreciation	20,249	63,377	245,521	182,145	25.8%
5950 Security	570	1,640	7,296	5,657	22.5%
5960 Utilities	15,671	27,645	103,680	76,035	26.7%
5965 Refuse Collection	1,283	3,967	18,408	14,441	21.6%
5971 Rent	1,320	3,300	16,040	12,740	20.6%
<b>Total Occupancy</b>	<b>63,205</b>	<b>171,068</b>	<b>732,607</b>	<b>561,539</b>	<b>23.4%</b>
<b>Equipment</b>					
6100 Equip Maint & Repair	381	2,526	14,094	11,568	17.9%
6110 Equip under \$3000	610	7,957	125,652	117,695	6.3%
6125 Equipment Lease Expense	2,219	4,546	17,790	13,244	25.6%
<b>Total Equipment</b>	<b>3,210</b>	<b>15,029</b>	<b>157,536</b>	<b>142,507</b>	<b>9.5%</b>
<b>Professional Growth</b>					
6300 Travel	1,731	2,086	27,205	25,119	7.7%
6310 Meetings & Conferences	2,329	2,919	28,692	25,773	10.2%
6320 Dues & Publications	1,633	8,957	45,043	36,086	19.9%
6330 Staff Inservice			8,000	8,000	0.0%
6340 Staff Training	4,471	9,711	34,264	24,553	28.3%
6342 PCT Training	455	455	27,176	26,721	1.7%
6350 Employee Relations	2,773	4,544	11,500	6,956	39.5%
<b>Total Professional Growth</b>	<b>13,393</b>	<b>28,672</b>	<b>181,880</b>	<b>153,208</b>	<b>15.8%</b>
<b>Vehicle Expense</b>					
6410 Mileage Reimbursement Expense	6,393	15,162	69,755	54,593	21.7%
6420 Fuel & Oil Expense	6,660	22,813	104,100	81,287	21.9%
6430 Vehicle Repair & Maintenance	5,035	10,139	86,280	76,141	11.8%
6450 Vehicle Insurance Expense	5,998	17,657	67,932	50,275	26.0%
6460 Vehicle Licensing Expense	286	2,490	6,840	4,350	36.4%
6465 Vehicle Depreciation	12,440	41,084	161,220	120,136	25.5%
<b>Total Vehicle Expense</b>	<b>36,813</b>	<b>109,345</b>	<b>496,127</b>	<b>386,782</b>	<b>22.0%</b>

**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
For the Three Months Ending Wednesday, September 30, 2015

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>Other Expense</b>					
6605 Board Expense	949	990	15,240	14,250	6.5%
6610 Public Relations	0	102	7,650	7,548	1.3%
6612 Newsletter			6,900	6,900	0.0%
6616 Misc Fees & Expenses	810	2,675	10,282	7,607	26.0%
6625 Advertising	1,564	2,730	11,604	8,874	23.5%
6650 Data Processing	3,908	11,339	73,350	62,011	15.5%
6660 Mill Levy - County Admin Fees	207	1,594	70,696	69,102	2.3%
6670 Staff Medical Supplies	0	257	1,024	767	25.1%
6675 Ergonomical Evaluations	490	1,526		(1,526)	0.0%
6680 Staff Hep B Shots	343	486	1,057	571	45.9%
6681 CBI Checks	112	626	4,311	3,685	14.5%
6689 In-kind Donations Expense	1,466	1,466	23,400	21,934	6.3%
6690 Contribution	0	4,691	20,000	15,309	23.5%
6695 Grants			5,000	5,000	0.0%
<b>Total Other Expense</b>	<b>9,851</b>	<b>28,482</b>	<b>250,514</b>	<b>222,032</b>	<b>11.4%</b>
<b>Direct Exp - Individuals in Svcs</b>					
7010 Supplies	2,015	6,757	37,174	30,417	18.2%
7017 Household Supplies	99	381	1,440	1,059	26.5%
7020 Telephone	98	295	1,080	785	27.3%
7025 Cleaning	6,838	19,482	71,738	52,256	27.2%
7040 Recreational Services	846	2,996	15,144	12,148	19.8%
7045 Food & Personal Needs	1,413	4,243	13,320	9,077	31.9%
7046 Medical Supplies	55	433	1,680	1,247	25.8%
7048 Clothing Allowance			300	300	0.0%
057 Personal Assist - HHA's	0	1,035	18,415	17,380	5.6%
060 Transportation	837	2,330	20,078	17,748	11.6%
7070 Family Direct Pmts	27,724	80,633	458,328	377,695	17.6%
7072 Family Training	0	375	291	(84)	128.9%
7075 Direct Service Payments	88,301	267,354	1,231,512	964,158	21.7%
7078 Home Modification	2,703	2,703	21,399	18,696	12.6%
7079 Assistive Technology	1,410	8,413	100,144	91,731	8.4%
7081 Therapies	26,088	64,489	214,709	150,220	30.0%
7082 Medical Prof Services - Other	2,625	13,366	87,962	74,596	15.2%
7085 Craft Supplies	41	105	1,020	915	10.3%
7086 Women's Group	(45)	(834)	120	954	(694.9%)
7087 Men's Group	(20)	67	300	233	22.5%
<b>Total Direct Exp - Indiv in Svcs</b>	<b>161,028</b>	<b>474,625</b>	<b>2,296,154</b>	<b>1,821,529</b>	<b>20.7%</b>

**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
**For the Three Months Ending Wednesday, September 30, 2015**

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>Room &amp; Board Expense</b>					
7205 Property & Liability Insurance	94	283	1,260	977	22.4%
7210 Building Maintenance	647	3,427	16,800	13,373	20.4%
7215 Grounds Maintenance	471	901	3,200	2,299	28.1%
7220 Depreciation	771	2,313	9,252	6,939	25.0%
7225 Refuse Collection	164	261	1,200	939	21.7%
7230 Equipment Maint & Repair			240	240	0.0%
7235 Equipment under \$3000	495	495	400	(95)	123.7%
7240 Household Supplies	255	709	4,200	3,491	16.9%
7247 Security	0	195	840	645	23.2%
7250 Utilities	(6,277)	(4,717)	9,600	14,317	(49.1%)
7255 Rent	1,324	3,972	15,888	11,916	25.0%
7260 Food	522	1,599	10,200	8,601	15.7%
7285 Moving Expense	0	155	4,500	4,345	3.4%
7289 In-kind Donations Expense			400	400	0.0%
7295 Household Furnishings			1,500	1,500	0.0%
<b>Total Room &amp; Board Expense</b>	<b>(1,534)</b>	<b>9,592</b>	<b>79,480</b>	<b>69,888</b>	<b>12.1%</b>
<b>Unallowable Expenses</b>					
7310 Unallow - Mental Health	0	26,001	72,304	46,304	36.0%
7311 Unallow - SOMB	0	168		(168)	0.0%
7314 Unallow - Prof Svcs Other	1,749	2,203	20,843	18,640	10.6%
7320 Unallow - Provider Other	45	617	9,707	9,091	6.4%
7321 Unallow - Occupancy			1,193	1,193	0.0%
7337 Unallow - Transportation	25	50		(50)	0.0%
7339 Unallow - Other	2,284	5,257	40,970	35,713	12.8%
<b>Total Unallowable Ex</b>	<b>4,103</b>	<b>34,296</b>	<b>145,017</b>	<b>110,721</b>	<b>23.6%</b>
<b>Other Program Related Expense</b>					
7440 NVP	725	725	4,800	4,075	15.1%
7450 Provider Training	1,655	2,395		(2,395)	0.0%
7460 Guardianship Expense	494	994	10,000	9,006	9.9%
<b>Total Other Program Related Expense</b>	<b>2,874</b>	<b>4,114</b>	<b>14,800</b>	<b>10,686</b>	<b>27.8%</b>

**Foothills Gateway**  
**Statement of Revenue and Expense**  
Preliminary - UNAUDITED  
Consolidated  
For the Three Months Ending Wednesday, September 30, 2015

	Current Month Balance	Year to Date Balance	Budget FY15-16	Variance YTD Budget	Percent YTD Budget
<b>Purchase of Service</b>					
7510 P/S Transportation Other	16,772	40,251	151,238	110,987	26.6%
7533 ABACUS Services	17,712	48,011	153,290	105,279	31.3%
7534 Ability in Motion, LLC.	24,707	82,785	184,229	101,444	44.9%
7535 ALTRA Services	105,609	325,386	1,349,763	1,024,377	24.1%
7537 Bethesda Lutheran Comm	5,503	40,977	220,413	179,436	18.6%
7545 Carmel	203	553	2,365	1,812	23.4%
7524 Chill, LLC	42,871	103,723	341,890	238,167	30.3%
7544 Nicol Colicchio, Psy.D	1,172	6,933	8,386	1,453	82.7%
7525 Colorado State University	3,815	11,393	59,254	47,862	19.2%
7540 Community Advantage	8,039	24,221	147,038	122,817	16.5%
7539 Considerate Care, LLC	4,290	15,139	63,583	48,444	23.8%
7546 Desert Springs, LLC.	2,332	7,229	28,680	21,451	25.2%
7548 Dunganvin Colo., LLC	1,215	3,990	19,823	15,833	20.1%
7551 Easter Seals	53,778	155,387	591,051	435,664	26.3%
7552 Elderhaus	5,769	21,052	93,210	72,158	22.6%
7553 Evergreen Service Providers	0	6,477		(6,477)	0.0%
7556 JRT Services, LLC	3,696	10,026	49,700	39,674	20.2%
7557 Little Acorn Respite, LLC	17	2,028	13,176	11,148	15.4%
7558 Loveall's Support and Respite	1,139	31,457	161,773	130,316	19.4%
7573 Matthew's Hope	7,122	21,787	88,915	67,128	24.5%
7575 Mosaic	621	1,272	8,796	7,524	14.5%
7561 Nick's Hope	13,922	42,277	163,049	120,772	25.9%
7563 Odyssey Support Services, LLC	5,562	8,234	44,211	35,977	18.6%
7562 Otero Corp	199,629	611,234	2,185,946	1,574,712	28.0%
7564 Peak Community Services	30,338	96,251	445,144	348,894	21.6%
567 Shine, LLC	11,718	38,031	144,190	106,159	26.4%
568 Smith St LLC	8,940	27,214	31,242	4,028	87.1%
7569 Spears Respite Services	5,110	14,439	133,133	118,694	10.8%
7570 Spectrum	2,068	7,111	22,486	15,375	31.6%
7574 Stellar Care and Svcs., LLC	7,847	10,499	16,257	5,758	64.6%
7572 Support, Inc.	463	3,920	33,970	30,050	11.5%
7578 Trailhead Support Svcs, LLC.	4,399	13,153	59,671	46,518	22.0%
7580 Tungland Corp	15,895	65,226	311,863	246,637	20.9%
7582 Variations for People with Disabilities LLC	705	1,788	7,119	5,331	25.1%
7590 Host Homes	113,982	348,345	1,409,892	1,061,547	24.7%
<b>Total Purchase of Service</b>	<b>726,962</b>	<b>2,247,798</b>	<b>8,744,746</b>	<b>6,496,948</b>	<b>25.7%</b>
<b>TOTAL EXPENSES</b>	<b>1,849,370</b>	<b>5,649,242</b>	<b>24,019,487</b>	<b>18,370,244</b>	<b>23.5%</b>
<b>REVENUE OVER (UNDER) EXP</b>	<b>(118,886)</b>	<b>(395,233)</b>	<b>12,565</b>	<b>(407,798)</b>	<b>(3,145.4%)</b>

## Strategic Engagement to Protect Access to Critical Services

Understanding the urgency of CMS' rule regarding conflict-free case management and community integration in the Home and Community-Based Services waiver program, it is critical that you initiate a thoughtful and strategic advocacy plan to maintain the integrity of CCBs within your communities, preserve access to current services, and mitigate the impact and unintended consequences of the rule to those you serve. We would be delighted to represent a coalition of CCBs in the implementation of a policy strategy to address these immediate issues, as well as establish a long-term relationship to make CCBs a central player on relevant healthcare policy issues in the future.

A coalition of CCBs allows the industry to speak with one voice while broadening the geographic base of impacted

parties that will be important in securing legislative champions. In our experience, coalitions offer enhanced resources and certain economies of scale not achievable with independent efforts, allowing for a greater likelihood of success.

Working together, we can provide a strong voice with the Administration and drive the initiative with strong constituent connections running throughout Congress, allowing for key opportunities with committees of jurisdiction. This initiative would draw on the collective resources of Squire Patton Boggs including teams based in Washington, DC and Denver, CO to manage the coalition and implement a multi-pronged strategy simultaneously.

Our strategy would generally be composed of the following elements:

### Direct Congressional Advocacy

- Outreach and education to promote the value of CCB services to the communities and families you serve
- Work with each CCB to establish, develop and enhance constituent connections with your Member of Congress
- Track individual relationships with policy-makers to draw upon in our outreach
- Focus on committees of jurisdiction on healthcare policy
- **GOAL: use your Members of Congress to seek additional guidance on implementation and build political pressure from Congress on the Administration seeking additional flexibility**

### Agency Coordination

- Coordinate submission of formal comments and correspondence to ensure CCBs' concerns are understood
- Work with key Democratic members of your delegation to encourage sub-regulatory guidance from the Agency through implementation
- **GOAL: achieve Administrative relief to CO CCBs either through informal or formal guidance**

### Stakeholder Engagement

- Identify/outreach to the waiver recipients/families and other support organizations to enlist support
- Coordinate with states already engaged in this effort (Ohio and Michigan)
- Identify additional states facing similar implementation issues, with a focus on states represented in Congressional and Committee leadership
- **GOAL: coordinate multi-state pressure on both the Administration and Congress for additional flexibility and potential regulatory/legislative fixes**

### State-Based Coordination

- Engage key policy makers at the state level in an effort to coordinate our federal lobbying activities
- Focus on the Governor's office, the Department of Health Care Policy and Financing, as well as the state legislature as needed
- Serve as a liaison coordinating strategy and messaging to ensure parallel efforts with other state-based lobbyists
- **GOAL: build state support for flexibility to buttress federal advocacy efforts**

### Consistent Messaging

- Draft messaging documents to be used in all advocacy efforts
- Present CCBs as valuable and trusted community providers
- Highlight family satisfaction and free choice of provider
- **GOAL: ensure consistent messaging highlighting key points allowing CCBs to speak with one voice**

### MACPAC Outreach

- Meet with the Medicaid and CHIP Payment and Access Commission (MACPAC) to educate them on the value and benefits of your services
- Highlight the potential impact of the proposed changes on quality and access
- **GOAL: develop MACPAC interest in HCBS waiver issues, and encourage guidance to Congress to protect access to CCB services**





## LEGISLATIVE/HCPF ACTIONS REQUESTED

### Proposed I/DD System Change

Legislative Affairs Committee

The Health Care Policy and Financing Department (HCPF) of the State of Colorado is in the process of implementing Medicaid system reform throughout the state. Colorado's Medicaid Accountable Care Collaborative (ACC) is a central part of Medicaid reform supporting a larger strategy to further the evolution of the delivery system. The ACC's growth has been carefully and deliberately laid out over the last three years. Colorado is planning to move toward greater integration of physical and behavioral health and other service provision in a Medicaid Managed Care model.

It is the concern of the Foothills Gateway Board of Directors that the current system for delivery of services to the Intellectually/Developmentally Disabled (I/DD) in Colorado will be subsumed by the ACC system with a disruption in services along with a loss of services and supports for these vulnerable individuals.

The following actions are requested to avoid the disruption to and/or loss of I/DD services:

#### ► CARVE-OUT THE I/DD SERVICE SYSTEM FROM THE MEDICAID MANAGED CARE/ACC SYSTEM

- The carved-out system would continue to contract directly with HCPF on a FFS (fee for service) basis, separate from the remaining Medicaid Managed Care / Accountable Care Collaborative (ACC) system.
  - Numerous states (15 in 2014) have carved-out I/DD service systems from their Medicaid Managed Care systems.
- The Community Centered Boards (CCBs), as currently authorized by Colorado statute, would continue to coordinate the services offered within the system.
  - An exception for intake and eligibility services currently performed by CCBs would be required, as these services have been included in the No Wrong Door initiative that will be contracted to separate entities after an RFP is released in January, 2016.
- Advantages of a carve-out would include:
  - *Single point of accountability* with CCB expertise at overseeing the continued targeted case management and care coordination for individuals with complex care needs,
  - *Experienced CCB professionals* providing utilization oversight in the carve-out program are more effective in stabilizing costs while improving individual outcomes,
  - *A demonstrated CCB capacity* to assist with investment into the service delivery system through alternative funding streams (mill levy, donation and other) aids in expanding services,
  - *A demonstrated CCB record of maximizing quality and value* in achieving efficiencies in service plan care for individuals with special needs and chronic conditions — managed care programs, based on a medical model, have not proven able to accomplish the goal of achieving cost savings without a reduction in services provided,
  - *The current I/DD CCB System* has met the primary goals stated by HCPF for ACC by 1) closely monitoring and coordinating care for the physical and behavioral health of I/DD

individuals, 2) insuring that the majority of individuals and families are pleased happy with the current service system and 3) containing costs of services provision.

- Lifetime care needed for I/DD individuals is substantively different from the care provided under a medical model of service being implemented under ACC/Medicaid Managed Care.

► **REQUEST THAT THE FEDERAL CENTERS FOR MEDICARE AND MEDICAID (CMS) GRANT A DELAY IN IMPLEMENTATION OF THE TRANSITION TO CONFLICT FREE CASE MANAGEMENT (CFCM) FOR THE I/DD SYSTEM.**

- A Transition Plan ~~delay~~ would request a delay in implementation to allow the additional time necessary for HCPF to work with CCBs and Program Approved Service Agencies (PASAs) in developing a consensus concerning the steps needed to implement an effective statewide CFCM plan for the I/DD service system.
- CMS has granted another state a delay in the completion of their Transition Plan implementation until 2024.
- Organizations in other states are in the process of lobbying CMS to request an alignment review of the new 2014 regulation, noting that -with-previous regulations ~~that~~ have allowed for mitigation of conflicts of interest in lieu of reorganization of enterprises providing both case management and direct service.
  - Development of a mitigation plan for CFCM would result in less disruption in I/DD service plan development and service delivery.

► **PROVIDE ADDITIONAL REVIEW OF THE WAIVER REDESIGN RECOMMENDATIONS, TO ALLOW FOR ADDITIONAL STAKEHOLDER INPUT INTO THE PROPOSED CHANGES INCLUDING THE PROPOSED EXCLUSION OF A RESIDENTIAL SERVICE CATEGORY.**

- Recommendations of the Waiver Redesign Subcommittee of the state Community Living Advisory Group (CLAG) do not include a category for Residential Service provision.
  - Residential services are predominantly provided throughout the state by Host Home (Adult Foster Care) providers. The recommendations do not address how these providers can be paid to continue residential services.
- Currently CCBs act as an OHCDS (Organized Health Care Delivery System – per federal Medicaid regulations) which allows them to bill for reimbursement for third party generic vendors (non-Medicaid approved service providers) who provide a wide range of services (such as ~~M~~music ~~T~~therapy, housecleaning, custom adaptive equipment, technology, transportation, etc.) The Waiver Redesign Subcommittee recommendations do not address how these services will be made available if CCB status changes.

► **DELAY ANY PROPOSED CHANGES TO THE STATE STATUTES AND REGULATIONS CONCERNING CCB DESIGNATION**

- Until the requests outlined above are addressed, HCPF would not propose changes to the current I/DD service system or to the statutes or regulations authorizing the services of CCBs.

► **COMMUNICATE ALL PROPOSED SYSTEM CHANGES TO ALL SYSTEM STAKEHOLDERS AS THEY DEVELOP**

- Stakeholders were informed that they would receive information in a timely fashion, which has not occurred as stated by HCPF.
- When feedback has been requested from stakeholders, follow up and communication is needed.
- Communication channels to individuals in services, families, PASAs and CCBs need to be improved and maintained on an ongoing basis.

# Adult Waiting List Data

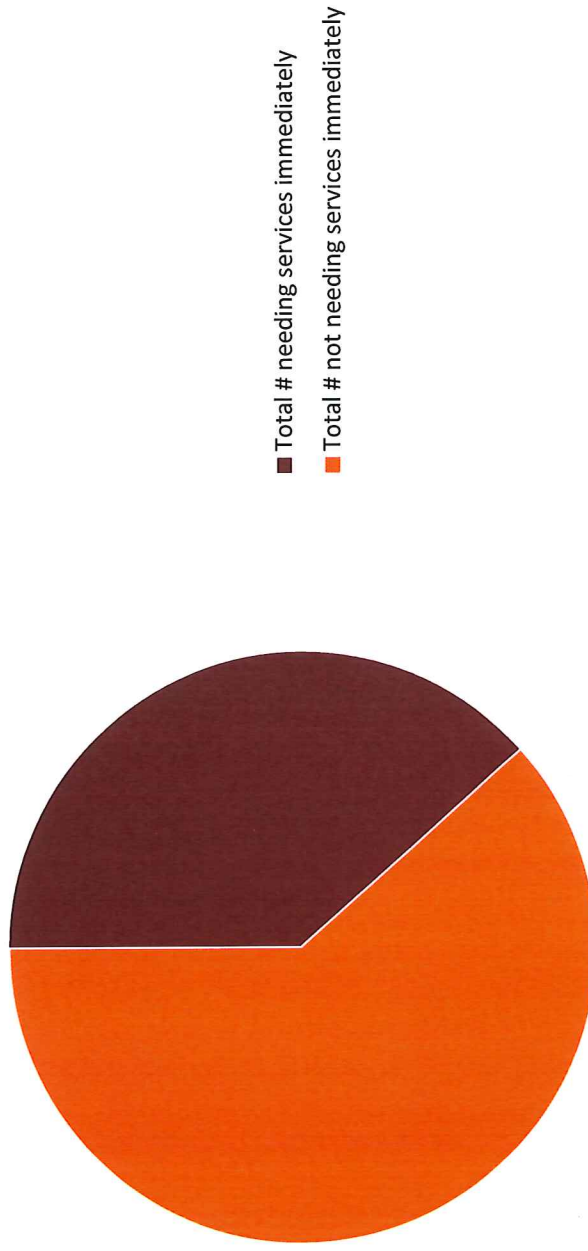
## Effective

### September 30, 2015

Total # on Adult Waiting List

607 \*\*

Total # needing services immediately	233
Total # not needing services immediately	374



**\*\*this number includes all adults (age 14 and older) waiting for Comprehensive services, Medicaid funded Supported Living Services (SLS) and State funded Supported Living Services(SSLs) \*\***

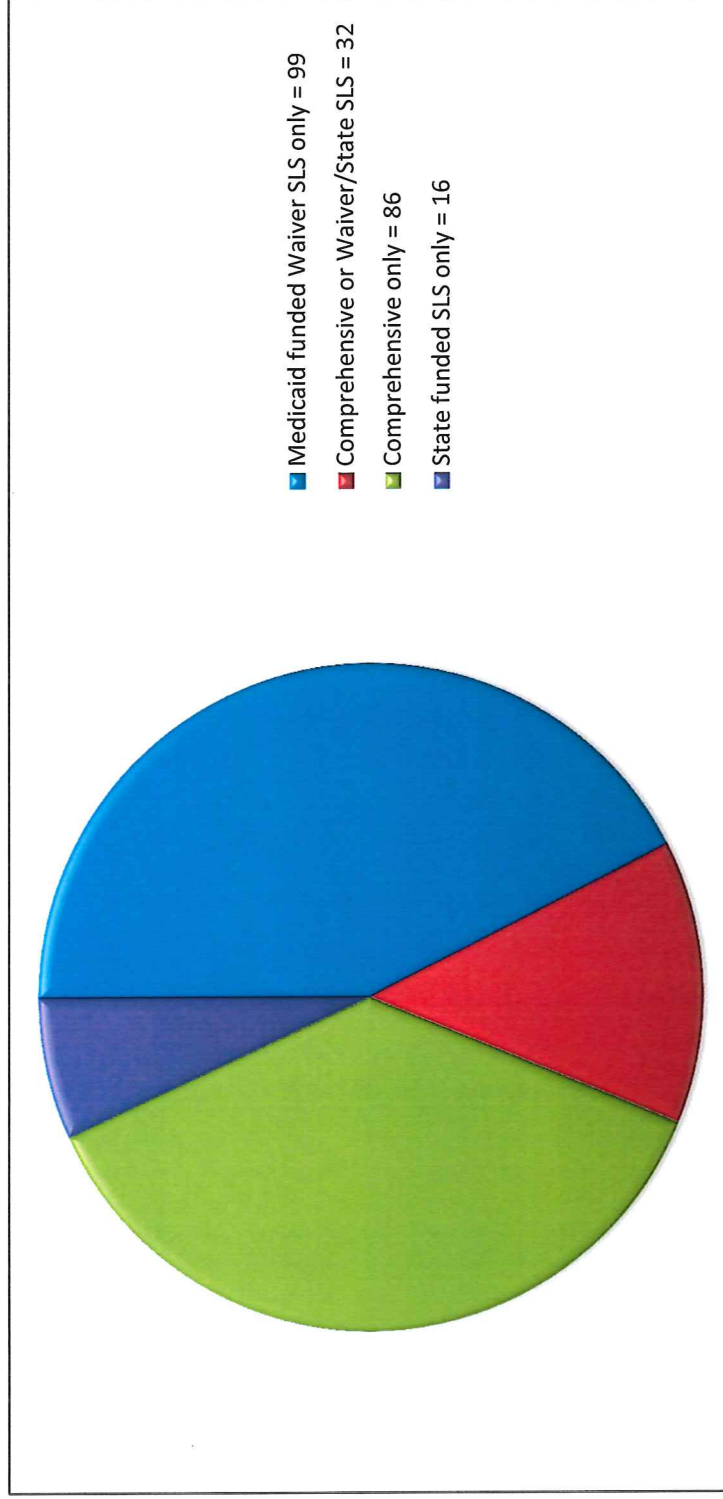


Waiting List Data  
Effective  
September 30, 2015

Immediate Need, or wanting services

As Soon As Available = 233 total \*

Medicaid funded Waiver SLS only = 99	99
Comprehensive or Waiver/State SLS = 32	32
Comprehensive only = 86	86
State funded SLS only = 16	16



# Waiting List Data Effective September 30, 2015

## Non-Immediate Need = 374

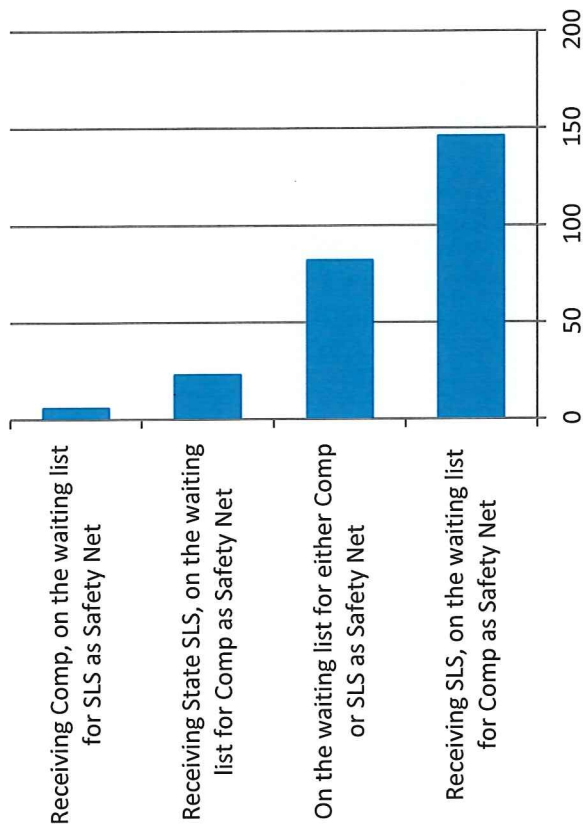
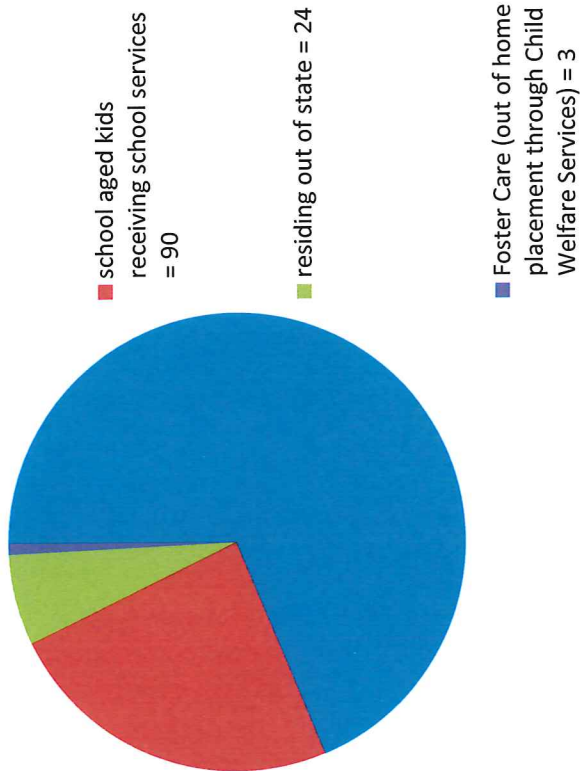
Safety Net = 257	257
school aged kids receiving school services = 90	90
residing out of state = 24	24
Foster Care (out of home placement through Child Welfare Services) = 3	3

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<u>Non-Immediate Need Safety Net break down</u>	<u>257</u>
Receiving SLS, on the waiting list for Comp as Safety Net	146
On the waiting list for either Comp or SLS as Safety Net	82
Receiving State SLS, on the waiting list for Comp as Safety Net	23
Receiving Comp, on the waiting list for SLS as Safety Net	6

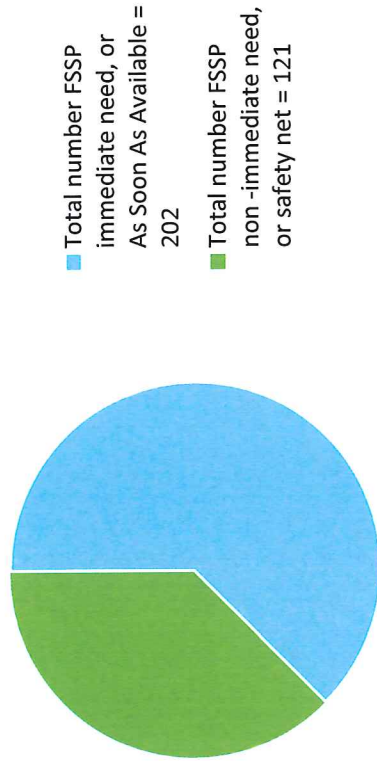
\*\*\*Safety Net - the individual does not want or need the service currently but will if current supports are lost or otherwise change, e.g., loss of primary caretaker, change in medical status.\*\*\*

■ Safety Net = 257



**Total # on Family Support and Services Program (FSSP) Waiting List**

Total number FSSP immediate need, or As Soon As Available = 202	<b><u>323</u></b>
Total number FSSP non -immediate need, or safety net = 121	121



**Additional Information**

**Total Number of individuals age 14 and older waiting for both FSSP and Adult services = 67**

Immediate need for FSSP = 47

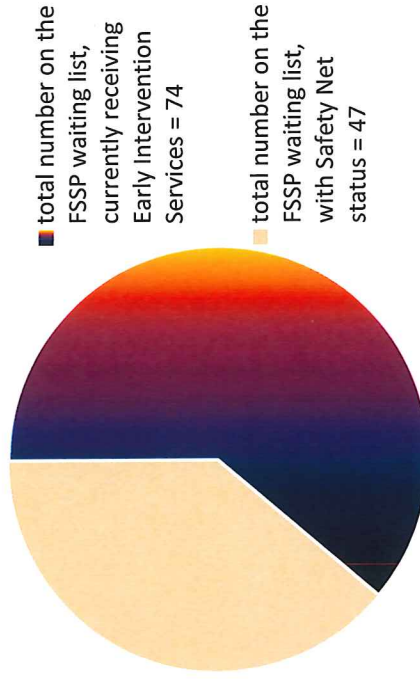
Non-Immediate need for FSSP, Safety Net status = 20

***Of the 67 individuals on both waiting lists, 24 have an immediate need for adult services. This # is captured in the Adult list unduplicated total #, thus making the **unduplicated FSSP Immediate Need total 178.*****

**FSSP non-immediate need break down**

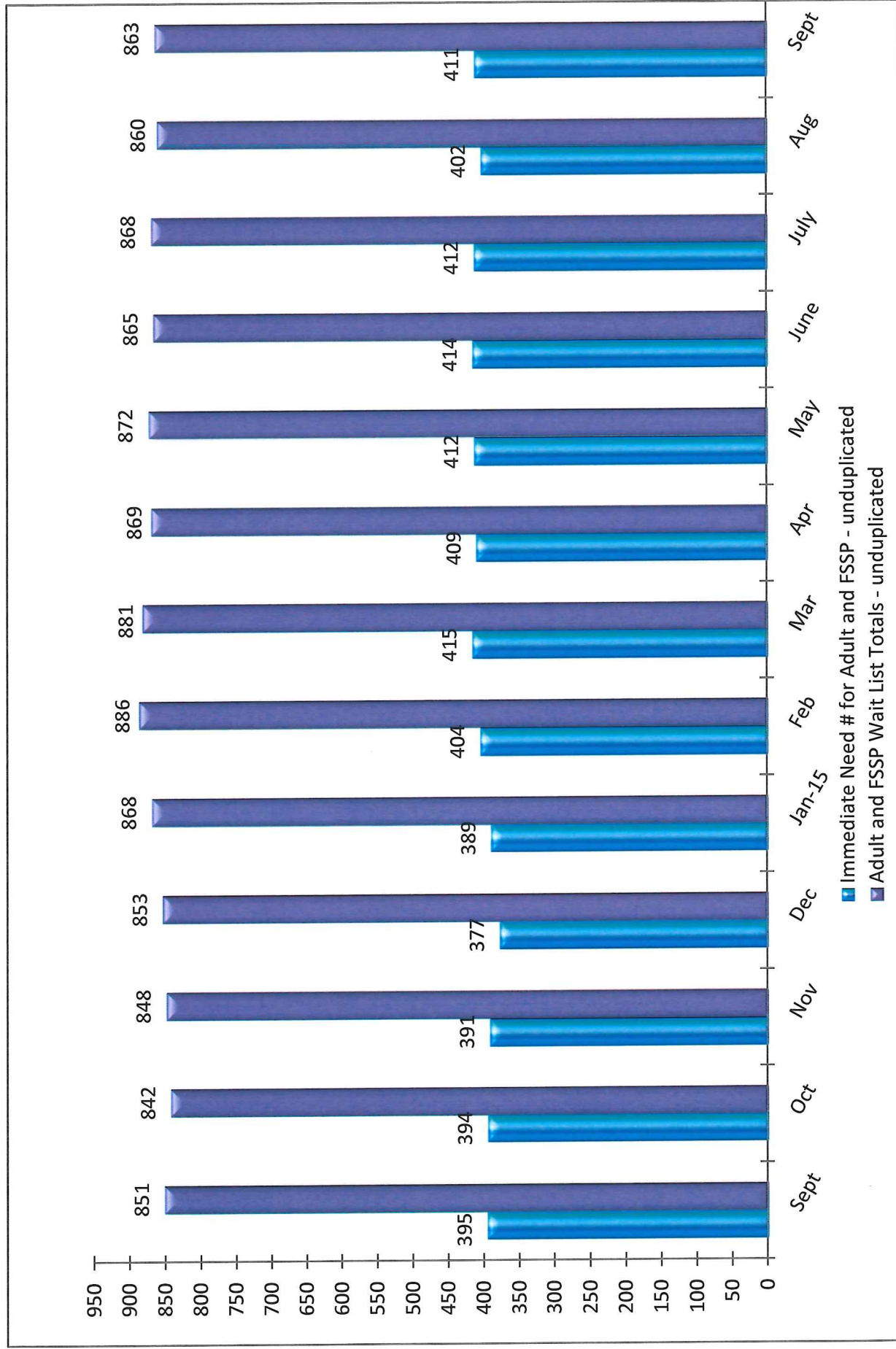
total number on the FSSP waiting list, currently receiving Early Intervention Services = 74	74
total number on the FSSP waiting list, with Safety Net status = 47	47

***\*\*\*Safety Net - the individual does not want or need the service currently but will if current supports are lost or otherwise change, e.g., loss of primary caretaker, change in medical status. \*\*\****



***\*\*3 individuals are Safety Net on FSSP list due to being in Foster Care\*\****

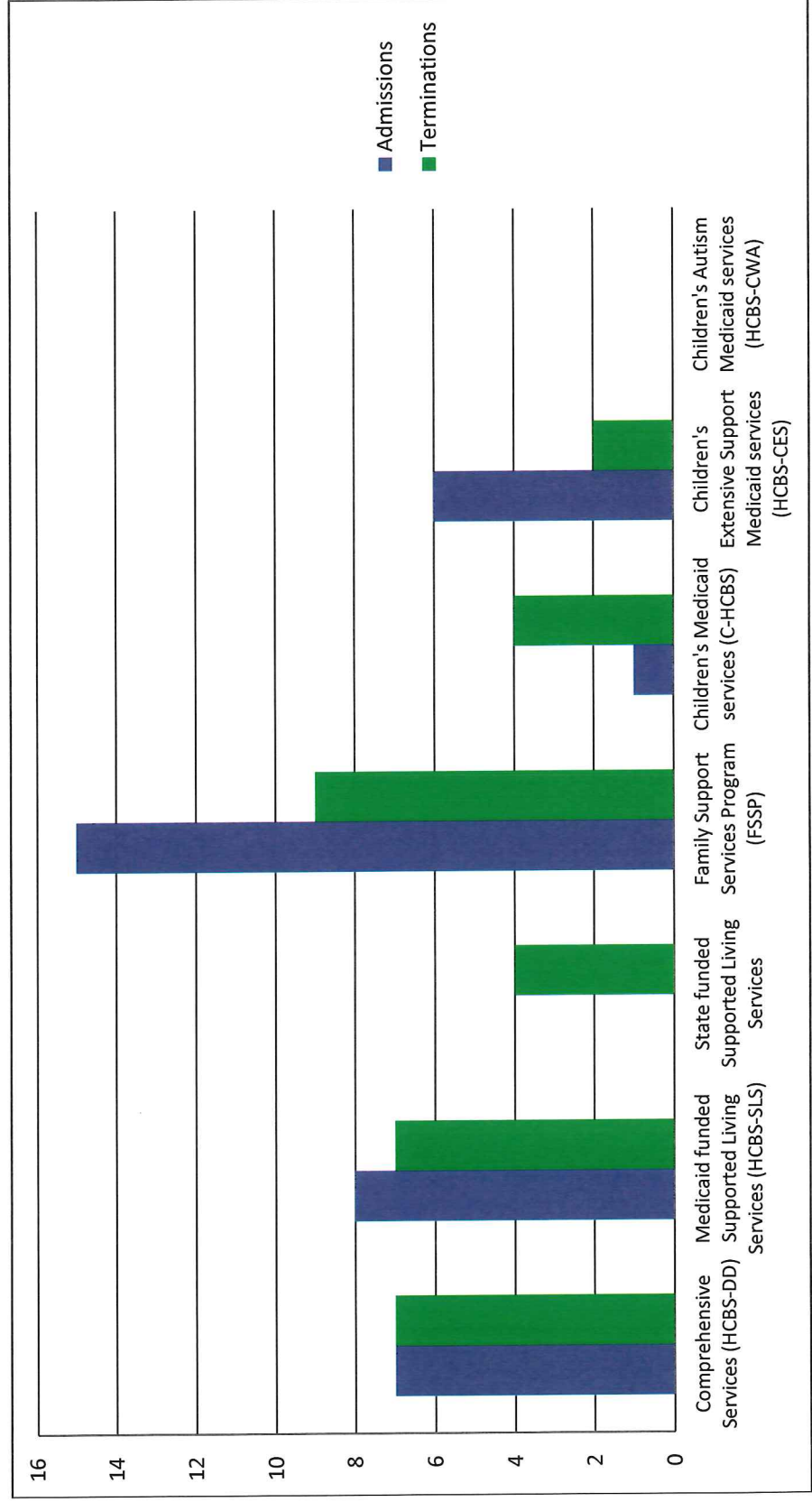
**FOOTHILLS GATEWAY, INC**  
**SEPTEMBER 2015**  
**WAITING LIST REPORT**





Admissions and Terminations

	Admissions	Terminations
Comprehensive Services (HCBS-DD)	7	7
Medicaid funded Supported Living Services (HCBS-SLS)	8	7
State funded Supported Living Services	0	4
Family Support Services Program (FSSP)	15	9
Children's Medicaid services (C-HCBS)	1	4
Children's Extensive Support Medicaid services (HCBS-CES)	6	2
Children's Autism Medicaid services (HCBS-CWA)	0	0



**WAITING LIST BOARD REPORT**  
**Fiscal Year 2015-2016 First Quarter**  
**Effective September 30, 2015**

**CHILDREN'S HCBS WAIVER (CHILDREN'S HCBS)**

**What is the primary purpose of this waiver?**

To provide Medicaid benefits in the home or community for disabled children who would otherwise be ineligible for Medicaid due to excess parental income and/or resources. Children must be at risk of nursing facility or hospital placement.

**What ages are served?**

Birth through age 17

**Who is served?**

Disabled children in the home at risk of nursing facility or hospital placement.

**What is the active enrollment cap on the program?**

No cap - direct enrollment

**CURRENT C-HCBS ENROLLMENT FIGURES AT  
FOOTHILLS GATEWAY**

***Number of Children enrolled in program - 79***

***Number of Children in process for direct enrollment - 0***

**HCBS - CHILDREN WITH AUTISM WAIVER (HCBS-CWA)\***

**What is the primary purpose of this waiver?**

To provide Medicaid benefits in the home or community for children with a medical diagnosis of Autism who are most in need due to the severity of their disability. Children must meet additional targeted criteria.

**Who is served?**

Children medically diagnosed with Autism with intensive behavioral needs that are at risk of institutionalization

**What ages are served?**

Birth through age 5

**What is the active enrollment cap on the program?**

75 children statewide

**CURRENT HCBS-CWA ENROLLMENT FIGURES AT  
FOOTHILLS GATEWAY**

***Number of Children enrolled in program - 2***

***Number of Children on the wait list - 23***

**CHILDREN'S EXTENSIVE SUPPORT WAIVER (HCBS-CES)**

**What is the primary purpose of this waiver?**

To provide Medicaid benefits in the home or community for children with developmental disabilities or delays, that are most in need due to the severity of their disability. Children must meet additional targeted criteria.

**What ages are served?**

Birth through age 17

**Who is served?**

Children with intensive behavioral or medical needs who are at risk of institutionalization.  
Children, birth through age 4, must have a developmental delay.  
Children, 5 through 17, must have a developmental disability.

**What is the active enrollment cap on the program?**

No cap - direct enrollment

**CURRENT HCBS-CES ENROLLMENT FIGURES AT  
FOOTHILLS GATEWAY**

***Number of Children enrolled in program at  
Foothills Gateway - 65***

***Number of Children in process for direct enrollment - 13***

DCSS Contract Work Quarterly Report  
July - September 2015

**\*New Vendors**

<u>Company</u>	<u>Job Description</u>
Abbey of St. Walburga	Mailer
Accent Branding Solutions	Bindery
Advertising Development Specialists	Packaging
Alpha Gold	Bindery/Mailer
Alphagraphics	Assembly
American Educational Products (AMEP)	Assembly
Aspen Club	Packaging
BMW Billiards	Bindery
Bones du Jour	Packaging
Color Pro	Bindery/Boxes
Community Foundation	Bindery
Connective Systems	Assembly
Coyote Camp	Packaging
Crider and Company Ltd.	Packaging
Culinary Adventure	Bindery
Dive Rescue	Bindery
Early Childhood Council	Mailer
Fern Creek Confections	Packaging
Flowers for God	Assembly
Foothills Gateway, Inc.	Bindery/Newsletter
Foothills Gateway, Inc. - ACS	Bindery/Newsletter
Foothills Gateway, Inc. - EI	Mailer
Foothills Gateway, Inc. - Foundation	Bindery
Foothills Gateway, Inc. - FSSP	Bindery/Newsletter
Foothills Gateway, Inc. - Human Resources	Bindery/Inserts/Newsletter
Foothills Gateway, Inc. - Public Relations	Bindery/Mailer
Foothills Gateway, Inc. - Transportation	Bindery/Newsletter
Fort Collins Board of Realtors	Bindery/Mailer
Fort Collins Children's Theatre	Bindery
Fort Collins Family Eye Care	Bindery
Fort Collins Service League	Bindery
FullPro	Packaging
Heska	Assembly
Jorgensen Lab	Packaging
Maust Graphics	Bindery
Natural Dog Company	Packaging
Nita Crisp Crackers	Packaging
Non-Practicing and Part Time Nurses Association	Bindery/Mailer
Norlarco Credit Union	Bindery
Odell Brewing	Packaging
Otterbox	Assembly
Pins and Fins	Assembly

Poudre Valley REA  
 Power Line Sentry  
 Pretty Brainy  
 Pulsed Harmonix  
 Rams Waste  
 Ride Kick  
 Rocky Mountain Orchard  
 Sackits  
 Sensitively Yours  
 Shadow Cliff  
 Shippers Supply  
 SMI Creations  
 The Natural Dog Company  
 The Supply Cache, Inc.  
 US Forest Service  
 United Mailing  
 Vincero Designs  
 Walker Manufacturing  
 Waste Management  
 Wild West Munchies  
 World by the Tail  
 Your True Nature

Bindery  
 Assembly  
 Packaging  
 Assembly  
 Bindery/Mailer  
 Packaging  
 Packaging  
 Packaging  
 Packaging  
 Mailer  
 Assembly  
 Assembly  
 Packaging  
 Packaging  
 Packaging  
 Bindery  
 Assembly  
 Packaging  
 Assembly  
 Packaging  
 Assembly  
 Packaging

### \*Volunteer Opportunities and Locations

Work Services (WS); Community Skills Development Program (CSDP); Personal, Social and Community Services (PSCS)

#### Company

ARC – Fort Collins/Loveland

Food Bank – Fort Collins

Community Kitchen – Loveland

Habitat for Humanity – Loveland  
 American Red Cross

American Baptist Church

Salvation Army

#### Job Description

Sort books in the 'book nook'  
 Remove colored tags off racks,  
 straighten store, sort toy shelves,  
 hang plastic bags on the hooks and  
 clear/organize the shelves  
 Label tins for allergy information, date  
 food, organize canned foods  
 Pick up donations from Starbuck's  
 and take to Community Kitchen, sort  
 and prepare to be served, make  
 snack bags  
 Sort books/clothing  
 Recycle, pick-up and take to the land-  
 fill  
 Pick up donations from Whole Foods  
 and take to the Salvation Army  
 Pick up donations from Red Lobster,  
 Olive Garden, Lamar's Donuts, and  
 Starbuck's and take to Salvation Army



Matthew's House

Meals on Wheels – Fort Collins/Loveland

Volunteers of America-Frozen Meal Delivery

Goodwill Industries – Fort Collins

The Gardens on Spring Creek – Fort Collins

Everyday Joe's

High Plains Environment Center

Adopt A Natural Area

Fort Collins Natural Areas Development

Magpie Meander Natural Area

Aveda Salon

Homeless Gear

Recycle, wipe down counters, sweep and empty trash

Deliver meals to home bound individuals

Deliver meals to home bound individuals

Organize hangers, hang-up clothing

Cleaning and organizing

potting/planting area

Cleaning, filling water jugs, various tasks as needed

Trail beautification

Trail beautification

Trail beautification

Trail beautification

Recycling

Sort donated items that are brought in and place them on the shelves, sort men's and women's clothing

### Supported Employment Commercial Cleaning

Timnath Presbyterian Church

LaPorte Presbyterian Church

General Services Administration

Mosaic

### Supported Employment Diversified Career Services

#### Company

Pizza Hut – Loveland

Colorado State University

Sam's Wholesale Club - Loveland

Kohl's FC

Loveland

Red Robin – Fort Collins

Gib's Bagels - Lemay

- Shields

Harmony

Albertson's – Loveland

- FC

Cinemark Cinemas

Applebee's – FC

McDonald's - W. Elizabeth

Johnny Carino's

#### Individual Job Sites

Box Assembler

Moby Gym (2)

Lory Student Center (1)

Cart Attendant

Maintenance

Dock Assistant

Food Prep/Dining Room Attendant (2)

Dining Area Attendant

Dining Area Attendant

Dining Area Attendant

Courtesy Clerk

Courtesy Clerk

Ticket taker

Greeter

Lobby Attendant

Silver Roller

Whole Foods  
Palmer Flowers  
Austin's American Grill  
PetCo  
Nita Crisp Crackers  
1<sup>st</sup> Bank - S. College and Lemay  
Buffalo Wild Wings  
C.B. and Potts - Elizabeth  
Fiona's Delicatessen and Catering  
Safeway - Estes Park  
Earle's Loveland Floral  
Big Deal Tire  
MacKenzie Place  
Jax - Loveland  
ARC - Fort Collins  
ARC - Loveland  
Northern Colorado Rehab Hospital  
Wing Shack  
Hallmark  
Ensign Power Systems  
Rollins Landscaping  
Bones du Jour  
Once Again Thrift  
Home Depot - Fort Collins/JFK Pkwy  
Home Depot - Fort Collins/Magnolia  
Aspen Grove Vet Clinic  
Fazolis  
Silver Grill  
Chick Fil A - Loveland  
City of Loveland - Library  
Child Advocacy Center  
Fort Collins Brewery  
Wendy's - Loveland  
Culver's  
High Country Beverage  
Goodwill Thrift Store  
Columbine Health Systems  
Walmart Super Center - Magnolia  
Walmart Super Center - Loveland  
King Soopers - N. College  
Jorgensen Labs  
Poudre School District  
Park Regency - Loveland  
Taco Bell - Loveland  
Taco Bell - Fort Collins

Cart Attendant  
Floral Assistant  
Maintenance  
Associate  
Packagers (11)  
Hospitality  
Kitchen Prep  
Food Portioning  
Dishwasher  
Courtesy Clerk  
Floral Asst.  
Associate  
Dishwasher  
Merchandising Associate  
Merchandising Associate (2)  
Associate  
Dietary Aide  
Kitchen Prep/Cleaning  
Associate/Stocker  
Groundskeeper  
Maintenance  
Kitchen Asst.  
Merchandising Associate  
Associate (2)  
Associate  
Groundskeeper/Janitor  
Janitorial/Lobby (2)  
Dining Room Attendant  
Lobby Attendant  
Library Page  
Groundskeeper/Janitor  
Warehouse/Packing  
Dining Room Attendant (2)  
Dining Room Attendant  
Warehouse Assistant  
Associate  
Laundry Assistant  
Courtesy Clerk/Lot Attendant  
Lot Attendant  
Courtesy Clerk  
Assembly/Packaging  
Janitor - PHS  
Dietary Aide  
Dining Room Attendant  
Dining Room Attendant