

Providing Services to Persons  
With Intellectual and Developmental Disabilities



**COMMUNITY OPTIONS, INC.  
FORTY-SEVENTH ANNUAL REPORT  
2019**

*Empowering Abilities*

**47th Annual Meeting  
Montrose Pavilion  
October 8, 2019 7:00 PM**

## The Wolf has Arrived

A year ago at this time I was writing my Annual Report which focused on the financial issues facing our agency, and I entitled that report "Keeping the Wolf from the Door". I wish I was able to state that this crisis had been resolved over the past year, but unfortunately that is not the case. We have continued working diligently on solutions both internally and with our state partners, but the only thing that has really changed is that another year has gone by, we finished that year with another six-figure deficit, and that wolf is huffing and puffing and threatening to blow our house down. In order to explain the external factors through which we find ourselves in this situation, I will reprise much of last year's report. I'll then go on to what we've been working on to try and turn this around, and where we go from here.

In the run up to the vote on Amendment 70 in the 2016 election, I was very vocal about the fact that absent any associated revenue increases, the increase in the state's minimum wage would have a devastating impact on the financial viability of our agency. At the time I wrote numerous columns in the Montrose Daily Press and other publications, and I also did an interview with Colorado Public Radio, and in all of these communications I expressed my ambivalence about the issue. On the one hand, I was excited at the prospect of being able to increase the pay of our hard working, dedicated, and yet dramatically underpaid Direct Support Professionals. On the other hand, I was terrified at the impact this increased expense would have on the viability of our agency, and our predictions, calculations, and fears have all been proven to be accurate. Over the past five years the wages of our Direct Support workforce have gone up by 39%, while we have had only minimal increases in our already-inadequate Medicaid rates.

In reality, the increases in the minimum wage have exacerbated forces set in motion by the state over ten years ago. And to help people understand the full situation, I need to go back to 2008. There were two major changes/decisions made at that time that set the stage for our current situation. The first was that our funding methodology was altered from a quasi-managed care structure to a straight fee-for-service arrangement. In order to set the new rates by which we would be paid in this new structure, the state hired a contractor to do an extensive study of the true costs of the services we provide. In implementing the new structure, because the state had no additional money to spend and this change had to be cost-neutral, the rates were set at about 75% of the cost identified by the contractor. So right out of the chute, we were about 25% in the hole, and if you figure that the Consumer Price Index (CPI) has gone up an average of 2.5% each year since, that puts our rates at about 50% of our current cost for providing services.

The second major change implemented in 2008 was that the state started managing the allocation of enrollments into services on a statewide basis. The number of people we are allowed to serve in what we call our Comprehensive services (or HCB-DD Waiver) is capped by the state, and there is a waiting list for those services. Prior to 2008, if a person receiving those services left services or passed away, we were allowed to keep that enrollment and offer it to someone on our local waiting list, thereby maintaining a stable number of people in our program. In 2008 the state initiated a process whereby if a local person vacates one of those enrollments, rather than us being able to keep it and fill the opening with another local person, it reverts to the state and is allocated to whomever is at the top of the statewide waiting list (which is almost always someone on the Front Range). Because of this policy our agency is now providing residential services to 15 fewer people than we were 11 years ago, not only limiting services to people in our area, but also decreasing our agency revenue by hundreds of thousands of dollars. This situation has not only impacted our agency, but all of Colorado's rural service areas, which comprise 73% of the state's geography. While currently those agencies are not all quite at the same crisis point as us, virtually all of the rural CCBs report they are on the same trajectory, and for the same reasons.

With this historical context, one can see that the increases in the minimum wage, which will increase our payroll by approximately \$700,000 a year by 2020, has compounded an already traumatic financial situation. And to add to this toxic mix, we also pay some of the highest rates in the nation to provide health insurance for our employees. We have significantly downgraded the coverage provided to employees, yet our premiums have increased 63% over the past five years.

In response to all of this, over the past year we have continued concerted efforts to examine and analyze our service models, revenue and expense budgets, staffing patterns, and health insurance costs, and in the near future will be making some difficult decisions and significant announcements. Additionally, on a state level we have been very involved with HCPF staff, Alliance, and the other 9 rural CCBs in meetings around Rural Stabilization. In February 2019 I submitted two proposals to HCPF, one which involved local service area retention and management of vacated enrollments, and one which involved allocating new enrollments based on an area's percentage of state population. I have also proposed examining the formulas utilized for public school funding through the School Finance Act as a methodology for allocation of Medicaid rate increases. All of these proposals are still under consideration.

That is not to say, however, that everything is negative. First of all, and most importantly, in the midst of this our terrific staff continue to provide high-quality services and supports to nearly 500 local citizens with intellectual/developmental disabilities. They also continue to do so in the most frugal and cost-effective manner imaginable. Secondly, this year we were successful in submitting and being awarded our first-ever grant through the Colorado Dept. of Transportation that will enable us to acquire three new ADA accessible vans. This is the largest grant we have ever been awarded, and we are very excited to replace some of our aging fleet. And finally, on the positive side, our Direct Support Professionals, who are the backbone of what we do, are making more of a living wage.

So that is basically the story of these past several years, and it will be the story for the coming year...a story that really started over ten years ago. We finished the past two years with sizeable budget deficits, and although we have decreased the size of that deficit this year, the trajectory is still unsustainable. We are actively involved in fund-raising activities to support our operations, and in examining our service models and infrastructure for what may be some dramatic changes in order to remain viable. We will also continue to work with the state to try and address both the inadequacy of our rates and the loss of enrollments, and we will look to our local governmental entities for additional support. And finally, we will also be looking to people in services, family members, staff and community members to help make the case that local services for 500 area citizens with disabilities and their families are critical to our communities, as is the agency that provides all of those services and employs over 200 people. For absent some significant and rapid assistance with revenues, services to local citizens with intellectual and developmental disabilities are definitely in jeopardy, and the time is growing short.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Tom Turner', written over a horizontal line.

Tom Turner  
Executive Director

## Case Management/Children's Services/Family Support

The Case Management, Children's Services and Family Support programs are made up of professionals who take their jobs and responsibilities seriously. Fortunately, all who work in these departments understand the importance of their roles in making sure that the many individuals, children and family's needs are being met, that they are satisfied with their services, and that planning is person/family centered/focused.

While you read this report, there are changes that have probably happened, making this report already dated. However, we can only report on what we have going on right now. Here is our team as of this report:

Elaine Wood -Director of Case Management/Children's Services

Assistant Case Management Director:

Michelle Rice

Assistant Director/EI Coordinator:

Margaret Davey

Family Support Manager:

Debra Anderson

Service Coordinators:

Debbie Fischer

JoAnn Stell

Dee Woodard

Adult Case Managers:

Open Position

Genevieve Ingersoll

Janice Becker

Randi Latham

Sarah Crawford

The Family Support Services Program has consistently used the Most In Need Assessment. Because of this, families are quickly and successfully enrolling in the program and getting their identified needs met. The Family Support Council is in full swing, meeting on a quarterly basis. This is an active advisory council providing guidance to the Family Support program.

In Early Intervention, the Service Coordinators continue to work with families in developing the IFSP that incorporates those professionals such as OT, PT, and Speech Therapists who provide excellent services to the babies. Our EI Coordinator acts as the liaison with EI Colorado, making sure all the requirements are met. Along with State and Federal changes in the system, there are ongoing trainings in the areas of early intervention and child development. EI Colorado is always at the forefront of offering information to the family members and professionals in order to keep everyone adequately informed and providing the best for families and their children.

It is never a dull moment in Adult Case Management. Changes happen continuously, requiring the Case Management team to be on top of these changes. The issue of Conflict Free Case Management is at the forefront of most all discussions. We still don't know the final landing place for Case Management. Even with this uncertainty, the Case Management Department will proceed as normal.

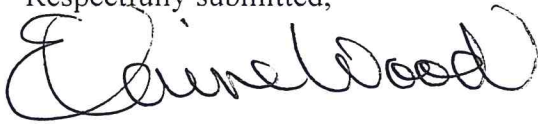
Case Management continues to enroll people in to the SLS Medicaid Waiver. The CDASS option just became available and has become a much-needed service for some families. The CHRP Waiver has been moved from the Department of Human Services to Community Centered Boards. Along with the CES Waiver, we will now oversee these two children's waivers. Last, but not least is the DD Waiver. There continues to be a waitlist; however, we can submit emergency requests to the HCPF when needed.

There are many other levels of change within the children and adult services. Keeping on top of all the State and Federal requirements and having all of this make sense for the individuals, children and families and those entities who provide the direct services, is a major part of what we do. We are tasked with making sure that needs are being identified and met in a person-centered manner, that people are satisfied with services, and that there is fiscal responsibility in all that we do.

Case Management, Family Support and Children's services continue to participate in and support person centered thinking and planning. Individuals and families are empowered to choose providers, invite who they want to their plans, direct their individual plan meetings, and choose those services that are important to them and will meet their needs.

It is important to thank those on our team for all their hard work, dedication, commitment, knowledge, and professionalism. It takes these qualities to maintain the standards that these departments require.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Elaine Wood".

Elaine Wood  
Case Management/Children's Services Director

## **COMMUNITY OPTIONS BELIEVES:**

**Everyone has something to contribute.**

**Everyone needs meaningful relationships.**

**People deserve the dignity of making choices.**

**Life is meant to be enjoyed.**

**Community Supports Department  
Supported Living Services (SLS) and  
Children's Extensive Support (CES) Programs**

*I left a law firm environment in search of meaningful work and found COI. Nowhere will you find more caring, appreciative people who walk their talk every day. And when the going gets tough, we face each challenge together, and in support of the awesome folks we serve. The truth is, we receive much more than we give, as we encourage our folks (and each other) to engage the world with courage, wonder and joy, and achieve what yesterday seemed impossible.*

I wrote these words in 2017. I had joined the ranks of Community Options in 2007. It was a more relaxed, easier time, and I could not imagine a more rewarding place to work. And over the many years, we *have* faced each challenge together. Budgets got smaller, needs increased and we always managed to do more with less.

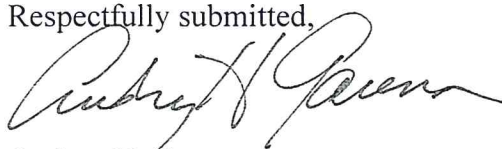
When we struggled to find staff, families pulled together and joined our ranks as Family Care Providers. Moms, dads, sisters, brothers, grandparents, aunts and uncles all signed up to become COI employees, and many needs were met in a caring, creative way. Soon families began recruiting trusted friends and community contacts, such as paraprofessional educators (PARAs), sign language professionals, certified nursing assistants (CNAs) and community volunteers. The families encouraged these folks to become COI employees so that they too could provide quality care for their family members receiving services. All the while, our core direct care staff, managers and administrative staff took on ever increasing workloads, as our agency found ways to stretch our limited dollars without compromising quality of care.

Recently, our SLS and CES programs received a survey from Colorado's Health Department (CDPHE). Because in delivering SLS and CES Personal Care and Respite services, hands-on assistance with activities of daily living may be provided, a Class B non-skilled license from the Health Department is required. This was not always so. In fact, it had been 8 years since our first and only other such survey. With this second survey we learned new information about heightened requirements, presenting challenges we are working to resolve. In our meetings with the surveyors we were complimented on our quality of care ... a truly great accomplishment.

Speaking of accomplishments, I'd like to highlight the outstanding work of our department's managers and direct care staff in putting together Respite services for our families. I'd also like to thank our Adult Services Directors, their managers and staff for helping us achieve what had seemed impossible. Families who had never been able to take any real vacations away from home were given that opportunity. One mom was able to take her dream vacation out of the country.

We can truly be proud of what we do.

Respectfully submitted,



Audrey H. Gauna  
Director of Community Supports

## **Delta Adult Services**

### **Comprehensive Services Residential**

#### **Host Homes:**

There are currently thirteen host homes. Presently twenty-two clients are being served in this program. A host home can provide services for one to three clients. This program has a full-time manager and a half time coordinator. Seven of the homes are in Delta County and six are in Montrose County. This year there was a gain of one home and three clients.

There are currently no advertised Requests for Proposals seeking providers. Host Homes provide contracted services to people who may or may not have had the skills to live independently. At the same time, they prefer not to live alone, in a group home, or with PCAs. Those who choose to be served in this program thrive in the family-style existence that contributes to their emotional wellbeing, yet encourages them to move forward to a more independent life style as their development progresses.

#### **Hillview Group Home:**

Hillview Group Home is an eight-person home serving people with high needs. The home is staffed around the clock and is overseen by a full-time manager and DSP- coordinator who provide support to residents, as well as support and direction to staff. The Hillview team members work to make all aspects of the resident's lives enjoyable, and at the same time encouraging everyone to be as independent as possible.

Residents give input to the menu and to the decorations in the house etc. They choose their own furniture and room decorations. Each person determines the activities they want to pursue. As weather allows, they are out and about almost daily. When the weather is inclement there are in-house activities available including arts and crafts, puzzles, games, movies and special cooking projects.

The age of the residents vary, and their lifestyles as well. Two persons attend day program four days a week, one person is scheduled two days a week. The other five are served at home and in the community.

Hillview is very excited about the volunteer program started this year. This has changed the life of the person receiving this opportunity. Having an individual come in from the community, take her on individual outings, assist her in choosing clothing and personal care items has resulted in a vast improvement of her quality of life. She goes to parties, for walks in Confluence Park, even shopping in Grand Junction.

#### **Delta Personal Care Alternatives (PCAs):**

There are 10 persons served in six homes or apartments in Delta. This group of people are very independent and have diverse interests, but all are very active in the community. They go to Bill Heddles Center several times weekly to work out. They also do water activities there. They participate in Special Olympics track and Field, flag football, softball, swimming and bowling. PCA residents went to the hot springs at Ouray, and watched the fireworks on the Fourth of July. They attended fairs at Montrose and Delta counties as well. They also participated in most of our regional festivals. Folks in our PCAs also attend all the dress rehearsals at Magic Circle Theatre in Montrose. It's a wonderful opportunity for them.

**Aspen Crest Day Program** (funded by comprehensive and SLS resources.):

Forty-seven persons are served at the Aspen Crest day program. One person will soon be moving out of state. Clients volunteer at Meals on Wheels, the Adopt a Highway Program and the Cedaredge Senior meal site. Two of our men continue to volunteer at the Surface Creek Food Bank, and two ladies volunteer at the Cedaredge Animal Shelter. In addition, one person also volunteers at the Shelter Shoppe Thrift Store. For the third year in a row, we've had several persons volunteer at the Pioneer Town for the summer season. We also volunteer at Horizons to assist residents with Bingo every Monday afternoon and sing for the residents once a month. The Cedaredge Police, Fire and Ambulance came and visited again last month and let clients look at the vehicles and equipment and gave rides. Five clients have been learning to play disc golf in both Delta and Cedaredge. This group has also been learning climbing skills on the rock wall at the Montrose Recreation Center.

Relative to maintenance of our Aspen Crest building, a new hot water heater and boiler unit were installed, and the outside ramp to the basement was repaired.

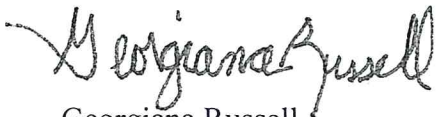
**Supported Employment:**

One client is working at Overholt Truss and one is working at "Look" Truss; both are doing janitorial maintenance. Another person is employed by the Town of Cedaredge, watering and caring for the flower pots and flowerbeds on Main Street. An individual was recently hired at the Montrose Wendy's Restaurant and started last week. Starr's Guitar has hired two people to help put in the new flower garden at the Cedaredge Art Center. We also have some folks who have been involved in long-term community employment. One person has been employed at McDonalds for 23 years. Another has been employed at Delta Hardware for 22 years and a third has been at Delta Pizza Hut for 11 years. Congratulations to these dedicated professionals who have survived changes in management and even in ownership of the business. And thanks to those local employers who are great partners in providing meaningful and gainful employment to people with disabilities.

**Transportation and Medical:**

Both the transportation and medical departments do an outstanding job supporting the programs. A registered nurse is in the medical office two days a week. She also checks on Hillview and PCAs as needed.

Respectfully submitted,



Georgiana Russell  
Director of Delta Adult Services



## **Montrose Adult Services**

The Montrose Adult Services programs serve approximately 100 individuals in residential and day programs. "Person Centered" services that focus on helping clients obtain their personal goals remain the core philosophy of the programs. A major part of this service model involves helping clients to integrate as fully as possible into their communities.

At the "front line" of adult services are dedicated our Direct Support Professionals (DSPs) who support the clients in all aspects of their lives. Residential Managers, along with a Day Program Manager, are responsible for the daily operations of the programs. A Medical Support team that consists of an RN and LPN Training Nurse, along with several Medical Support DSPs, offer medical support services that include limited skilled nursing and an array of medical support services within the Montrose medical field. However, maintaining a full staffing pattern remains elusive. We alternate between periods of crises when we are short-staffed to periods of relative calm; the latter periods never seem to last very long. Fortunately, we have maintained a very dedicated core group of staff who work for the love of the work. This has enabled us maintain continuity in the quality of services we provide

Following is a brief overview of our residential and day programs in Montrose:

### **RESIDENTIAL (COMPREHENSIVE)**

The Montrose Residential Program currently supports 45 adults in a variety of settings that are offered to best suit the needs of the residents. Five "Group Homes" in the county and city that are licensed by the Colorado Department of Public Health offer 24-hour support to 37 individuals at present, with each home supporting 7-8 residents. Generally, these are individuals who have high needs regarding personal care, daily living skills and most aspects of their lives, but this is not the case with everyone. The oldest person we support in a group home is 92; the youngest is 24.

For clients who are more independent, we offer support in our PCA (Personal Care Alternative) program. Three agency-owned homes and one rental home that support 1-3 residents in each offer staff support at different times of the day; however, there is no overnight staff. The eight residents who live in a PCA mostly need help with cooking and domestic skills, shopping, budgeting and transportation. Throughout the years, we have had to close several our PCAs due to financial constraints, as the service model can be quite expensive to operate. This past year we vacated four apartments we rented and moved the clients into either group homes or another PCA.

There has been a lot of movement of clients within the residential program this past year. Residents have moved into the Host Home program, moved away, or gone into a nursing facility. One client passed away and another transferred into the State Regional Center. There are other changes imminent that will affect these numbers.

### **PARK PLACE (DAY PROGRAM SERVICES)**

Our Park Place facility and program is now nearing the end of its fourth year of operation. Park Place offers an array of services to approximately 100 participants, operating Monday-Thursday. All but a few of our residential clients receive services at Park Place, while the remaining participants come from the agency's Host Home and Supported Living Services (SLS) programs. We also contract with the Montrose School District and serve a varying number of special needs high school students during the school year.

Park Place offers four billable waiver services: Specialized Habilitation, Supported Community Connection, Prevocational, and Supported Employment. Specialized Habilitation services include site-based meaningful activities that are intended to enhance a person's motor, physical health, creative and social skills. Many activities are structured as classes, others are more individualized to suit a person's interests and needs. The "Colorful Colorado" arts room is busy every day with painting and other artistic endeavors. Storytelling and karaoke are popular activities for participants to express themselves as well as educational classes in a variety of subjects that are introduced by our creative staff.

Supported Community Connection refers to community-based activities. This service has been a major focus, and we now have a Supported Connections Coordinator whose job is to develop activities and schedules that fit the interests and needs of the clients.

Prevocational activities are geared toward clients who might want to work in the future but are not, for different reasons, ready for individual competitive jobs in the community. Participants learn soft job skills and other aspects of what it takes to maintain a job.

In addition to classes presented at Park Place in job-related topics, clients not ready for competitive employment are given the opportunity to work on one of our two enclaves at 3M Corporation and our Second Impressions consignment store. Supported by a Job Coach, the workers learn various job skills and the social skills needed to interact with other employees and the public. They are paid according to their skill level under a special Department of Labor certificate. However, it is likely that, due to pending legislation on the State and Federal level, the enclave model will end within the next five years or so. Of the approximately nineteen individuals who currently work on the enclaves, it is likely that, given market and personal barriers, only a few will end up working in regular community employment.

For individuals who want to work in a competitive job in the community and show the aptitude for potential success, the Supported Employment Program Job Coaches provide support in all areas of job preparation, job finding, along with on-the-job training, that is needed to help the person get into the job of their preference and skill level and succeed. The funding for these services initially comes from the Department of Vocational Rehabilitation (DVR) and then transitions to the waiver. Some of the jobs clients are currently working in include home health, flower watering for the City of Montrose, janitorial work at one of the movie theaters, school crossing guard, food service at Burger King, and employment at a local laundry. Second Impressions currently employs three clients as Retail Associates. The Supported Employment program has been very busy and presently has about eight people with open cases at DVR for job development.

Park Place has an expansive outdoor area that has a wheelchair swing, basketball, ball toss and tetherball equipment. Adult tricycle riding around the area is a very popular activity. There is now a raised bed garden area that was created from a grant. The harvest this fall includes vegetables that will be used in the cooking classes.

## ACCOMPLISHMENTS

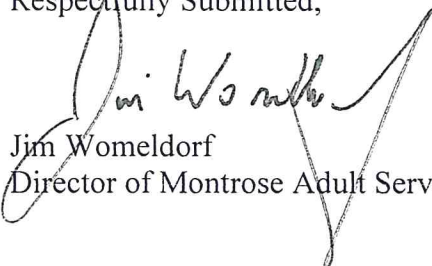
Some of our noteworthy accomplishments this past year include the following:

- Sexuality and Relationship class initiated at Park Place. We are now offering this to other providers in the area.
- Grants for raised bed garden at Park Place
- A successful 13<sup>th</sup> Annual Mountainfilm on Tour event at the Montrose Pavilion
- Continued expansion of activities in both residential and day programs centered around community inclusion, along with client trips to Denver and other parts of Colorado.

## CHALLENGES/THE YEAR AHEAD

With the passing of each year, the agency faces increasing challenges with funding for our programs. Until now, the amazing dedication and creativity of our management team has enabled us to continue providing quality services that greatly enhance the lives of the people we support. However, we are nearing the limits of being able to further reduce expenses while still being able to meet the increasing demands of state and federal policy expectations. Without additional funding from the state, we will be required to make further changes in our service delivery models. In the past, this has meant eliminating costly PCA services, looking hard at how we can make our transportation system more efficient, and adjusting staffing patterns. It has become clear that these changes are not enough; we now need to consider radical changes in our service models. In addition to striving to maintaining full staffing at our programs- something that will always haunt us- this will be the largest challenge we face in the coming year.

Respectfully Submitted,



Jim Womeldorf  
Director of Montrose Adult Services

*Empowering Abilities*

## Department of Finance and Business Operations

Enrollment figures in our Medicaid Waiver programs were somewhat volatile over the year. While the numbers served declined little, there were many months of lost revenue due to vacancies. The Comprehensive Waiver count decreased by just one to 83 but revenue decreased by \$240k; Enrollments in Supported Living Services dropped by one as well, to 66, although revenue increased by almost \$100k and the Children's Extensive Supports waiver continued to serve 6 children, but revenue decreased by half to \$53k.

Medicaid rate increases in FY19, effective March 1, were meant to assist with the rising minimum wage. While this increase helped with the new wages effective January 1, 2019, they did not mitigate the previous three years of required wage increases. In July 2018 we also increased wages for those with pay rates just above the minimum wage. This helped their pay rate to again have a bit of differentiation from the minimum wage. Health insurance continues to be an issue with premiums increasing by 8% in FY19 and by 12% beginning 7/1/2019 to a monthly premium of \$966 per individual.

One positive note to mention: FY19 saw the successful award of a grant for 3 passenger vans from the Colorado Department of Transportation that amounts to about \$200k of much needed van transport! A thus-far successful fundraising campaign to meet the \$40k local match requirement was launched and delivery of the vehicles is scheduled for late 2019- early 2020. On a state-wide system basis there are multiple, major program changes being implemented as well as being planned. Our Early Intervention program has seen a completely new reimbursement model implemented, the State SLS program has an entirely new framework of service provision and billing, the Conflict Free Case Management initiative now has rigid time frames associated with its eventual implementation, as well as a host of other changes impacting services across all programs. Much time must be spent in learning, reassessing and developing new processes to accommodate those changes.

Another large factor impacting operations regards compliance. Late fall of 2018 saw the conclusion of over a year of review by the Colorado Office of the State Auditor conducting a program review of all agencies like ours, as well as the Department of Health Care Policy & Financing (HCPF). The findings were presented to the Colorado Legislature and the repercussions of those findings are now being implemented by HCPF and system agencies. We also had our first audit by the Colorado Department of Labor, another Social Security Administration audit of our resident's benefit system, and our usual worker's comp review and annual financial audit were all concluded with positive results.

Increasing complexity, compliance expectations and operating costs, coupled with, at best, flat revenues are presenting increasing challenges to our agency and the ability to provide needed, quality services.

Respectfully submitted,

*Steve K. Dahlman*

Director of Finance and Business Operations

## Human Resources and Safety Department

### HR Accomplishments for 2019

- ✓ On July 1, 2018, the entire pay schedule was revamped. We had slowly been abandoning the old grade/step system which was no longer useful and broke down over the past 6-8 years. We moved to a broadband system where all jobs are categorized into one of six broadband areas. They are:
  - Administrative
  - Case Management
  - Direct Support Professional
  - Early Intervention
  - Maintenance
  - Retail Store

As a part of moving to the broadband system, we built in some separation for DSP workers who were performing additional duties and Coordinators (who were previously titled Supervisors). All entry level DSPs would be paid minimum wage. All DSP IIs would receive .45c more than minimum wage and all DSP Coordinators would receive .90c over minimum wage. This eliminated the problem of having DSP IIs or Coordinators finding themselves paid the same payrate as an entry level new hire. Financially, we were not able to make any adjustments on the management level which means pay compression is still an issue for us.

At the same time as the move from grade/Step to broadband, we cleaned up the job titles for a number of DSP staff. Rather than differentiating residential staff (RSA), day program staff (team leaders) and SLS staff (SLA), everyone was moved to a generic DSP job description. Med Clerks, Job Coaches and Family Care Providers were retitled as DSP – Med Clerk; DSP- Family Care Provider etc. All staff who had moved up to a II, were moved into the 200 level of the broadband system. Coordinators (residential, day and SLS) were all moved to the 300 level of the broadband.

The 500 level of the broadband system is reserved for future expansion of staff. Anyone classed in the 600 level or hire are required to hold a four-year degree (e.g. Case Managers).

- ✓ In November, 2018 our long standing Office Manager, Joyce Cockroft, retired. This left a huge gap for us to fill. The part time front desk person, Midge Pruitt, wanted to remain at 20 hours so we were faced with hiring another part time position. Fortunately, Holly Tea, IT Manager, stepped up to take on the billing that Joyce had previously handled. Ultimately, we hired Aimee Pruitt (Midge's granddaughter) who has worked out beautifully.
- ✓ Aimee has been a key factor in moving our personnel files to electronic files. Although we still have a foot in each world (paper and electronic) Aimee has been able to keep up with both sets of files.
- ✓ Day-in/day-out activities of the Director continue to be delegated to Stacy Clifford, HR Manager as Chris McDonald, HR Director, has cut her hours to only 22 hours a week starting in May, 2018.
- ✓ In August, offices were shuffled so that Stacy would be closer to the front desk where she has staff that she supervises.

- ✓ New On-Boarding books were recreated over the summer of 2019. We will now endeavor to keep the books up to date with new policies as they are approved.
- ✓ The supervision of the Maintenance Department was successfully moved to the business office with reorganization of the Maintenance Department in summer/fall of 2018.
- ✓ The HR Director, in concert with the HR Manager, have started to update job descriptions across the entire agency.
- ✓ The Director started the process of updating all the Policies and Procedures agency wide. This will be a continued goal for the next year, at the very least.

#### **HR Goals for 2020**

- ✓ Continue to develop desktop manuals for each of our positions leaving detailed instructions on how to do each job.
- ✓ Issue a new Employee Handbook if needed.
- ✓ Continue discussions around succession planning for Administrative Team and other key positions.
- ✓ Continue to update Policies and Procedures, as many are outdated.
- ✓ Prepare for the implementation of the new Equal Pay for Equal Work Act that will become in effective January 2021. This entails review of all job descriptions agency wide and create any new job descriptions and assure updates are noted. This also involves two pay analyses; one to take place in fall of 2019 and another in summer/fall of 2020.

#### **2019 Safety Accomplishments**

- ✓ In November all FMLA claims were moved to FMLASource as a third-party administrator. This transition was fairly smooth and we are pleased with the administration that is now done by FMLASource.
- ✓ Workers' Comp premiums have dropped again, (about 20%: \$121,389 vs \$152,160). The significant drop is due to both lower overall costs on our claims and the fact that we increased our deductible to \$2,000 from \$1,000.
- ✓ The total number of Work Comp claims increased from 14 to 17 this past year, but our cost per claim dropped significantly, 50%. Even with the higher number of cases, the total costs were significantly lower as well, 30%.
- ✓ Cost Containment certification was renewed for 3 more years, helping to keep Pinnacol premiums lower.
- ✓ Developed an updated "Safe Lifting" program with Nursing that includes lifting clients.

#### **2020 Safety Goals**

- ✓ Continue to work with Pinnacol to quickly resolve cases and provide Return-to-Work options as often as possible if work restrictions are present.
- ✓ Complete entering facility information to County "Reverse 911" programs.
- ✓ Continue to update safety-related policies and procedures and related documents.
- ✓ Update the Safety Advisor's Desktop Procedures.
- ✓ Work with the Medical Dept. on presenting the newly-developed "Safe Lifting" training to all facilities.
- ✓ Work with facility Managers and staff on what constitutes a genuine safety concern.

Respectfully submitted,

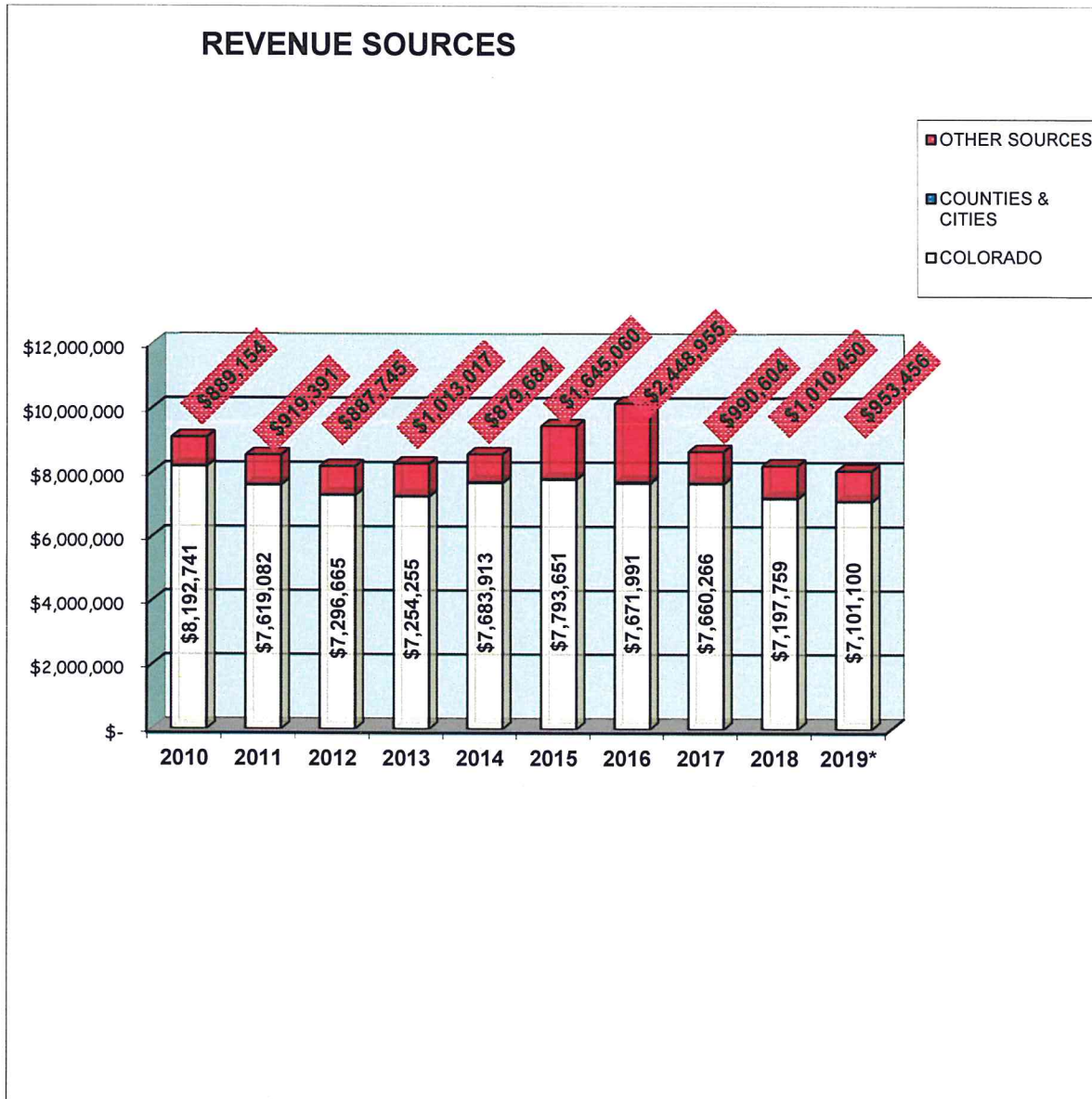


Chris McDonald  
Director of Human Resources & Safety

**COMMUNITY OPTIONS, INC.  
STATE TO TOTAL REVENUE  
ENDING FY 2019**

YEAR	COLORADO	COUNTIES & CITIES	OTHER SOURCES	TOTAL	COMMUNITY OPTIONS		STATE AVERAGE	
					STATE %	COUNTIES & CITIES %	STATE %	COUNTIES & CITIES %
2010	\$ 8,192,741	\$ 15,675	\$ 889,154	\$ 9,097,570	90.05%	0.17%	76.20%	12.60%
2011	\$ 7,619,082	\$ 11,425	\$ 919,391	\$ 8,549,898	89.11%	0.13%	NO AVAILABLE	NOT AVAILABLE
2012	\$ 7,296,665	\$ 10,000	\$ 887,745	\$ 8,194,410	89.04%	0.12%	NOT AVAILABLE	NOT AVAILABLE
2013	\$ 7,254,255	\$ 10,500	\$ 1,013,017	\$ 8,277,772	87.64%	0.13%	NOT AVAILABLE	NOT AVAILABLE
2014	\$ 7,683,913	\$ 13,000	\$ 879,684	\$ 8,576,597	89.59%	0.15%	NOT AVAILABLE	NOT AVAILABLE
2015	\$ 7,793,651	\$ 12,250	\$ 1,645,060	\$ 9,450,961	82.46%	0.13%	NOT AVAILABLE	NOT AVAILABLE
2016	\$ 7,671,991	\$ 36,750	\$ 2,448,955	\$ 10,157,696	75.53%	0.36%	NOT AVAILABLE	NOT AVAILABLE
2017	\$ 7,660,266	\$ 12,500	\$ 990,604	\$ 8,663,370	88.42%	0.14%	NOT AVAILABLE	NOT AVAILABLE
2018	\$ 7,197,759	\$ 12,500	\$ 1,010,450	\$ 8,220,709	87.56%	0.15%	NOT AVAILABLE	NOT AVAILABLE
<b>2019*</b>	<b>\$ 7,101,100</b>	<b>\$ 9,000</b>	<b>\$ 953,456</b>	<b>\$ 8,063,556</b>	<b>88.06%</b>	<b>0.11%</b>	<b>NOT AVAILABLE</b>	<b>NOT AVAILABLE</b>

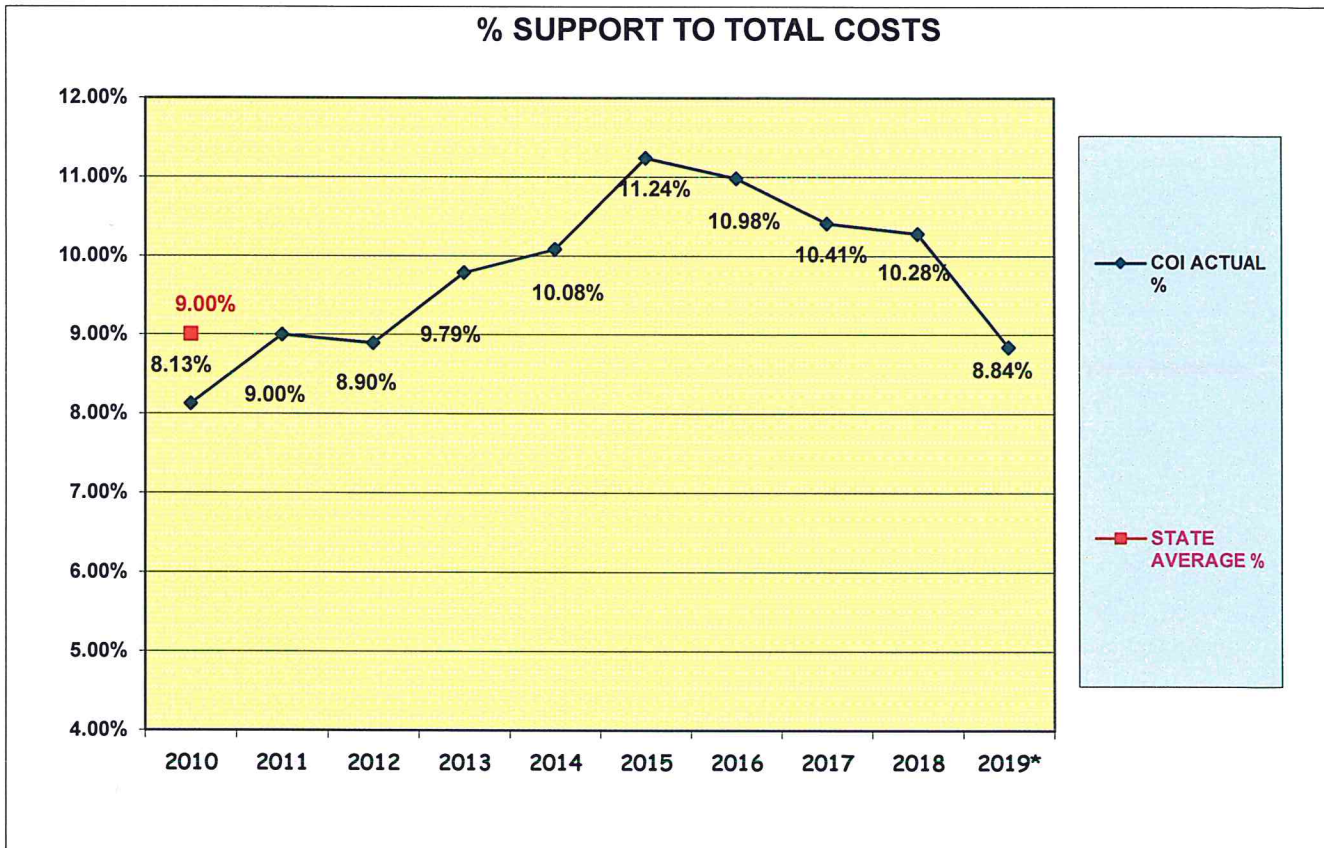
\* Amounts from draft audit financials



**COMMUNITY OPTIONS, INC.  
SUPPORT TO PROGRAM COSTS  
ENDING FY 2019**

YEAR	PROGRAM COSTS	SUPPORTING COSTS	TOTAL EXPENSES	SUPPORT TO TOTAL COSTS	
				COI ACTUAL %	STATE AVERAGE %
2010	\$ 8,136,726	\$ 719,734	\$ 8,856,460	8.13%	9.00%
2011	\$ 7,766,949	\$ 768,122	\$ 8,535,071	9.00%	NOT AVAILABLE
2012	\$ 7,595,601	\$ 741,748	\$ 8,337,349	8.90%	NOT AVAILABLE
2013	\$ 7,568,615	\$ 821,411	\$ 8,390,026	9.79%	NOT AVAILABLE
2014	\$ 7,582,377	\$ 850,312	\$ 8,432,689	10.08%	NOT AVAILABLE
2015	\$ 7,759,257	\$ 982,684	\$ 8,741,941	11.24%	NOT AVAILABLE
2016	\$ 7,846,680	\$ 968,114	\$ 8,814,794	10.98%	NOT AVAILABLE
2017	\$ 7,780,850	\$ 904,414	\$ 8,685,264	10.41%	NOT AVAILABLE
2018	\$ 7,744,353	\$ 887,390	\$ 8,631,743	10.28%	NOT AVAILABLE
<b>2019*</b>	<b>\$ 7,666,824</b>	<b>\$ 743,921</b>	<b>\$ 8,410,745</b>	<b>8.84%</b>	<b>NOT AVAILABLE</b>

\* Amounts from draft audit financials



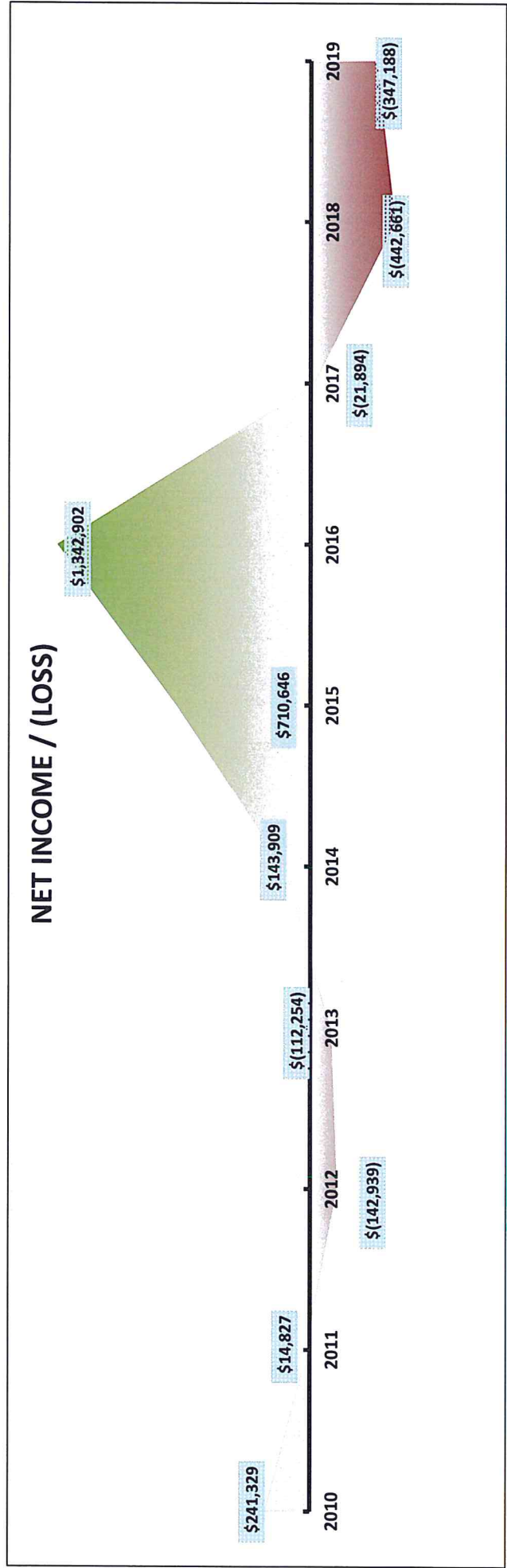


COMMUNITY OPTIONS, INC.  
PROGRAM REVENUE & NET INCOME COMPARISON  
ENDING FY 2019

FISCAL YEAR	NON-SPECIFIED	COMP SERVICES	STATE SLS	MEDICAID SLS	TOTAL SLS	CES	EARLY INTERVENTION	FSS	CASE MNGMNT	M & G	TOTAL ALL REVENUE	TOTAL ALL EXPENSES	NET INCOME / (LOSS)
2010	\$ 29,007	\$ 6,689,869	\$ 232,155	\$ 838,715	\$ 1,070,870	\$ 132,947	\$ 333,645	\$ 137,510	\$ 526,958	\$ 176,983	\$ 9,097,789	\$ 8,856,460	\$ 241,329
2011	\$ 25,038	\$ 6,369,086	\$ 215,086	\$ 652,063	\$ 867,149	\$ 126,804	\$ 361,478	\$ 62,208	\$ 546,305	\$ 191,830	\$ 8,549,898	\$ 8,535,071	\$ 14,827
2012	\$ 80,327	\$ 6,042,858	\$ 234,175	\$ 685,895	\$ 920,070	\$ 109,162	\$ 321,176	\$ 43,523	\$ 509,053	\$ 168,241	\$ 8,194,410	\$ 8,337,349	\$ (142,939)
2013	\$ 35,258	\$ 6,245,248	\$ 245,780	\$ 661,586	\$ 907,366	\$ 70,931	\$ 288,698	\$ 43,874	\$ 510,645	\$ 175,752	\$ 8,277,772	\$ 8,390,026	\$ (112,254)
2014	\$ 35,863	\$ 6,425,857	\$ 260,489	\$ 699,704	\$ 960,193	\$ 123,277	\$ 235,843	\$ 53,576	\$ 541,170	\$ 200,819	\$ 8,576,598	\$ 8,432,689	\$ 143,909
2015	\$ 141,043	\$ 6,993,501	\$ 233,198	\$ 827,400	\$ 1,060,598	\$ 135,119	\$ 249,808	\$ 110,723	\$ 583,344	\$ 178,451	\$ 9,452,587	\$ 8,741,941	\$ 710,646
2016	\$ 1,440,483	\$ 6,326,316	\$ 184,671	\$ 758,198	\$ 942,869	\$ 153,319	\$ 161,283	\$ 131,387	\$ 586,564	\$ 415,475	\$ 10,157,696	\$ 8,814,794	\$ 1,342,902
2017	\$ 54,842	\$ 6,132,771	\$ 217,127	\$ 817,545	\$ 1,034,672	\$ 94,194	\$ 278,814	\$ 112,534	\$ 575,254	\$ 380,289	\$ 8,663,370	\$ 8,685,264	\$ (21,894)
2018	\$ 21,991	\$ 6,112,041	\$ 175,177	\$ 691,053	\$ 866,230	\$ 101,049	\$ 302,405	\$ 122,032	\$ 469,859	\$ 225,102	\$ 8,220,709	\$ 8,663,370	\$ (442,661)
2019	\$ 38,520	\$ 5,857,954	\$ 168,375	\$ 790,796	\$ 959,171	\$ 53,289	\$ 300,847	\$ 110,763	\$ 491,884	\$ 251,129	\$ 8,063,557	\$ 8,410,745	\$ (347,188)

\* Amounts from draft audit financials

\*\*Gains on real estate transactions



**COMMUNITY OPTIONS, INC.  
ASSETS AS DEBT & EQUITY  
ENDING FY 2019**

YEAR	CURRENT LIABILITIES	LONG TERM LIABILITIES	FUND BALANCE	TOTAL ASSETS
2010	\$ 877,266	\$ 771,086	\$ 2,652,578	\$ 4,300,930
2011	\$ 941,968	\$ 721,101	\$ 2,667,405	\$ 4,330,474
2012	\$ 910,955	\$ 714,211	\$ 2,524,466	\$ 4,149,632
2013	\$ 906,728	\$ 657,437	\$ 2,412,212	\$ 3,976,377
2014	\$ 882,017	\$ 615,020	\$ 2,556,120	\$ 4,053,157
2015	\$ 980,506	\$ 1,375,783	\$ 3,266,766	\$ 5,623,055
2016	\$ 1,184,534	\$ 1,917,828	\$ 4,609,668	\$ 7,712,030
2017	\$ 1,119,451	\$ 1,832,727	\$ 4,587,774	\$ 7,539,952
2018	\$ 1,096,954	\$ 1,741,309	\$ 4,176,740	\$ 7,015,003
<b>2019*</b>	<b>\$ 1,813,824</b>	<b>\$ 712,297</b>	<b>\$ 3,829,551</b>	<b>\$ 6,355,671</b>

\* Amounts from draft audit financials

