



**COMMUNITY OPTIONS, INC.
FORTY-EIGHTH ANNUAL REPORT
2020**

Empowering Abilities

**48th Annual Meeting via Zoom
Park Place Day Program Building
October 13, 2020 7:00 PM**

Unprecedented

I am really, *really* sick of that word, but it is so applicable to this year on so many levels, and with regards to so many topics and issues. With apologies to the Grateful Dead, “what a long, strange year it’s been”. Thinking back to my Annual Report submitted last October, that seems like at least a decade ago. Let me try to capture at least some of what has transpired in the past year, and everything I think about seems to be relative to “pre” and “post” beginning of the COVID-19 pandemic, which is by no means over.

Going back to pre-COVID last November, our auditors had just issued a “going concern” finding related to several years of significant budget deficits and two maturing loans that we did not have sufficient cash to cover. In response, at the direction of our Board of Directors, I authored a letter to the Colorado Dept. of Health Care Policy and Finance (HCPF), which was copied to legislators, local governments, and many others requesting emergency financial assistance. This letter unfortunately elicited very little assistance.

At the same time, and in response to our financial situation and multiple other considerations, we made the difficult decision to relinquish our Home Care Agency license (which we did effective 12/31/19) and cease providing three specific services through the Supported Living Services and Children’s Extensive Supports Medicaid waivers. In doing so, we embarked on an effort to recruit community home care agencies to take on those services, and were successful in assisting them as needed to obtain Program Approval in an expedited manner (with assistance from staff at HCPF and the Colorado Dept. of Public Health and Environment), and also in transitioning all people needing and wanting those services to community providers.

Also during that pre-COVID period, we had developed solid bi-partisan support for the Alliance campaign to end the waiting list for comprehensive services, and were poised for the legislature to approve a plan to do so. As a part of this process, we were also working with the Joint Budget Committee and General Assembly for a significant increase in our Medicaid rates. Additionally, the proposal I had submitted in February, 2018 to address the attrition of comprehensive services enrollments in rural service areas was finally approved by the federal Center for Medicare/Medicaid Services (CMS) and acted upon by the Colorado Dept. of Health Care Policy and Financing. So effective July 1, 2020, new bulk enrollments authorized by the legislature *would have* been allocated on the basis of each CCB’s percentage of the state’s population, helping to stabilize services in rural areas of Colorado.

Life then went on pretty normally until early March, and we all know what happened then...COVID-19 changed everything. Post the beginning of COVID, the state’s budget went in the tank, and our effort to end the waiting list went with it. We also ended up with a 1% Medicaid rate *reduction* instead of an increase (which could have been a lot worse). And relative to the new allocation process to address attrition, with the state’s budget crisis, there weren’t any new large allocations of enrollments this year, and likely won’t be for the foreseeable future. After 12 years of working on this issue, timing is everything, but it will help someday.

Since then, it has been pretty much all COVID all the time as we have endeavored to keep the people we support and each other healthy and safe. We closed our two day program facilities March 18th, shuttered our Second Impressions Consignment Store, locked down our group homes, and began having multiple employees work from home. Our focus for the past seven months has been consumed by a whole new set of challenges, acronyms, and concepts: PPE; PPP; retainer payments; social distancing; public health orders; contact tracing; Zoom meetings; teletherapy and telemedicine; alternative services; masks, gowns and gloves; FFCRA; sheltering in place; working remotely; infection control surveys; and on and on.

It has only been recently that we have been allowed to reintroduce facility-based day program services on a limited basis, and we also have re-opened Second Impressions, also on a limited basis. But in the midst of all of this, the good news is that we have done a **remarkable** job of keeping the people we support and each other safe and healthy. And the other good (but somewhat ironic) news is that with all of the COVID-related short-term funding that has been made available, we actually finished FY19-20 in much better financial position than the past several years. With the drastically reduced levels of service that the current restrictions and prudent caution allow us to provide however, we know there is a significant financial cliff dead ahead in the current fiscal year.

I've been involved in providing services to people with IDD in Colorado for a long time (43 years next month to be exact), and I've never been more proud of a group of people and their extraordinary efforts than I am right now. The selfless dedication, effort, and sacrifices made by our amazing staff have been nothing short of heroic. Equally amazing has been the understanding, patience, and resilience of the people we support, their families, and our host home providers, all of whom in many ways have really borne the brunt of this pandemic and the closure of our day programs. We have residents of our group homes who still have not left the house since mid-March. Unprecedented indeed (there's that word again).

We have no idea what the "new normal" is going to look like or when it will arrive, but I have every confidence that our Board of Directors, our staff, and the people we support and their families will respond as this agency always has: with resolve, resilience, and purpose to meet the challenges ahead.

Respectfully Submitted,



Tom Turner
Executive 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.

Case Management/Children's Services/Family Support

This past year has brought a few changes to our teams. Although it was hard to say good-bye to folks who had been with us a while, who had knowledge and experience, we always welcome those with new energy and ideas. To do the job required in our various departments, it takes a great deal of training and time. We appreciate those who are in it for the long haul.

Here are our teams 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 Case Manager:

Debra Anderson

Service Coordinators:

Shirley Diaz

Debbie Fischer

Case Managers:

Sarah Crawford

Chris Holder

Genevieve Ingersoll

Heather Langford

Early Intervention/DI:

Chelsie DeHorta

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.

Although COVID-19 has changed the way we get our jobs done, it has not stopped the work that we have to get done. The individuals, children and families that we support rely on us to keep doing our jobs by whatever means possible. Our teams had to become creative by working at home/remotely. Meetings are being held via Zoom, Google Meet, FaceTime and through other technology. While service provision has been severely impacted, the Case Management, Children's Services and the FSSP teams maintain contact with those receiving services to find the best services possible during this time. All programs are guided by our State partners.

In Early Intervention, our EI Coordinator acts as the liaison with EI Colorado, making sure all requirements are met. The Service Coordinators work with the families to identify needs and then, make sure that critical services are provided and meeting the needs of the child. The DI provides supports directly to the families and works closely with providers.

The Family Support Services Program is a popular program, especially for those families who have limited access to resources. The program has as an advisory group called the “Family Support Council” that is made up family and community members. The Council provides guidance to the Family Support Services Program.

Adult Case Management is always going through adjustments and change. This is due to the continuous work toward meeting the federal requirement of Conflict Free Case Management. The latest information is that Community Options will have to be Conflict Free by July of 2024. There are no easy answers about the upcoming changes. Case Management doesn’t stop. The Case Management team is always receiving instruction and training on the new changes and uses that information to do the best job possible for those receiving supports.

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.

I want to thank all of those on our teams. These folks display the highest level of knowledge and professionalism. They are committed to provide the best to those we support. They have incredible work ethics and as stated earlier, take their jobs seriously. These are qualities that those we support deserve to have from those helping in their lives.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Elaine Wood". The signature is fluid and cursive, with a large initial "E" and a long, sweeping underline.

Elaine Wood

Empowering Abilities

Delta Adult Services Department

Comprehensive Services Residential

Host Homes:

There are currently thirteen host homes with one more currently in progress and will open before end of September. Presently twenty-one people are being served in this program but two more will be coming into the new home.

A host home can provide services for one to three clients. This program has a full-time manager and a half time coordinator.

Eight of the homes are in Delta County and five are in Montrose County but that will increase to six when the new one opens.

This year there was a loss of one Host Home and one client.

There was a new home opened for a client that moved. The other new host home is supporting two clients who were formerly in a group home.

There are currently no advertised Requests for Proposals seeking providers. Host Homes provide contracted services to people who may or may not have the skills to live independently. At the same time, they prefer not to live alone, in a group home, or with the Personal Care Alternatives (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 clients 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 (and COVID) allows, they are out and about almost daily in the yard or walking down to visit the neighbor donkeys. When the weather is inclement there are in-house activities available including arts and crafts, puzzles, games, movies and special cooking projects.

The ages 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.

Last year a volunteer program was started at Hillview and was very well received. This temporarily fell by the wayside with COVID restrictions, but we are looking forward to reviving it as soon as possible.

Hillview staff and clients are exceedingly grateful for the completion of the repairs to the large handicapped bathroom. Having to use a single small bathroom for everyone was very challenging. We are looking forward to repair of the smaller bathroom and to the repair and update of the laundry room.

Delta Personal Care Alternatives (PCAs)

There are eleven persons served in six homes in Delta. This group of people are very independent and have diverse interests. But all are very active in the community in as much as COVID regulations allow. They go out in the fresh air for exercise. They have picnics in the park - with social distancing. They have started attending day program recently.

They are looking forward to the possibilities of more community activity.

They can now go to the homes of family members for overnight up to weeklong visits.

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

Forty-seven persons were served at the Aspen Crest day program last year. Presently there are 50 people receiving services. One person was lost to services in December when she developed an illness that made it impossible for her to return. She is sadly missed. One person came to the program but left in about three months. Then three more have committed to receiving services.

COVID has temporarily eliminated things like visits from the police department, ambulance services etc. For the past 6 months volunteers have been unable to go to their jobs. They are looking forward to when they will be able to volunteer again.

Day Program services were provided in PCAs and Hillview from March until mid-September when PCAs returned to Aspen Crest.

Maintenance

The parking lot has been restriped.

Supported Employment

One client is working at Overholt Truss. He was deemed essential personnel and worked his regular schedule. Another person has returned to work at "Look" Truss in June; both are doing janitorial maintenance. A client who was employed by the Town of Cedaredge, watering and caring for the flowerpots and flowerbeds on Main Street was laid off temporarily with the understanding he can return when it is safe to do so.

An individual was working at the Montrose Wendy's Restaurant was laid off in March but returned in June.

One client has been employed at McDonalds for 23 years was laid off from March until 16 July. Another has been employed at Delta Hardware for 22 years was laid off in March and returned in June.

The person who had been employed at Pizza Hut for 11 years, became ill in December and has been unable to work since that time.

Transportation and Medical

Both the transportation and medical departments do an outstanding job supporting the programs.

Aspen Crest has received a new bus through a grant from Colorado Department of Transportation. This vehicle is awesome. It can accommodate two wheelchairs and eight other persons in seating. Its primary purpose is transportation to and from Aspen Crest but it is also available for daytime outings.

One driver in the transportation recently resigned for health reasons.

The Medical department lost the previous RN, but another RN has been hired. She is in the medical office two days a week. She also checks on Hillview and PCAs as needed.

A medical clerk has been hired.

Respectfully submitted,



Georgiana Russell

Delta Adult Services Director

MONTROSE ADULT SERVICES

Just as with the rest of the world, the world of Adult Services nearly stopped spinning on its axis when the pandemic hit in mid-March. For the past six months, nothing is as it used to be. Residents of our group homes have been mostly sheltered in place. Our day program site Park Place, has until very recently, been silent from the normal cacophony of laughter and commotion created by its participants. It is slowly coming back to life. Our agency store, Second Impressions, shuttered for a few months in the spring, has just begun to open its doors to the public. While clients of our Supported Living and Personal Care Alternative (PCA) programs have begun to have freer rein in the community, community activities are naturally limited due to the pandemic. However, there is a bright spot in all of this. Through it all, we have done an excellent job of keeping our clients healthy. This is due to the incredible care and dedication of our direct support staff. When faced with the challenges imposed by the pandemic, our staff have risen to the occasion by providing fearless and consistent care to those they support. For this, we are incredibly grateful.

Although the onset of the pandemic in March stepped on the brakes of many of our services, most nonetheless continued to be provided but in different forms. This is particularly true of day programs services. These services have changed- at least temporarily- in the way they are being delivered. In compliance with memos from HCPF, we immediately began providing specialized habilitation day program services in our Group Homes. As the months have worn on, we are now providing limited day program services at Park Place. Staff and clients must follow very strict COVID safety guidelines, and we are very limited as to the number of people we can serve at the site and how many can be transported at a time in our vehicles. While residential services continue pretty much as normal, after six months of “Stay at Home” orders from the State, group home residents have grown increasingly anxious to be able to venture out into the community again. Clients who live in our PCA program have freer access to the community but with it the responsibility to wear masks and practice social distancing.

Along with the pandemic came a flurry of administrative and programmatic expectations revolving around health and safety. Much time has been spent over the months keeping up with and implementing health directives pertaining to signage, sanitary practices and virus control, and human resource issues. Under order from the Colorado Department of Public Health and Environment (CDPHE), we were required to develop an “Isolation Plan” for each of our group homes. Once these were submitted, representatives from CDPHE followed-up in the spring with on-site survey of our homes to ensure that the practices outlined in the plans were being adhered to. Later in the summer, CDPHE did an over-the-phone review of the COVID safety measures being followed at our PCA program. Both surveys were very successful and attested to the record we have maintained in keeping our clients healthy and safe.

Organizational changes in our Supported Living Services (SLS) program have been made this past year that were unrelated to COVID-19. On January 1, 2020, the program officially discontinued providing several long-time services- Homemaker, Personal Care and Respite. This action was taken due to several factors, insufficient funding rates being primary. Also, on July 1, the SLS program was moved under the management direction of the Park Place Day Program Senior Manager. While this restructuring was due in part to financial reasons, as it was a cost-cutting measure, it was primarily executed in order to help with the continuity of service delivery.

A very difficult decision was made this past summer to close our Glencoe Group Home in Olathe. The goal was to close it by October 1, depending on how long it takes to relocate all the residents. In our continuing struggle with funding limitations and cuts, the agency expects that the closure of the home will help reduce our overall operating expenses. We are in the process of securing the best alternative residential placements for the clients. We also hope to be able to keep all Glencoe staff employed in one of our other homes or programs.

Despite the pandemic and all the changes that have accompanied it, we are fortunate to have been able to maintain strong staff teams in our programs; staff turnover has been relatively low. And we were blessed with 4 Direct Support Staff at two homes who willingly stayed on shift 24/7 for days when clients had suspected COVID and the homes were quarantined.

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

RESIDENTIAL (Group Homes and Personal Care Alternatives)

The Montrose Residential Program currently supports 42 adults in a variety of homes that best suit the needs of the residents. Five “group homes” in the county and city that are licensed by CDPHE offer 24-hour support to 35 individuals at present, Each home supports six to eight male and female 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. Staff support them not only with their personal needs but also engage them in activities, both in and out of the home. “Community inclusion” – getting individuals we support engaged with their community- is something we work at as a cornerstone of our service delivery model. However, during this time of pandemic, access to the community by group home residents is tightly regulated.

For clients who are more independent, we offer residential support in our Personal Care Alternative (PCA) program. Three agency-owned homes, along with one home we lease, support 1 or 2 residents each (one houses a married couple) and offer staff support at different times of the day; however, there is no overnight staffing. The seven current residents of the program mostly need help with cooking and domestic skills, shopping, budgeting and transportation.

PARK PLACE (DAY PROGRAM SERVICES)

In “normal” times (whatever that is!), Park Place supports approximately 100 participants in its several programs. Operating four days weekly (Monday-Thursday), Park Place is normally a center of much activity, as people socialize with friends and engage in the myriad of activities that are offered daily. 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 high school students with special needs during the school year.

A major program focus at Park Place is the Supported Community Connection (SCC) program. As its name implies, the intent of the program is to connect the participants to the community. Attendees choose from a menu of activities offered daily, such as visits to the recreation center, local museums, parks, and many other locales developed from participant interests.

“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. Creative staff are always exploring ways to engage the participants in activities that add value to their lives, and the outdoor area offers room for bicycling, basketball and other activities. Food raised in the garden area are used in cooking classes.

The Supported Employment (SE) Program prepares individuals for work both in the competitive job market and in a supported group. For those individuals with the interest and skills to work in a community job, a Job Coach assists them in securing jobs, training them on-the-job, and helping them through difficulties they might encounter. For people who are not quite ready for regular employment, an opportunity exists for them to work in a group, supported by a Job Coach, at our agency store, Second Impressions. A supported group that has been based at 3M Corporation in Montrose has been suspended until 2021, due to COVID. Workers in Supported Group Employment 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 group model will end within the next five years or so. If so, many of the approximately nineteen workers engaged in groups now may never find further employment due to personal and market barriers. Individuals who might want to work in the future but are not, for various reasons, ready for actual employment, can develop soft job skills and basic skills necessary to begin the path to employment in the Prevocational Program.

We have always had a strong Supported Employment program, but the pandemic has put its viability at risk. High local unemployment, including the closure of one of the largest businesses in Montrose, currently presents significant barriers to securing meaningful jobs for our clients.

SUPPORTED LIVING SERVICES (SLS)/CHILDREN’S EXTENSIVE SUPPORT (CES)

Our Supported Living Program (SLS) offers a smorgasbord of services to individuals who live with their families or on their own. Services can include not only any of the day program services outlined above but also non-medical transportation, dental, peer mentorship, assistive technology and home modifications for accessibility. Approximately 70 people are served through this program, roughly split between the Delta and Montrose areas. The SLS waiver can purchase any of the day program services offered at Park Place.

As the day program site has been expanding following the shutdown in March, our priority has been to offer on-site services to people in SLS, as they have been mostly isolated from program services during the shut-down. About half of the participants normally attending Park Place are enrolled in SLS.

The Children’s Extensive Support (CES) program offers a menu of supports to children under the age of 18 who have significant medical and/or behavioral issues and developmental disabilities. Specialized medical equipment or home modifications can be purchased through this waiver, along with other supports involving parenting and other needs. “Family Caregivers”- generally the parents of the child- are COI employees that work with the agency to get the children’s needs met.

SECOND IMPRESSIONS

Our agency thrift and consignment store, like most retailers, has suffered from the blows of COVID. Following a nearly three-month closure beginning in March, the store is now open to the public on a very limited basis. A group of individuals from our residential and SLS programs continue to work there in Group Supported Employment, along with several client employee Retail Associates. Very strict COVID safety practices are followed.

ACCOMPLISHMENTS

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

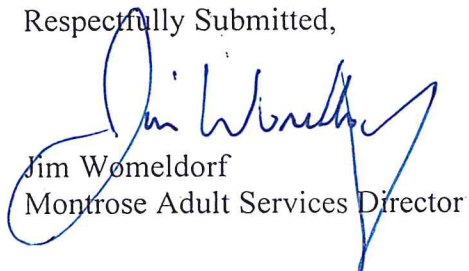
- Through safe practices at our homes, we have successfully kept all our residential clients COVID-19 free.
- We had a very successful on-site CDPHE Isolation Plan survey of our group homes.
- The CDPHE distance review of our COVID-19 practices at our PCA program was also very successful.
- We have maintained relatively strong staff teams with less than normal turnover during the pandemic.
- The reorganization of our SLS Department has helped streamline communication and services.
- Development of several raised bed gardens and planters at Park Place day program site thanks to local grants.
- Our fourteenth annual Mountainfilm on Tour fundraiser event last fall at the Pavilion was very successful.

CHALLENGES/THE YEAR AHEAD

It goes without saying that 2020 has been a year of unforeseen challenges. The pandemic has considerably exacerbated funding issues and will have a long-term effect that will have to be dealt with. While our immediate concern is that of keeping our clients safe from COVID and providing what services we can, our longer-term future concern is one of survival. Client attrition, program cuts, waiting list freezes, the health of our overall economy and the ongoing pandemic all contribute to a perfect storm that threatens to disrupt IDD services, not only for us but for rural boards throughout the state. We will have to continue finding more and service paradigms that will reduce expenses.

Despite the pitfalls and challenges, we will continue to provide quality services to the many people we support. This is made possible by our very creative and dedicated management team and the incredibly caring direct support staff that have committed themselves to enhance the lives of the people they support.

Respectfully Submitted,



Jim Womeldorf
Montrose Adult Services Director

Department of Finance and Business Operations

Fiscal Year 2020 was a wild ride culminating in reacting to a pandemic that impacted programs, staff and finances. From mid-March 2020 to the end of the fiscal year programming was mostly suspended and all operations completely altered.

Enrollment figures in our Medicaid Waiver programs saw changes over the year. Our Comprehensive waiver had eleven enrollment changes with a net increase of one additional person served. On January 1, 2020 we relinquished our Home Care Class B license transferring that service provision for about 45 individuals to Home Care Agencies licensed to provide those services. This major change only impacted the total numbers served in the Supported Living Services waiver over the year from 76 to 71.

Our financial audit for FY19 returned one new finding in listing our agency with a "Going Concern" note to our financial statements. The two primary reasons for this was our deteriorating financial condition from several years of bottom-line losses and two loans coming due in the next fiscal year with insufficient funds to cover them if they are not renewed. Medicaid rates in FY20 remained static until the COVID-19 pandemic impacted our system in the Spring20. Attempting to mitigate the impact caused by program restrictions, the State implemented several financial measures that attempted to replace lost service revenue. While short-term, these measures provided relief from pandemic financial impacts through fiscal year-end. Other income sources, like the CDOT vehicle grant, did bring about a positive net income for the year and the maturing notes will no longer be an issue as one will be paid off and the other refinanced. The audit for FY20 will provide further information whether the Going Concern finding remains an issue.

Other items of note during the year included: hiring an Assistant Director of Finance in October (welcome aboard Kevin Sowder!), an audit by the Social Security Administration of client benefit funds we are responsible for managing, which resulted in complementary remarks on our fiduciary obligations; implementing Colorado Labor law changes including both an increase in the minimum wage on January 1, 2020 and new thresholds of classifying employees as exempt from overtime. The latter ruling has caused all but about a dozen staff to become hourly now and subject to overtime. On January 1 we also implemented a new partially self-funded health insurance plan that utilizes a reference-based pricing model to try reducing the cost of our mandated insurance. Facility maintenance, which always has more identified need than available funding, saw major projects with several bathroom remodels, new windows, new boilers and more that a few new hot water heaters, as well as a major sewer project at one of our facilities. The River Meadows modular was also sold as it no longer fit our residential needs and a decision to close one of our group homes in early FY21 was made.

As we cross into FY21 with a decrease in our Medicaid rates, transitional funding to mitigate the pandemic impacts coming to an end and the uncertain future of how services can be provided in a pandemic of unknown duration, there are many negative obstacles ahead. There are positive aspects too. We were successful in obtaining a Payroll Protection Plan loan and the State continues to work on alternative day program options. Reacting positively to issues as they coalesce this coming year will be the key to continuing to meet the needs of those who depend on our services and supports.

Respectfully submitted,

Steve K. Dahlman

Director of Finance and Business Operations

Human Resources and Safety

Over the past year, the HR Department has seen a change in the occupancy of the HR director position, which was effective on July 1, 2020. Chris McDonald took on a new part-time role as the Director of Special Projects, where she has been busily working on a big marketing project to recruit new host home providers. She will also be working on the tedious project of reviewing and updating our job descriptions and policies & procedures, which have been on-going projects for the last several years. With several new labor laws going into effect January 1, 2021, Chris will be of great assistance to the HR department in getting all these new laws documented into our employee handbook and reviewing the handbook for any needed changes or additions.

The new HR Director is Stacy Clifford, who promoted from the HR Manager position. January 2021 will be Stacy's fourth year of employment at COI. Stacy has 14 years of human resources and recruitment experience and holds a Master's Degree in Human Resources Management. Currently the HR department consists of:

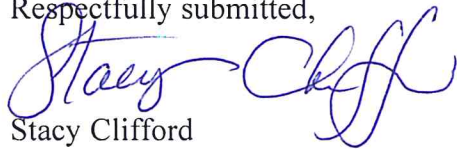
Stacy Clifford – HR Director
Bob Marisette – HR/Safety Advisor
Midge Pruitt – Administrative Assistant
Aimee Pruitt – Administrative Assistant

Additional highlights from the HR and safety worlds:

- HR worked with the job coaches to implement a new onboarding process with our clients who work for us (supported employees). We audited their personnel files to make sure all necessary documents were complete, and we secured any missing documents. We started a “new hire” process for all new supported employees, which will ensure that the necessary paperwork is completed before they begin working. Bob developed a safety handbook and some training materials specifically for our supported employees.
- The new Colorado Overtime and Minimum Pay Standards Order (COMPS Order) went into effect January 1, 2020. One of the major components of this order that impacted us the most was the expansion of the salary requirements that designates if an employee is exempt from overtime. Because of this change, about 15 employees moved from being salaried employees to being hourly employees.
- Spring arrived with a vengeance and brought a wild pandemic with it, which made the rest of the year one big blur. COVID-19 changed the way much of our jobs have been performed; however, cooperation between facilities/programs, medical/nursing office, HR/safety, and administration have allowed as many services as possible to be performed and still keep staff and clients as safe as possible. HR had a big task of grasping and staying abreast of the quickly changing COVID-19 related federal/state laws and mandates. Due to COVID-19 we completely re-vamped our new hire process, which moved from an in-person process to an entirely remote process. All new hire forms and documents were converted to electronic formats.

- We had a total of 11 Work Comp cases over the past year with an overall cost of \$47,034, which is \$20,023 less than last year, \$69,466 less than 2 years ago and \$153,979 less than 3 years ago. What a great trend!
- Bob completed his work with Scott Hawkins, Montrose County Safety Manager, to get all of our facilities set-up on a “reverse 911” program.
- Aimee and Midge have been busy keeping the front desk fully functioning even though the doors at the Admin Building have remained locked during COVID-19. Aimee has been working diligently with Chris McDonald in revamping our Policy and Procedures Manuals. Aimee has recalled the old manuals from managers and directors and put together new manuals, which are complete with all the new and updated P&Ps. They have also added many documents such as copies of the employee handbook, safety handbooks and training materials to each manual. Hopefully, soon we will be able to move to an electronic storage system for all our P&Ps, which would make updating and replacing the P&Ps a less daunting task.

Respectfully submitted,



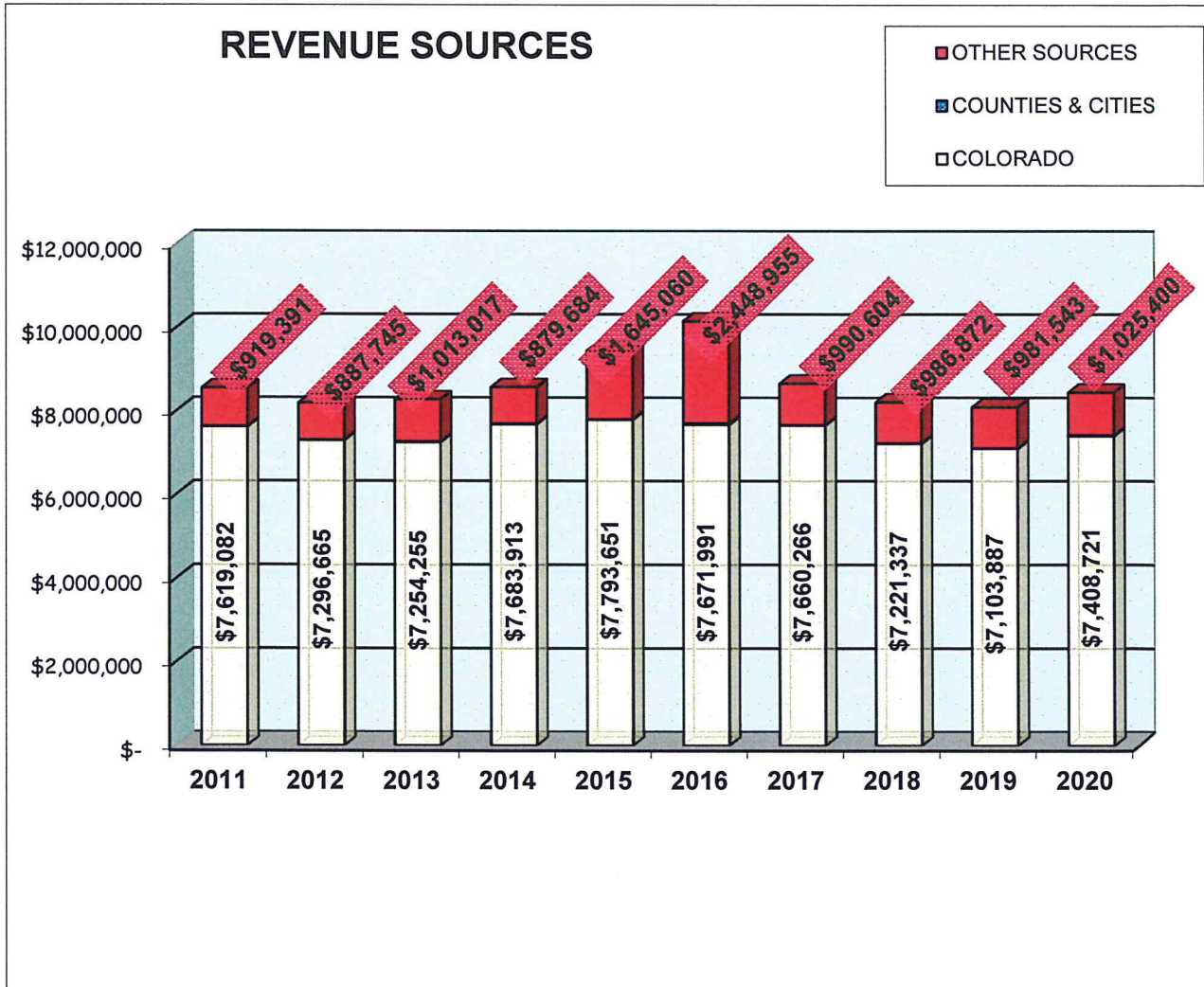
Stacy Clifford

Director of Human Resources & Safety

**COMMUNITY OPTIONS, INC.
STATE TO TOTAL REVENUE
ENDING FY 2020**

YEAR	COLORADO	COUNTIES & CITIES	OTHER SOURCES	TOTAL	COMMUNITY OPTIONS	
					STATE %	COUNTIES & CITIES %
2011	\$ 7,619,082	\$ 11,425	\$ 919,391	\$ 8,549,898	89.11%	0.13%
2012	\$ 7,296,665	\$ 10,000	\$ 887,745	\$ 8,194,410	89.04%	0.12%
2013	\$ 7,254,255	\$ 10,500	\$ 1,013,017	\$ 8,277,772	87.64%	0.13%
2014	\$ 7,683,913	\$ 13,000	\$ 879,684	\$ 8,576,597	89.59%	0.15%
2015	\$ 7,793,651	\$ 12,250	\$ 1,645,060	\$ 9,450,961	82.46%	0.13%
2016	\$ 7,671,991	\$ 36,750	\$ 2,448,955	\$ 10,157,696	75.53%	0.36%
2017	\$ 7,660,266	\$ 12,500	\$ 990,604	\$ 8,663,370	88.42%	0.14%
2018	\$ 7,221,337	\$ 12,500	\$ 986,872	\$ 8,220,709	87.84%	0.15%
2019	\$ 7,103,887	\$ 9,000	\$ 981,543	\$ 8,094,430	87.76%	0.11%
2020	\$ 7,408,721	\$ 16,500	\$ 1,025,400	\$ 8,450,621	87.67%	0.20%

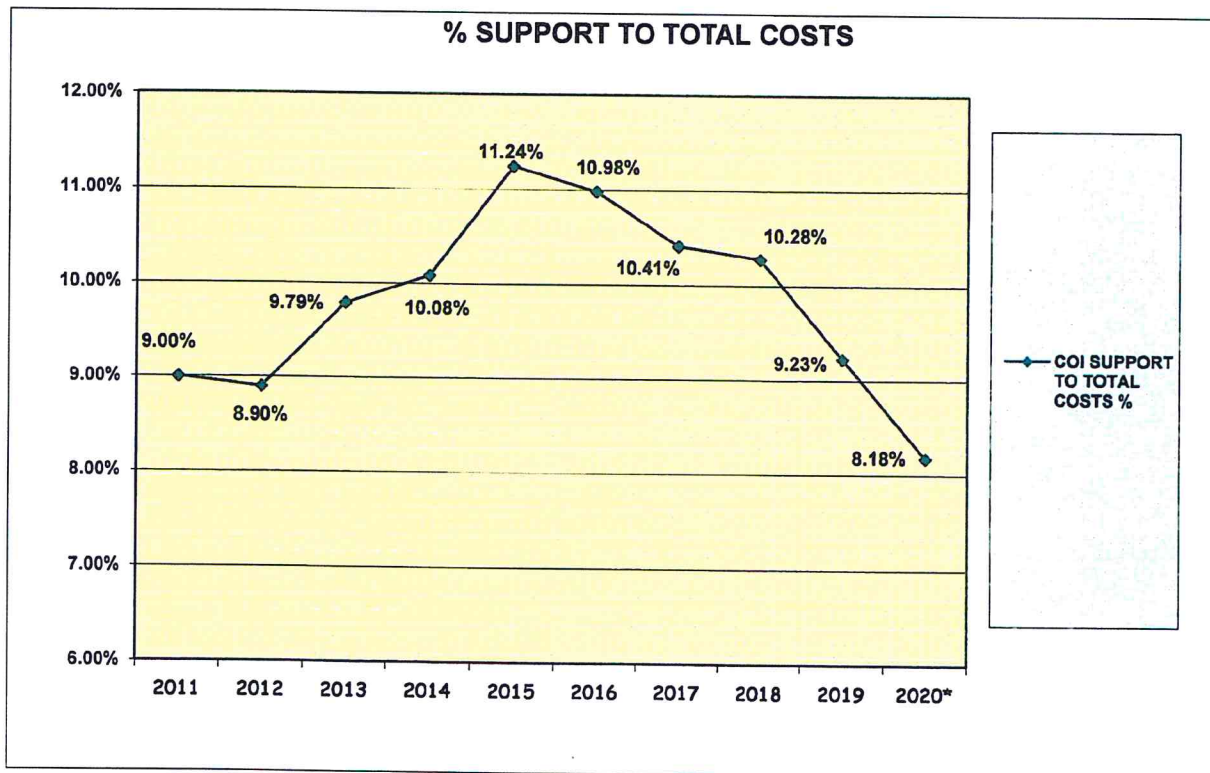
* Amounts from draft audit financials



**COMMUNITY OPTIONS, INC.
SUPPORT TO PROGRAM COSTS
ENDING FY 2020**

YEAR	PROGRAM COSTS	SUPPORTING COSTS	TOTAL EXPENSES	COI SUPPORT TO TOTAL COSTS %
2011	\$ 7,766,949	\$ 768,122	\$ 8,535,071	9.00%
2012	\$ 7,595,601	\$ 741,748	\$ 8,337,349	8.90%
2013	\$ 7,568,615	\$ 821,411	\$ 8,390,026	9.79%
2014	\$ 7,582,377	\$ 850,312	\$ 8,432,689	10.08%
2015	\$ 7,759,257	\$ 982,684	\$ 8,741,941	11.24%
2016	\$ 7,846,680	\$ 968,114	\$ 8,814,794	10.98%
2017	\$ 7,780,850	\$ 904,414	\$ 8,685,264	10.41%
2018	\$ 7,744,353	\$ 887,390	\$ 8,631,743	10.28%
2019	\$ 7,619,769	\$ 774,807	\$ 8,394,576	9.23%
2020*	\$ 7,722,869	\$ 687,876	\$ 8,410,745	8.18%

* Amounts from draft audit financials

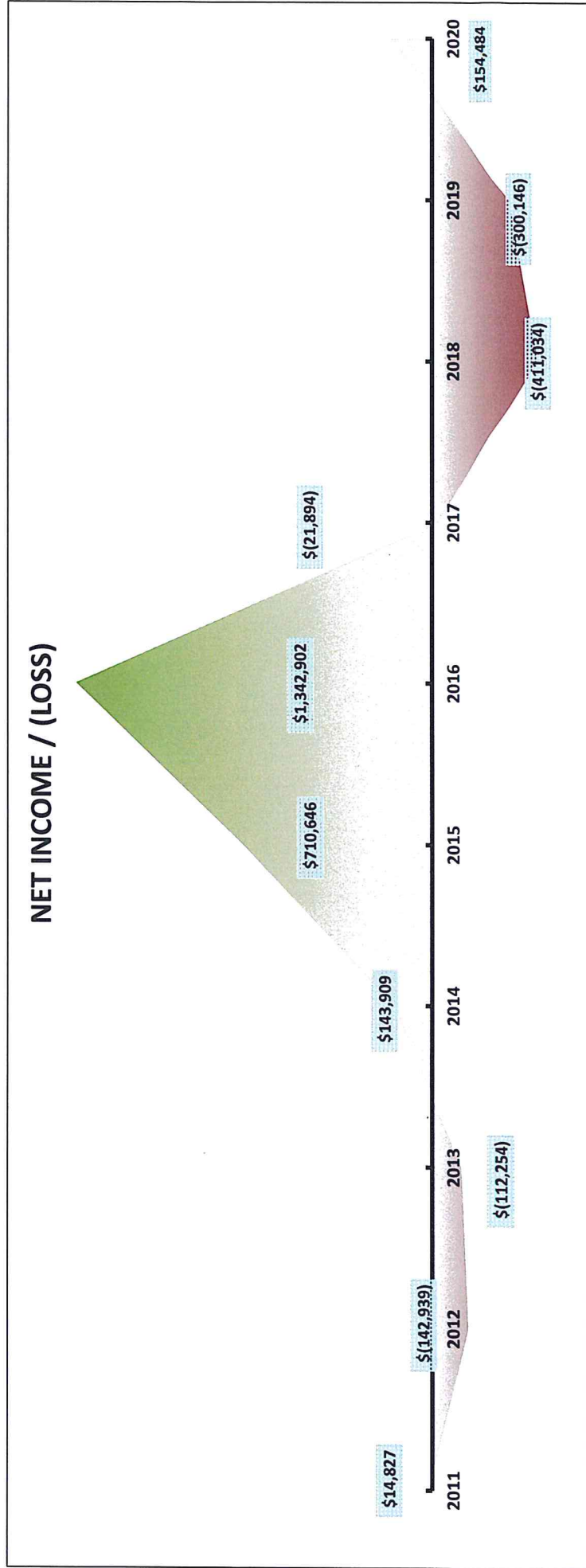


COMMUNITY OPTIONS, INC.
PROGRAM REVENUE & NET INCOME COMPARISON
ENDING FY 2020

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)
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	\$ 8,631,743	\$ (411,034)
2019	\$ 21,186	\$ 5,867,583	\$ 168,375	\$ 790,796	\$ 959,171	\$ 53,289	\$ 321,898	\$ 110,763	\$ 543,766	\$ 216,774	\$ 8,094,430	\$ 8,394,576	\$ (300,146)
2020	\$ 29,774	\$ 6,340,681	\$ 134,486	\$ 740,971	\$ 875,457	\$ 75,318	\$ 282,679	\$ 122,948	\$ 457,309	\$ 266,454	\$ 8,450,620	\$ 8,296,136	\$ 154,484

* Amounts from draft audit financials

**Gains on real estate transactions



**COMMUNITY OPTIONS, INC.
ASSETS AS DEBT & EQUITY
ENDING FY 2020**

YEAR	CURRENT LIABILITIES	LONG TERM LIABILITIES	FUND BALANCE	TOTAL ASSETS
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	\$ 1,730,221	\$ 4,176,740	\$ 7,003,915
2019	\$ 1,568,727	\$ 949,944	\$ 3,876,594	\$ 6,395,265
2020*	\$ 2,740,121	\$ 747,031	\$ 4,031,079	\$ 7,518,232

* Amounts from draft audit financials

