

COMMUNITY OPTIONS, INC.  
FORTY-SIXTH ANNUAL REPORT  
2018

*Empowering Abilities*

46th Annual Meeting  
Montrose Pavilion  
October 9, 2018 7:00 PM



## Keeping the Wolf from the Door

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. At the time, I'm sure many people thought I was "crying wolf". But now, two years into that increase, our predictions, calculations, and fears have all been proven to be accurate. And while that wolf is not yet exactly at our door, he is certainly circling the neighborhood.

In reality, the increase in the minimum wage has exacerbated forces set in motion by the state 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 85% of the cost identified by the contractor. So right out of the chute, we were 15% in the hole, and if you figure that the Consumer Price Index (CPI) has gone up an average of 2.5% each of those 10 years, that puts our rates at about 40% less than our current cost for providing services.

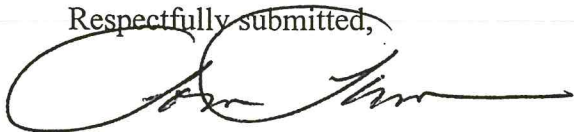
The second major change implemented in 2008 was that the state started managing the allocation of enrollments into services on a statewide basis. The number of people we are allowed to serve in what we call our Comprehensive services (or HCB-DD Waiver) is capped by the state, and there is a waiting list for those services. Prior to 2008, if a person receiving those services moved out of our area 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 direct services to 14 fewer people than we were ten 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.

With this historical context, one can see that the increase in the minimum wage, which will increase our payroll by approximately \$700,000 a year by 2020 (we're halfway there already), has compounded an already traumatic financial situation. And to add to this toxic mix, to provide health insurance for our employees, we also pay some of the highest rates in the nation. Since 2008 we have significantly downgraded the coverage offered by our insurance, while the premium has gone from \$553 per month per employee to \$898 per month, a 62% increase.

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, and not wanting to appear ungrateful, during the past legislative session the Joint Budget Committee and General Assembly approved a 6.5% Medicaid rate increase on some of the services we provide. Those increased funds are specifically targeted to improving the pay of our Direct Support Professionals, and we anticipate that the increase will cover about half of the minimum wage increase. This will certainly help, and we are certainly grateful for the support. But as stated previously, when you're about 40% in the hole, 6.5% only goes so far. 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 this past year, and will be the story for the coming year...a story that really started ten years ago. We finished last year with a sizeable budget deficit, and we expect to lose at least as much again this fiscal year. 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. For absent some significant assistance with revenues, the wolf is still lurking, and services to local citizens with intellectual and developmental disabilities are definitely at risk.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Tom Turner', with a long horizontal flourish extending to the right.

Tom Turner  
Executive Director



## CASE MANAGEMENT/CHILDREN'S SERVICES/FAMILY SUPPORT

We have had a relatively stable year with personnel in the Departments of Case Management; Service Coordination; Early Intervention; and Family Support.

Here is our team as of this report: Elaine Wood (Director of Case Management/Children's Services)  
Margaret Davey, Asst. Dir./EI Coordinator:

Adult Case Managers:

Doris McCauley  
Genevieve Ingersoll  
Michelle Rice  
Randi Latham  
Sarah Crawford

Service Coordinators:

Debbie Fischer  
JoAnn Stell  
Dee Woodard

Intake Case Manager/Family Support:

Chris Cagliostro

Family Support Manager:

Debra Anderson

In Service Coordination, the team has been trained and on board with the Go4It. The Service Coordinators have become proficient at using the EI Colorado State system, the Unicorn. Our EI Coordinator has worked hard with our important providers to become Medicaid providers, along with creating PARs in the system for those providers. 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.

The Family Support Services program has been successful in establishing an active Family Support Council. They have successfully put systems in place to meet the needs of the families following the Most In Need assessment process.

In adult Case Management there are always ongoing changes and movement. The issue of Conflict Free Case Management is ongoing. As stated last year, until the time comes when we know the final direction of where Case Management is headed, we will continue to proceed as normal. What the future brings is uncertain, but we do know that more change is ahead.

We continue to enroll people into the SLS Medicaid Waiver program. When available and approved by HCPF, we enroll individuals in to the DD waiver program.

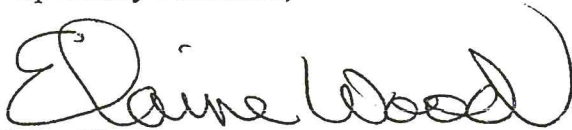
Case Management, Family Support and Children's services continue to participate in and support person centered thinking and planning. Individuals and families are empowered to choose providers, invite who they want to their plans, to direct their individual plan meetings, and choose those services that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

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.

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.

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 black ink that reads "Elaine Wood". The signature is written in a cursive, flowing style.

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.**

---



## **DELTA ADULT SERVICES**

### **Comprehensive Services Residential Host Homes:**

There are currently twelve host homes with a thirteenth home opening soon. That will result in nineteen clients being served in this program. A host home can provide services for one to three clients. Our program has a full-time manger and a twenty-hour coordinator. Seven of our homes are in Delta County and five are in Montrose County. This year, one person left the program to go to a group home in July. Another person came into services in August. 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 preferred to not 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 a coordinator who provide support to residents, as well as support and direction to staff. There is an R.N. on staff, in house two days per week and who makes herself available if any issues arise when she is not actually in house.

The Hillview team members work to make all aspects of the residents' lives enjoyable, and at the same time encouraging everyone to be as independent as possible. The residents were very excited to have a garden this year. They raised vegetables that were included in the menu, and they are looking forward to carving Jack-O-Lanterns using the pumpkins they grew. They also will have sunflower seeds to add to granola or for snacking.

Staff members maintain close relationships and communication with residents and their families. Clients 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 puzzles, games and movies available.

The ages of the residents vary, and their lifestyles as well. Some attend day program four days a week, some less frequently and some not at all. This past year one person moved to a Montrose home and another person came to Hillview from Host Homes.

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

There are ten 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. They go to Bill Heddles Center several times weekly to work out. They also do water activities there, and they participate in Special Olympics, Track and Field, Flag football, Softball, swimming and bowling. Clients went to Craig for the swimming finals and to Denver for the softball finals.

Folks in our PCAs also 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, and also participate in most of our regional festivals. The clients volunteered at Horizons for the Red Hat Society and served tea to the seniors. Folks in our PCAs also get to attend all the rehearsals at Magic Circle Theatre in Montrose. It's a wonderful opportunity for them.

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

Fifty persons are served at the Aspen Crest day program. We currently have three new persons in day program. Clients volunteer at Meals on Wheels, the Adopt a Highway Program and the Cedaredge Senior meal site. Two of the men we serve continue to volunteer at the Surface Creek Food and two ladies volunteer at the Cedaredge Animal Shelter. In addition, two people also volunteer at the Shelter Shoppe Thrift Store. For the third year in a row, we've had several people volunteer at the Pioneer Town for the summer season. We also have folks who volunteer at Horizons to assist residents with Bingo and sing for the residents once a month. A group also visited the Cedaredge fire department and the police department where they got some hands-on experience with equipment and learned how things are different from the perspective of the local first responders.


The new K-9 dog and Officer came for an introductory visit and will set up another visit doing an attack demonstration. The Cedaredge Police, Fire and Ambulance came and visited and let clients look at the vehicles and equipment and gave rides.

We had several community members volunteer at Aspen Crest. They presented a program honoring veterans and first responders. The mayor also attended the veteran's memorial ceremony. In return, the clients painted poppies that will be presented to the persons from the memorial ceremony. The Hotchkiss Creamery has donated space for clients to display artwork. The American Legion in Olathe has provided their building for in-service classes and for clients to eat lunch when they are in the area. Both the transportation and medical departments do an outstanding job supporting the programs.

**Supported Employment**

One person we serve obtained a job at Overholt Trusses this year, while another was hired by the town of Cedaredge to plant and water the flowers in the beautification program. There are several additional new jobs pending.

Respectfully submitted,



Georgiana Russell  
Director, Delta Adult Services



## MONTROSE ADULT SERVICES

The state of Adult Services in Montrose is, for the people we serve, alive and well. Despite the ever-increasing challenges we face with funding, increased expectations from the State, staff shortages and other obstacles that present themselves along the way, we continue to provide quality services and supports to the adults who participate in our residential and day programs. How we manage to do this, however, is becoming increasingly more difficult. While we continue to wrench down on our budgets, the expenses we have managed to decrease don't keep up with the decrease in the revenue stream. Thanks to the creativity and fiscal frugality of our management team, along with the passionate care provided by our direct support staff, we can still proudly say that, through an array of residential, vocational, habilitative and community-based supports, our clients are able to lead meaningful lives as part of their communities.

The service model of "community inclusion" is one that we continue to further develop. We are always seeking ways to involve the people we serve in the fabric of community life. For those who live in our residences and receive residential support, this might mean going shopping, going on picnics, trips to Grand Junction, sewing lessons, and a myriad of other community activities. We were able to get a few clients to Denver and Colorado Springs for trips to baseball games, the zoo and the aquarium. The Park Place Day Program is a hub from which clients are offered a smorgasbord of weekly community activity choices from which day program participants can choose. Some of these activities are trips to the recreation center, museums (Montrose and Grand Junction) and the library.

As per our value statement, we strongly believe that "everyone has something to contribute." Employment and volunteerism are two major ways by which we put this to action, as we believe that our clients do have a lot to offer our community. Community jobs, both individual "competitive" jobs and jobs on our two enclaves- one at 3M Corporation and the other at our store, Second Impressions- provide meaningful employment, a paycheck and a boost to the workers' self-esteem. If work is not an option for a person, we have a number of volunteer opportunities for those who want to give back to the community. Volunteers spend time at Sharing Ministries, Christ's Kitchen, the Montrose Library and Montrose Memorial Hospital.

Staffing remains an area with which we will likely always struggle, as the wages we are able to pay don't nearly compensate for the demands and responsibilities of direct support care. While we experience brief periods of being nearly fully staffed, periods of crisis-level staff shortages seem to dominate the year. However, most programs have maintained a very strong core group of staff that somehow get us through the droughts.

To complement our staff team, we have attracted some very dedicated volunteers that provide coaching for Special Olympics, bring unique experiences in art to Park Place day program participants, and involve our musically-inclined clients in a community church music group that also performs at some of our events.

We were able to purchase a new building for our Second Impressions consignment/donation store in Montrose. Not only has the store won accolades as the "Best Thrift Store" from a local publication, but it also offers a unique employment opportunity for four clients that serve as Retail Clerks and for an enclave of workers in our prevocational program.



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

### RESIDENTIAL (COMPREHENSIVE)

We currently support fifty clients in our residential program. Of these, 38 men and women live in the agency owned group homes in Montrose City/County. These licensed health facilities (CDPHE) offer 24-hour support due to the generally higher needs of the residents in all aspects of their lives. The remaining twelve live in our "PCAs" (Personal Care Alternatives) that consist of three agency owned houses along with five apartments the agency rents. One person lives in her own apartment she has with a lease from another agency. PCAs cater to individuals who are more independent and don't require staff on-site or overnight staff. The oldest person we currently support just turned 90 this past year; the youngest is now 21.

### PARK PLACE (DAY PROGRAM SERVICES)

Our beautiful "Park Place" building and program is now nearing its third year of operation. Park Place offers an array of services to approximately 100 participants, Monday-Thursday. All 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 skills, physical health, creative and social skills. Many activities are structured as classes, others are more individualized. 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 want to work in some capacity but are not ready for individual jobs in the community. In addition to classes presented at Park Place in job-related topics, clients are given the opportunity to work on one of our enclaves at 3M Corporation and Second Impressions. For individuals who want to work in a competitive job in the community, the Supported Employment Program provides all the job preparation, job finding, and on-the-job training that is needed to help the person get into the job of their preference and skill level and succeed. Some of the jobs clients are currently working in include flower watering for the City of Montrose, janitorial work at one of the movie theaters, Walmart, Burger King, Second Impressions, and two local laundries.

This past year we were able to finish the outdoor area that is now set up with a wheelchair swing, basketball, ball toss and tetherball equipment. It has proven to be a good site for fundraising activities, dances and other events.

## ACCOMPLISHMENTS

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

- Our Training Nurse developed the new curriculum for COI to become an Approved Training Entity (ATE) for teaching medication administration.
- Purchase of the new store for Second Impressions
- Continued development of our Park Place facility and site
- Another successful Mountainfilm on Tour event at the Montrose Pavilion
- Continued expansion of activities centered around community inclusion

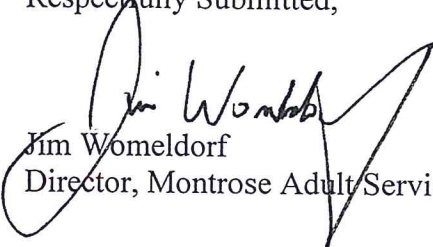
## **CHALLENGES/THE YEAR AHEAD**

The concepts of community inclusion and “normalization” dictated by the Medicaid Final Settings Rule will dominate how we continue to deliver services, now and in the future. As part of this, getting all staff trained in Person Centered Thinking is a goal we will be working toward. We will also be implementing changes in residential support, the major of these being a residential lease agreement stipulated by the Final Settings Rule; however, we cannot do this until we get guidance from the State (HCPF).

We will also look at the configuration of our Group Homes and examine the most fiscally efficient ways we can support the various needs of the residents. Generally, we to continue to examine all of our service models to see how we can create sustainability for the years ahead.

Most essential for everything is our ability to maintain a committed, strong management team, which then filters down to the foundation of our services- our direct support staff. Good staffing is the key to all of what we do. With it, we can all pull together and find solutions to all our challenges. What is clear is that services in the future- perhaps not within the next year but certainly within a decade- might look quite different from the present, but we will continue to provide them in the best way possible.

Respectfully Submitted,



Jim Womeldorf  
Director, Montrose Adult Services



## DEPARTMENT OF COMMUNITY SUPPORTS

The Community Supports Department of Community Options, Inc. provides services for folks with intellectual/developmental disabilities via four programs: (1) the Supported Living Services Waiver (SLS) program (Medicaid funded), (2) the State Supported Living Services (State SLS) program (State funded), (3) the Children's Extensive Support Waiver (CES) program (Medicaid funded), and (4) the Omnibus Budget Reconciliation Act – Specialized Services (OBRA-SS) program (State funded).

The SLS programs provide services to adults who are responsible for their own living arrangements. SLS folks may be living independently with limited supports, or they may be receiving additional supports from family members or other sources. Currently, COI serves 62 individuals via the SLS Waiver and 18 individuals via the State SLS program.

The OBRA-SS program provides specialized services to individuals who live in nursing facilities. Currently, COI serves 2 individuals via the OBRA-SS program.

The CES program provides services to children through the age of 17 with intense needs who live in the family home. The integration of our SLS and CES programs is a natural fit, as our CES kiddos typically “age out” or transition into our SLS Waiver program. Currently, COI serves 7 individuals via the CES Waiver.

With the elimination of the SLS waiting list in 2014, and given the ever-changing needs of the folks we serve, building capacity to meet our clients' needs has been a challenge. In response to this changing landscape, we have restructured our department. Our team now includes Romiea Blair, as Service Manager, Flora Walls, as Administrative Manager, and Heather Lanford as Coordinator. We are also working together with our day program directors, managers and staff to provide transportation, supported community connection and respite services for our folks. We continue to hire family members as Family Care Providers, and additional staff at the recommendation families, in our efforts to provide consistent, person-centered, quality services for each and every client.

Our team is dedicated to supporting valued relationships with our clients and their families, and to engaging in meaningful community outreach for our special needs folks. We thank our clients and families for their help and support. We thank our hard-working staff for their continued efforts.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Audrey Gauna". The signature is fluid and cursive, with a large initial "A" and "G".

Audrey Gauna

Director of Community Supports

---



## DEPARTMENT OF FINANCE AND BUSINESS OPERATIONS

Enrollment figures in our Medicaid Waiver programs continued to decline during the fiscal year. The Comprehensive Waiver enrollees saw a decrease over the fiscal year—from 98 down to 95 of which 11 receive residential services from other agencies. Enrollments in Supported Living Services continues to drop—down from 76 last year to 67. The Children’s Extensive Supports waiver has decreased by half and now down to 6 children. Medicaid rates for FY18 increased 1.4%. The \$145,000 of mandatory minimum wage increases during FY18 were the only wage increases and bonuses we could grant. State program revenues in Family Support stayed the same and State SLS revenue dropped by nearly \$50,000. Revenue decreases are making it difficult to support sufficient compensation packages to recruit and retain our valuable employee assets.

Early FY18 saw the completion of the landscaping and parking area at Montrose Park Place campus and even a street sign! The Capital Campaign that paid for this activity wound down over FY18 and a new campaign focused on both increasing public relations regarding who COI is and what we do, as well as assisting with operational funding shortfalls. In August 2017, a building with a better retail location was obtained to house our consignment store, Second Impressions, and the move was made in January 2018 after remodeling.

FY18 saw many on-going challenges in our operating environment that required special efforts to meet. The new State Medicaid billing system and Bridge system housing Case Management data has been assimilated and receivables and data errors are mostly behind us now. A new Performance Audit created by State Senate Bill 16-038 conducted by the State Auditor’s Office has been ongoing most of the fiscal year with completion scheduled for late 2018. Our Early Intervention program continues to see significant changes in operations and State expectations. Additionally, the Conflict Free Case Management issue has shifted from discussion to implementation with the submission of a required Business Continuity Plan, and the approval of a rural exception to continue providing both Case Management and direct service for several more years. Health insurance coverage and cost continue to be a challenge. We changed insurance brokers and all insurance carriers at the end of the year because of that challenge. Much work was also done preparing for changes made in our compensation schedule and our leave benefits implemented July 1, 2018.

Increasing complexity, compliance and operating costs coupled with flat rates and declining enrollment, continue to present challenges to our agency. There was some positive change in the approval of increased Medicaid rates—1% across the board effective 7/1/18 and a 6.5% increase effective March 1, 2019 on services provided by Direct Service Professionals.

Respectfully submitted,



Steve K. Dahlman

Director of Finance and Business Operations

## **DEPARTMENT of HUMAN RESOURCES AND ADMINISTRATIVE SUPPORTS**

### **HR Accomplishments for 2018**

- ✓ Spring of 2018 was spent revamping annual and sick leave which was implemented July 1, 2018 (see next year's report for update).
- ✓ Collapsed Quick Hire and New Hire into one event. Stacy Clifford, HR Manager, is arranging for hiring to occur as needed on a weekly basis.
- ✓ Day-in/day-out activities of the Director are being delegated to Stacy Clifford, HR. Manager.
- ✓ Director is still maintaining 32 hours a week but plans to continue the decrease in hours.
- ✓ Staff turnover from July, 2017 to June 2018 has been 18%. This is quite remarkable considering the changes we've experience in the past year.
- ✓ Referrals from staff are still the number one source for hiring staff.
- ✓ 15 resignations within 100 days between July, 2017 and June, 2018. This likely reflects some issues with our on-boarding process.
- ✓ Along with the business office, we have made some progress in rebuilding the salary schedule. So far, direct care staff payrates have been adjusted to reflect some space between DSP's, DSP II's and Coordinators (previously supervisors). More work is continuing on the rest of the salary schedule.
- ✓ Bob Marisette, Safety Advisor and Stacy Clifford, HR Manager have taken over the presentation of Respect in the Workplace, Bullying and Harassment. Bullying was recently added to the in-service schedule and is presented with a DVD followed by discussion.
- ✓ Stacy Clifford has been establishing e-files in place of hard copy personnel files although hard copies are still maintained.

### **HR Goals for 2019**

- ✓ Move FMLA to third party administrator.
- ✓ Continue work on the salary schedule so that as additional funding is available we can move into the new framework.
- ✓ Release Maintenance Department supervision to the business office with reorganization of the department with the loss of Tom Wilen to retirement.
- ✓ Continue to update HR related Policies and Procedures.
- ✓ Develop desktop manuals for each of our positions leaving detailed instructions on how to do each job.
- ✓ Issue new Employee Handbook no later than December, 2018.
- ✓ Revisit the on-boarding process with managers to assure implementation of such.
- ✓ Start succession planning for Administrative Team and other key positions.
- ✓ Continue to establish electronic personnel files for all new hires and work towards e-copies as much as possible for all existing staff. Scanning has been on the increase and is very successful.



## **2018 Safety Accomplishments**

- ✓ Workers' Comp premiums have dropped again, (about 6%: \$152,160 vs \$160,843) and we received a dividend of \$23,735.
- ✓ The total number of Work Comp claims dropped from 24 to 14 this past year. Cost per claim increased slightly due to one claim that skewed the numbers, approx. 5%, but due to the lower number of cases, the total costs were significantly lower, 36%.
- ✓ FMLA is transitioning to FMLASource, a third-party administrator offered through our insurance brokerage. This will move all FMLA tracking and responsibilities, etc. to an off-site vendor. This will improve the maintenance of all of the nuances and scenarios that FMLA cases can generate and provide a multi-access program for our staff.
- ✓ Active Shooter coping presentations have been conducted at the three major sites where such incidents may occur; the Allinson Building, Park Place and Aspen Crest Day Programs. An Active Shooter Drill, (Hide and Lockdown) was conducted at the Allinson Building with satisfactory results.
- ✓ Three in-services that Bob Marisette presents, Defensive Driving, Fire Safety and Safety Handbook, have been streamlined to be more concise without losing any vital information, allowing staff to spend less time away from their facility.
- ✓ The Emergency Operations Plan was updated to include Home Health Licensing.
- ✓ Expanded our Designated Provider selection list for Workers' Compensation from three to four.

## **2019 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.
- ✓ Continue to update safety-related policies and procedures and related documents.
- ✓ Finish and update the Safety Advisor's Desktop Procedures.
- ✓ Expand facility visitation/inspection to include PCA's and day programs once per month.
- ✓ Work with Maintenance on workorders that have a "Safety Concern" tag attached.
- ✓ Work with facility Managers and staff on what constitutes and genuine safety concern.

## **2018 Maintenance Accomplishments**

- ✓ The Maintenance Department provided oversight on the initial part of the parking lot at Park Place. The lot is wonderful but took a great deal of planning and design work to satisfy the City requirements. The turnaround area for transport is working very well, especially since the staff insisted that a "safety zone" be lined out to provide additional safety for clients and staff while loading and unloading.

## **2019 Maintenance Goals**

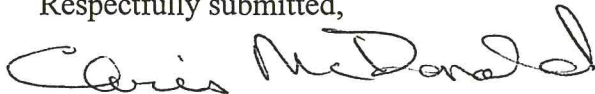
- ✓ Tom Wilen submitted his retirement resignation effective in August, 2018. As a result, the goals for the upcoming year are a bit less tangible at the time of this writing. We all congratulate Tom on his retirement and are grateful for his 28 years of services to COI. We all wish him well in the future.

- ✓ The Maintenance Department has been reorganized with Maintenance now reporting to Richard Seiferd, Assistant Financial Director. The two seasoned foremen, Damon Pace and Randy Hughes, have each been promoted and their job descriptions have been updated to reflect additional management duties as well as various administrative duties that Tom had handled in the past. Both gentlemen are thrilled with the new structure.
- ✓ Due to Damon promoting into more management responsibilities, a new vehicle worker will be hired to assist with the maintenance of the fleet.

As always, the following goals are in place for the maintenance department:

- ✓ Proactively maintain all licensed facilities up to or exceeding state survey standards so as to avoid filing of complaints and deficiencies on surveys.
- ✓ Get the work order database fully functional for all facilities. It is anticipated that this database will be fully implemented and utilized with the new leadership team in place.

Respectfully submitted,



Chris McDonald

Director of Human Resources and Administrative Supports

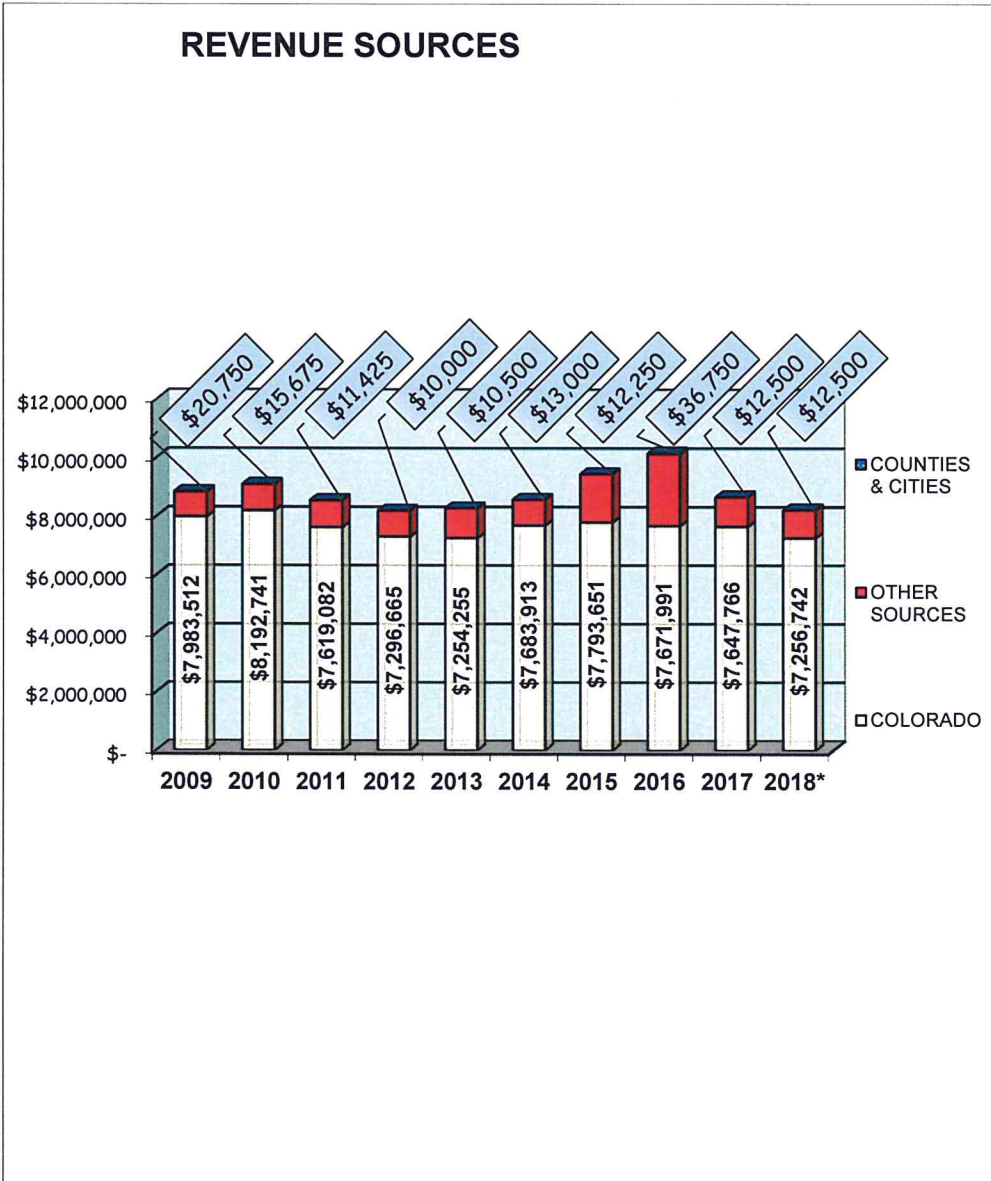
*Empowering Abilities*



**COMMUNITY OPTIONS, INC.  
STATE TO TOTAL REVENUE  
ENDING FY 2018**

YEAR	COLORADO	COUNTIES & CITIES	OTHER SOURCES	TOTAL	COMMUNITY OPTIONS	
					STATE %	COUNTIES & CITIES %
2009	\$ 7,983,512	\$ 20,750	\$ 839,833	\$ 8,844,095	90.27%	0.23%
2010	\$ 8,192,741	\$ 15,675	\$ 889,154	\$ 9,097,570	90.05%	0.17%
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	\$ 7,647,766	\$ 12,500	\$ 1,003,104	\$ 8,663,370	88.28%	0.14%
<b>2018*</b>	<b>\$ 7,256,742</b>	<b>\$ 12,500</b>	<b>\$ 951,278</b>	<b>\$ 8,220,520</b>	<b>88.28%</b>	<b>0.15%</b>

\* Amounts from draft audit financials

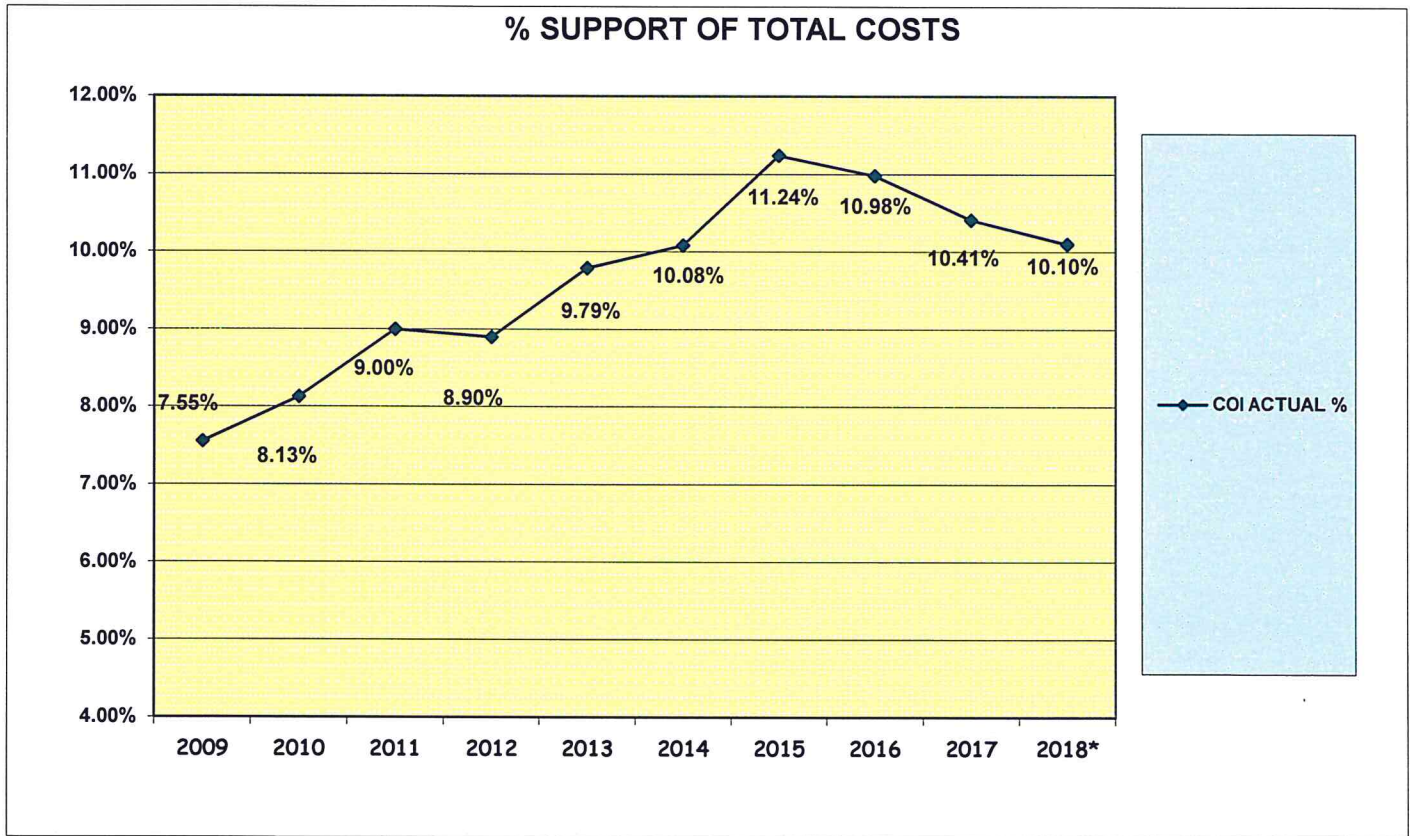




**COMMUNITY OPTIONS, INC.  
SUPPORT TO PROGRAM COSTS  
ENDING FY 2018**

YEAR	PROGRAM COSTS	SUPPORTING COSTS	TOTAL EXPENSES	SUPPORT TO TOTAL COSTS
				COI ACTUAL %
2009	\$ 8,297,789	\$ 677,852	\$ 8,975,641	7.55%
2010	\$ 8,136,726	\$ 719,734	\$ 8,856,460	8.13%
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%
<b>2018*</b>	<b>\$ 7,720,445</b>	<b>\$ 867,818</b>	<b>\$ 8,588,263</b>	<b>10.10%</b>

\* Amounts from draft audit financials





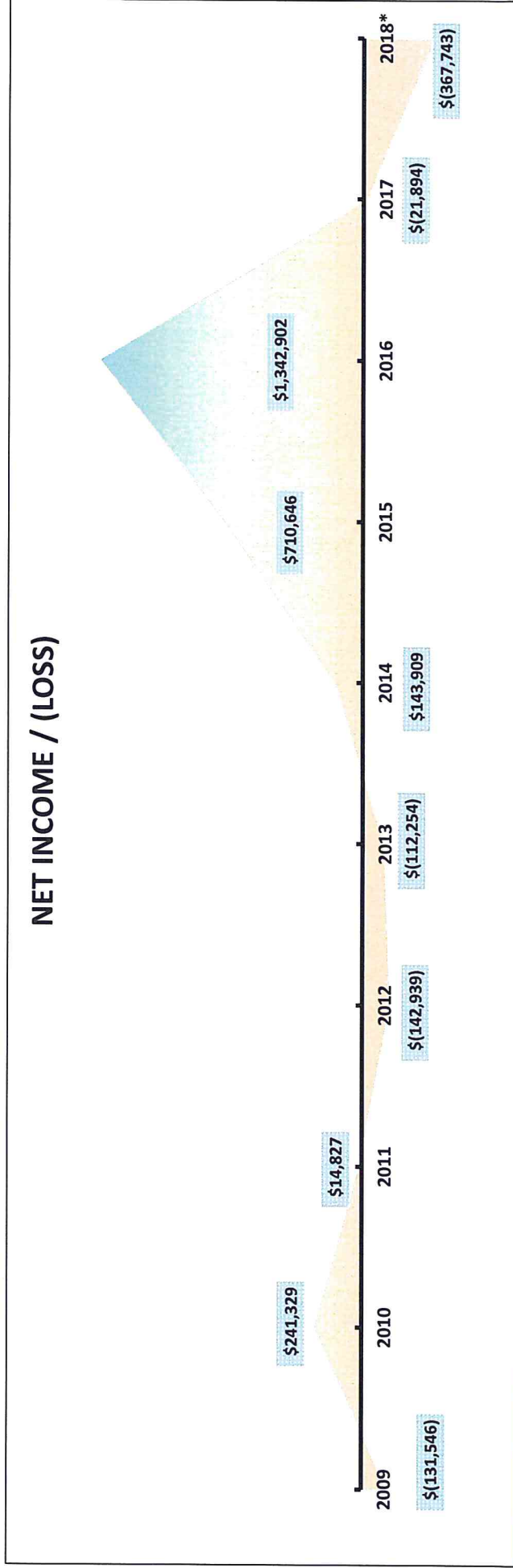


COMMUNITY OPTIONS, INC.  
PROGRAM REVENUE & NET INCOME COMPARISON  
ENDING FY 2018

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)
2009	\$ 33,377	\$ 6,166,508	\$ 237,635	\$ 1,183,594	\$ 1,421,229	\$ 142,800	\$ 251,981	\$ 130,550	\$ 530,614	\$ 167,036	\$ 8,844,095	\$ 8,975,641	\$ (131,546)
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*	\$ 28,135	\$ 6,111,302	\$ 157,598	\$ 701,707	\$ 859,305	\$ 101,049	\$ 325,996	\$ 122,032	\$ 446,210	\$ 226,491	\$ 8,220,520	\$ 8,588,263	\$ (367,743)

\* Amounts from draft audit financials

\*\*Gain on sale of assets accounts for \$811,813 in Net Income.





**COMMUNITY OPTIONS, INC.  
ASSETS AS DEBT & EQUITY  
ENDING FY 2018**

YEAR	CURRENT LIABILITIES	LONG TERM LIABILITIES	FUND BALANCE	TOTAL ASSETS
2009	\$ 890,188	\$ 762,956	\$ 2,411,249	\$ 4,064,393
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
<b>2018*</b>	<b>\$ 1,045,135</b>	<b>\$ 1,781,009</b>	<b>\$ 4,220,031</b>	<b>\$ 7,046,175</b>

\* Amounts from draft audit financials

