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Budget Documents

For:

January 1 – December 31, 2018

1st Draft Submitted to Board of Directors: October 13, 2017

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Budget for 2018

BUDGET MESSAGE

The Health District of Northern Larimer County in 2018 will continue to provide health services that fulfill its mission “to enhance the health of our community.” It will provide health services from eight sites in Fort Collins - three owned facilities and two leased Health District spaces, as well as shared space with three other facilities where Health District staff work collaboratively with staff from other organizations, including SummitStone Health Partners, Salud Family Health Centers, and the Family Medicine Center. For the fifth open enrollment period for health insurance through the Connect for Health Colorado Marketplace, there will also be periodic health coverage assistance services provided in outreach sites in Loveland and Fort Collins.

The Health District's goal for 2018 and beyond is to focus on programs and services that will have the greatest impact on improving health. In 2017, the Health District Board of Directors reviewed multiple factors that contribute most heavily to ill health and premature death among district residents during its triennial community health assessment process. Utilizing information from the Health District's 2016 Community Health Survey, vital statistics, and other sources, the factors were examined from a variety of perspectives. For key factors, the Board reviewed the relative burden on health; trends over time; gaps between our community's health indicators and the national Healthy People 2020 goals and other benchmarks; the level of need and demand in the community; evaluations of current services; and the potential and availability of effective and cost-effective interventions.

As a result of the 2017 review, the Health District has set several priorities based on their potential to have significant impact on the health of the community. For the next few years, the key focus areas include goals to: 1) Maintain and boost the number of people who have health insurance; help community members understand their health insurance options and what might work best for them; and help the community address provider capacity issues; 2) Provide dental care for those with low incomes; expand community knowledge of dental resources for those with low incomes; and 3) Improve the ability of the community to effectively address mental illness, substance use disorders, and pain management. Other priorities will continue to be to help people: identify and control risky blood pressure and cholesterol levels, complete advance care directives in order that health care providers will understand their preferences at end of life, and quit tobacco. A special effort will include an updated approach to providing robust information on available health services.

The specific services to be provided by the Health District in 2018 will include those listed below.

Access to Health Care

The Health District will continue to promote access to health care for those with low incomes by directly providing the following services either solely or in partnership with other organizations and providers: family dental services; prescription assistance (at a reduced level due to the increased levels of health insurance coverage); psychiatric medication evaluations and consults; mental health and substance abuse assessments and treatment, particularly at two primary care “safety net clinics” that serve residents who cannot afford the full cost of health care; assistance for those who suffer from co-occurring mental illness and substance use disorders; a program that connects consumers to therapists

and psychiatrists offering mental health care at reduced rates; and a similar program that connects consumers to dental care for reduced rates. Each program offers discounted care or sliding fee scales to help make health care affordable for all.

For those who have disabilities so severe that they must receive their dental care under general anesthesia (and who qualify for a relevant state Medicaid waiver), the Health District and a partnership of a variety of public and private partners will continue to offer limited care locally.

For residents of all incomes who are in need of affordable health insurance, the Health District (through its Larimer Health Connect program) will offer health coverage assistance services to help residents understand their options for obtaining and keeping health insurance, and to help them apply for coverage and assistance when appropriate.

For residents of all incomes in need of finding mental health and/or substance use services, or of understanding mental illness or substance use disorders, the Mental Health/Substance Use Connections program will offer assistance and enhanced information and referrals by phone, Internet or in person. In 2016, the Connections service was expanded in order to place additional focus on early identification and intervention for children and youth ages 0-24 who are potentially impacted by mental illness or substance use disorders, working closely with their families, schools, and primary care providers to connect them to appropriate assessments and, when indicated, treatment. The program, which includes psychiatric and psychological assessments when needed, is called CAYAC (Children, Adolescents, and Young Adults Connections). Similarly, the Dental Connections program will assist residents of all incomes in finding appropriate dental care services for their needs.

The Health District will continue to organize and participate in community-based planning aimed at restructuring local mental health and substance use disorder services through its Healthy Mind Matters project, and to raise community awareness and action around mental illness and substance use disorders. In 2016, a specific community plan was developed for the expansion of critical behavioral health services that are currently lacking in our community. In 2018, a revised plan will be completed and shared with the community. Work will continue on developing more effective approaches for those who suffer from serious complex health and mental illness conditions, on helping our community advance in utilizing the most effective interventions for those with substance use disorders through behavioral health provider training and community awareness development, and on working with local partners to develop improved approaches to pain management.

Health Promotion

The Health District will provide the following general preventive care and treatment services: community screenings for high blood pressure, cholesterol, and glucose (as an indicator of diabetes); and evidence-based services to help people quit using tobacco.

Aging

Recognizing that the United States faces unprecedented growth in the number and proportion of older adults - with anticipated significant impacts on health and health care - the Health District will work with other community partners to better understand the projected local impact, and to plan for changing health needs (in areas where adequate planning has not already been accomplished).

As part of this focus, the special project entitled Larimer Advance Care Planning, will continue to assist adults in developing advance care directives that will help assure that their preferences are honored should they experience a serious health condition.

Assessment

As noted above, the Health District is committed to making informed decisions based on the most current and relevant information and will continue to gather and share such information with the community. The triennial overall community health assessment was performed in 2016/2017, and the results will be used for making decisions about health care services for the next few years, as well as made available to and shared with the community.

System-wide Improvements

The Health District continues to support system-wide changes that will significantly enhance the ability of local consumers and providers to improve the community's health status. In collaboration with partner agencies, it will improve and continue to operate the Healthinfosource.com website that provides local health resource information to consumers. The Health District is also involved in monitoring changes in health care brought about by health care reform and other factors, and will continue to assist the community in adapting to changes. In 2018, the district continues to host a Regional Health Connector, which is a project of the Colorado State Innovation Model (SIM), to assist health providers in coordinating communications and services to enhance integrated care. The Health District also works with multiple partners in disaster preparedness planning and response.

Other

Due to the growth of programs and services, the Health District has exceeded its available space. In 2018, work will begin on the development of an appropriate site and building for a variety of services, with a planned move in 2019.

In addition to providing health services, the Health District continues to have responsibility in two other areas: to fulfill its legal obligations as a Special District and as the owner of Poudre Valley Health System's (PVHS) portion of the University of Colorado Health (UCH) System's real estate and other assets. Revenue from lease payments from PVHS/UCH (the operators of the hospital and related health services) covers administrative expenses, and helps to provide local health services.

Revenues for providing health services are generated through property and special ownership taxes, fees, third party payers, lease payments, interest, contracts, and grants.

Budget

The attached Budget for the Health District of Northern Larimer County includes a three-year and one-year budget listing all proposed expenditures for administration, operations, maintenance, capital projects; anticipated revenues for the budget year; and estimated beginning and ending fund balances. Attached are explanatory schedules, which give more detail on both revenues and expenditures.

The financial statements and records of the Health District of Northern Larimer County are prepared using the accrual basis of accounting. This budget has been prepared using the modified accrual basis of accounting.

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HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Budget

For:

January 1 – December 31, 2018

Health District of Northern Larimer County
2018 Budget

Revenues:

Property & Specific Ownership Taxes	\$ 7,768,575
Lease Revenue	1,083,133
Investment Income	80,000
Operating Revenue (fee income)	1,177,960
Partnership Revenue	44,498
Grant Revenue	1,695,319
Miscellaneous Income	20,255
Total Revenues	<u>\$ 11,869,740</u>
Beginning Balance	\$ 8,457,964
Total Available Resources	<u><u>\$ 20,327,704</u></u>

Expenditures:

Operating Expenditures	
Board Expenditures	\$ 45,918
Election Expenditures	18,000
Administration	836,824
Program Operations:	
<i>Mental Health/Substance Issues Services</i>	3,236,508
- Community Impact/Healthy Mind Matters	\$ 640,409
- Connections: Mental Health/Substance Issues Services	1,524,303
- Integrated Care (MHSA/PC)	1,071,796
Dental Services	3,805,527
Health Promotion	818,255
Assessment/Research/Evaluation	201,320
Health Care Access	1,107,605
HealthInfoSource	80,845
Resource Development	159,688
Special Projects - Reserves/Partnership	1,872,722
Special Projects - Operations	239,000
Grant Expenditures	1,695,319
Total Operating Expenditures	<u>\$ 14,117,531</u>
Non-Operating Expenses	
Capital Expenditures	3,141,397
Contingency	98,066
Total Non-Operating Expenditures	<u>\$ 3,239,463</u>
Total Expenditures	<u><u>17,356,994</u></u>
Reserves	
Emergency	520,710
Capital Replacement (by policy)	1,150,000
Capital Replacement (flexible)	1,300,000
Total Reserves	<u>\$ 2,970,710</u>
Total Expenditures & Reserves	<u><u>20,327,704</u></u>

Health District of Northern Larimer County
Three Year Budget Summary 2018

	Prior Year 2016 Actual *	Current Year 2017 Budget	2018 Proposed Budget
Revenues:			
Property & Specific Ownership Taxes	\$ 6,629,464	\$ 6,805,966	\$ 7,768,575
Lease Revenue	1,020,957	1,051,585	1,083,133
Investment Income	48,738	25,000	80,000
Operating Revenue (fee income)	1,167,416	1,275,151	1,177,960
Partnership Revenue	157,298	80,895	44,498
Grant Revenue	421,523	1,518,073	1,695,319
Miscellaneous Income	26,867	20,650	20,255
Total Revenues	\$ 9,472,263	\$ 10,777,319	\$ 11,869,740
Beginning Balance	\$ 5,924,660	\$ 7,079,192	\$ 8,457,964
Total Available Resources	\$ 15,396,923	\$ 17,856,511	\$ 20,327,704
Expenditures:			
Operating Expenditures			
Board Expenditures	\$ 29,072	\$ 47,469	\$ 45,918
Election Expenditures	11,900	15,000	18,000
Administration	531,117	599,004	836,824
Program Operations:			
<i>Mental Health/Substance Issues Services</i>		3,071,492	3,236,508
- Community Impact/Healthy Mind Matters	497,235	\$ 637,571	\$ 640,409
- Connections: Mental Health/Substance Issues Services	967,132	1,408,512	1,524,303
- Integrated Care (MHSA/PC)	860,592	1,025,409	1,071,796
<i>Dental Services</i>		3,646,081	3,805,527
- Dental Clinic	3,035,186	3,646,081	3,805,527
- Dental Connections	126,520	-	-
Health Promotion	691,014	779,155	818,255
Assessment/Research/Evaluation	178,287	194,467	201,320
Health Care Access	825,006	1,002,748	1,107,605
HealthInfoSource	69,438	79,438	80,845
Resource Development	93,629	137,459	159,688
Special Projects - Reserves/Partnership	682,290	1,732,354	1,872,722
Special Projects - Operations	-	239,000	239,000
Grant Expenditures	443,697	1,518,073	1,695,319
Total Operating Expenditures	\$ 9,042,115	\$ 12,882,739	\$ 14,117,531
Non-Operating Expenditures			
Capital	\$ 89,297	\$ 177,787	\$ 3,141,397
Contingency	-	1,897,252	98,066
Total Non-Operating Expenditures	\$ 89,297	\$ 2,075,039	\$ 3,239,463
Total Expenditures	\$ 9,131,412	\$ 14,957,778	\$ 17,356,994
Reserves			
Emergency & General	\$ 273,942	\$ 448,733	\$ 520,710
Capital Replacement (by policy)	1,150,000	1,150,000	1,150,000
Capital Replacement (flexible)	1,250,000	1,300,000	1,300,000
Total Reserves	\$ 2,673,942	\$ 2,898,733	\$ 2,970,710
Total Expenditures & Reserves	\$ 11,805,354	\$ 17,856,511	\$ 20,327,704

*Based on year-end audited financial statements

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HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Explanatory Schedules

For:

January 1 – December 31, 2018

**Health District of Northern Larimer County
Annual Reserve & Expenditure Summary
2018**

**Summary of Revenues Used for Operating Expenditures
(Non-GAAP)**

Sources of Revenue

Property & Specific Ownership Taxes	\$	7,768,575
Lease Revenue		1,083,133
Fee for Service Income		1,177,960
Grant Revenue		1,695,319
Anticipated grant revenue	\$	1,195,319
Potential grant revenue		500,000
Partnership Revenue		44,498
Investment Income		80,000
Miscellaneous Income		20,255
Total Revenues	\$	<u>11,869,740</u>

A Operating Expenditures

Board Expenditures	\$	45,918
Election Expenditures		18,000
Administration		810,044
Program Operations		9,016,961
Special Projects - Operations		239,000
Special Projects - Partnerships		44,498
Grant Expenditures		1,695,319
Total Operating Expenditures	\$	<u>11,869,740</u>

B	Expenditures From Reserves		\$	2,247,791
	Special Projects	\$	1,828,224	
	Operations	\$	419,567	
C	Total Expenditures (A + B)		\$	<u>14,117,531</u>
D	Capital Expenditures (Reserve)			3,141,397
E	Total Reserve Expenditures (B + D)		\$	<u>5,389,188</u>

Health District of Northern Larimer County

2018 Capital Expenditures

Building		\$ 3,020,000
New Building	3000000	
Exterior Signs - Bristlecone campus	20,000	
Equipment/Software		111,397
Contingency		10,000
	TOTAL	<u>\$ 3,141,397</u>

2018 Non-Capital Improvements from Reserves

Technology	\$ 112,720
Office Furniture/Equipment	72,343
Building Improvements	175,000
Software	47,770
Contingency	10,000
	<u>\$ 417,833</u>

Health District of Northern Larimer County 2018 Program Revenues & Expenditures

Revenues:																
Fee for Service	\$	-	\$	24,960	\$	204,658	\$	-	\$	4,988	\$	-	\$	234,606	\$	234,606
3rd Party Payments		-	-	-	-	899,604	-	35,000	-	8,750	-	-	-	943,354	\$	943,354
Sponsorships/Fundraising														-	\$	-
Misc Income		9,500				10,430				325				20,255	\$	20,255
TOTAL REVENUE	\$	9,500	\$	-	\$	24,960	\$	1,114,692	\$	35,000	\$	14,063	\$	-	\$	1,198,215

Expenditures:														
Salaries & Wages	\$ 411,920	\$ 8,000	\$ 997,489	\$ 2,311,468	\$ 760,023	\$ 490,334	\$ 445,647	\$ 143,284	\$ 698,069	\$ 44,727	\$ 106,051	\$ 6,417,012	\$ 22,640	\$ 6,439,651
Benefits & Taxes	103,938	635	251,838	629,214	183,312	133,308	115,275	33,735	188,054	14,090	28,271	\$ 1,681,670	\$ 6,577	\$ 1,688,247
Recruitment/Infection Control	6,216	-	4,000	4,000	3,000	7,500	3,000	600	3,000	-	1,550	\$ 32,866	\$	\$ 32,866
Temporary Help	236	-	572	4,000	392	330	1,020	70	-	-	68	\$ 6,688	\$	\$ 6,688
Interns & Residents	-	-	2,000	-	1,000	-	2,000	100	2,000	-	-	\$ 7,100	\$	\$ 7,100
Consultants & Contracted Dr.'s	57,150	5,000	42,639	12,701	4,911	4,933	4,315	740	11,246	195	334	\$ 144,164	\$	\$ 144,164
Mileage	2,200	200	1,200	1,350	2,000	1,450	1,250	400	9,682	50	550	\$ 20,332	\$	\$ 20,332
Staff Training	2,406	-	5,835	15,902	5,999	3,365	2,751	711	6,200	408	876	\$ 44,452	\$	\$ 44,452
Conferences/Retreats/Fundraising	16,131	15,500	12,671	22,669	12,629	6,808	5,814	2,908	13,668	215	5,795	\$ 114,809	\$	\$ 114,809
Membership/Dues/Licenses	9,782	1,000	4,446	17,088	8,090	1,258	380	660	980	-	500	\$ 44,184	\$	\$ 44,184
Publications/Subscriptions	1,459	275	7,850	400	600	302	200	1,500	3,497	-	1,000	\$ 17,083	\$	\$ 17,083
Meetings	900	6,700	11,000	1,200	800	2,280	1,450	600	3,000	196	500	\$ 28,626	\$	\$ 28,626
Wellness/Recognition	1,156	-	2,804	7,641	1,921	1,617	1,322	342	2,258	6	336	\$ 19,403	\$	\$ 19,403
Volunteer Recognition	35	700	1,586	1,934	59	424	340	10	69	500	10	\$ 5,669	\$	\$ 5,669
Rent & Lease Payments	649	-	24,870	4,288	1,078	907	742	192	1,267	110	188	\$ 34,291	\$	\$ 34,291
Utilities	3,440	-	1,093	25,214	6,036	5,266	4,771	1,129	-	616	797	\$ 48,363	\$	\$ 48,363
Custodial Services	3,130	-	2,100	22,946	5,493	4,792	4,342	1,028	-	561	726	\$ 45,118	\$	\$ 45,118
Insurance	2,991	7,008	12,169	27,743	10,135	4,335	3,366	1,084	5,833	506	849	\$ 76,018	\$	\$ 76,018
Office Supplies	4,100	750	5,000	5,500	1,400	2,767	2,000	450	3,000	750	320	\$ 26,037	\$	\$ 26,037
Office Equipment	-	-	-	-	-	160	-	-	-	-	-	\$ 160	\$	\$ 160
Office Furniture	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$	\$ -
Computer Equipment	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$	\$ -
Computer Software	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$	\$ -
Telephone, E-mail & Internet	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$	\$ -
Postage	2,863	-	10,329	21,573	5,017	5,233	3,949	937	824	762	669	\$ 52,157	\$	\$ 52,157
Printing/Copying/Binding	1,000	50	1,000	5,100	100	601	300	95	10,200	25	400	\$ 18,871	\$	\$ 18,871
Community Education	3,100	100	3,600	1,700	600	1,585	600	450	7,500	155	375	\$ 19,765	\$	\$ 19,765
Repair & Maintenance	7,630	-	38,728	45,225	8,694	56,474	6,293	2,368	17,043	12,784	2,344	\$ 197,583	\$	\$ 197,583
Medical Supplies	5,988	-	14,520	40,180	9,950	9,872	6,846	1,769	11,695	1,014	1,738	\$ 103,572	\$	\$ 103,572
Medical Equipment	-	-	-	153,000	-	16,517	-	-	-	-	-	\$ 169,517	\$	\$ 169,517
Medicines & Vaccines	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$	\$ -
Prescriptions	-	-	-	-	-	-	-	-	-	-	-	\$ -	\$	\$ -
Lab & X-ray Fees	-	-	-	-	5,000	25,000	-	-	40,000	-	-	\$ 70,000	\$	\$ 70,000
Client Assistance	-	-	-	200,000	-	-	-	-	-	-	-	\$ 200,000	\$	\$ 200,000
Follow-up Care	-	-	12,500	12,500	500	3,840	1,000	-	3,500	-	-	\$ 33,840	\$	\$ 33,840
Bad Debt	-	-	-	8,000	-	-	-	-	-	-	-	\$ 8,000	\$	\$ 8,000
Fees & Exp.	6,250	-	2,000	20,000	-	300	-	-	-	-	-	\$ 22,300	\$	\$ 22,300
Treasurer Fees	155,372	-	-	1,650	-	-	-	-	-	-	-	\$ 155,372	\$	\$ 155,372
Reserve Expenditures **	26,780	-	50,465	181,340	33,056	26,696	21,435	6,159	65,019	3,176	5,442	\$ 419,567	\$	\$ 419,567
Election Expenses	-	18,000	-	-	-	-	-	-	-	-	-	\$ 18,000	\$	\$ 18,000
	\$ 836,824	\$ 63,918	\$ 1,524,303	\$ 3,805,527	\$ 1,071,796	\$ 818,255	\$ 640,409	\$ 201,320	\$ 1,107,605	\$ 80,845	\$ 159,688	\$ 10,310,490	\$ 29,217	\$ 10,339,707
	\$ 827,324	\$ 63,918	\$ 1,499,343	\$ 2,690,835	\$ 1,036,796	\$ 804,192	\$ 640,409	\$ 201,320	\$ 1,107,605	\$ 80,845	\$ 159,688	\$ 9,112,275	\$ 29,217	\$ 9,141,492

**FTE by Program
2018**

Program/Department	Authorized Regular Positions		
	2017 Authorized	2018 Budget	2018 Change
Administration	4.570	5.420	0.850
Mental Health Connections	13.042	13.142	0.100
Dental	35.766	35.816	0.050
Mental Health/Substance Abuse/Primary Care	8.856	9.006	0.150
Health Promotion	7.228	7.578	0.350
Community Impact	6.196	6.196	-
Program Evaluation	1.601	1.601	-
Dental Connections	-	-	-
LHC/Special Projects/Policy	9.660	10.585	0.925
HealthInfoSource	0.918	0.918	-
Resource Development	1.373	1.573	0.200
	89.210	91.835	2.625

**Health District of Northern Larimer County
2018**

Special Projects - Reserves

	HD	Partnerships	Total
MHSA Connections: CAYAC	\$ 92,165	\$ -	\$ 92,165
MH SUD Strategy and Implementation Manager	\$ 92,850	\$ -	\$ 92,850
MHSA Expansion of Critical Behavioral Health Services	\$ 30,000	\$ -	\$ 30,000
MHSA SUD Transformation Project	\$ 50,000	\$ -	\$ 50,000
Bridge position for Summitstone	\$ 30,000	\$ -	\$ 30,000
Community Mental Health/SA (Discretionary)	\$ 100,000	\$ -	\$ 100,000
Community Mental Health/SA Partnership	\$ 65,000	\$ 44,498	\$ 109,498
MHSA Pay for Success/Frequent Utilizer Approach	\$ 25,000	\$ -	\$ 25,000
MHSA Crisis Intervention Training, Law Enforcement	\$ 12,000	\$ -	\$ 12,000
CIT: CDDT: 2 FTE Nurse	\$ 27,000	\$ -	\$ 27,000
Dental Client Assistance	\$ 15,000	\$ -	\$ 15,000
Oral Surgeon/Endo	\$ 20,000	\$ -	\$ 20,000
OAP Dental Client Assistance (Restricted)	\$ 19,718	\$ -	\$ 19,718
Dentist loan repayment	\$ 10,000	\$ -	\$ 10,000
Targeted Program Outreach	\$ 24,000	\$ -	\$ 24,000
Larimer Health Connect	\$ 192,678	\$ -	\$ 192,678
Connect for Health Colorado Indirects	\$ 25,870	\$ -	\$ 25,870
CDDT/ACT Facility Repairs/Contingency	\$ 10,000	\$ -	\$ 10,000
Regional Health Connector Match	\$ 4,000	\$ -	\$ 4,000
Pain Management Project	\$ 70,000	\$ -	\$ 70,000
Advanced Care Planning Project	\$ 115,578	\$ -	\$ 115,578
Community Health Survey	\$ 7,000	\$ -	\$ 7,000
Reserve Wages	\$ 29,217	\$ -	\$ 29,217
Special Projects Coordination Staff	\$ 116,000	\$ -	\$ 116,000
Population Health Analyst	\$ 16,000	\$ -	\$ 16,000
Specialized program training/health care reform training	\$ 82,860	\$ -	\$ 82,860
Rebuild of HealthInfoSource website (incl staffing)	\$ 128,879	\$ -	\$ 128,879
Aging and Health Care Initiative	\$ 70,000	\$ -	\$ 70,000
Health Information Sharing & Health Reform Changes	\$ 20,000	\$ -	\$ 20,000
Implementation of Community/New Projects Process & Plans	\$ 40,000	\$ -	\$ 40,000
HPSA	\$ 7,000	\$ -	\$ 7,000
RIHEL - Leadership Institute (2 attendees)	\$ 9,000	\$ -	\$ 9,000
Emergency Preparedness	\$ 10,000	\$ -	\$ 10,000
Intermediate Medical Leave	\$ 25,000	\$ -	\$ 25,000
Preventive Medicine Resident	\$ 26,000	\$ -	\$ 26,000
Video Outreach	\$ 12,000	\$ -	\$ 12,000
New high level staff recruitment costs	\$ 10,000	\$ -	\$ 10,000
Camp Bristlecone Revamp	\$ 10,000	\$ -	\$ 10,000
Great Plains Consultant	\$ 4,000	\$ -	\$ 4,000
Wellness Program	\$ 6,000	\$ -	\$ 6,000
Meaningful Use Consultant	\$ 3,500	\$ -	\$ 3,500
General Indirects	\$ 59,180	\$ -	\$ 59,180
Communications/Marketing Consultant & Plan Implementation	\$ 40,000	\$ -	\$ 40,000
HR Consultant	\$ 8,000	\$ -	\$ 8,000
Regional Health Connector Continuation	\$ 15,729	\$ -	\$ 15,729
Evaluation Services for Grants	\$ 42,000	\$ -	\$ 42,000
Total	\$ 1,828,224	\$ -	\$ 1,872,722

Grants

	Grants	Total
FC HSP (DC)	\$ 21,000	\$ 21,000
FC HSP (DC) NEW	\$ 18,500	\$ 18,500
Woodward Governor	\$ 10,000	\$ 10,000
DC Fundraising	\$ 4,290	\$ 4,290
Dental Client Assistance - Children	\$ 7,739	\$ 7,739
Dental Client Assistance - Adults	\$ 21,957	\$ 21,957
Project Smile	\$ 6,180	\$ 6,180
Lion's Club	\$ 2,000	\$ 2,000
Community Foundation (SDP)	\$ 9,624	\$ 9,624
Colorado Dental Association	\$ 5,000	\$ 5,000
Colorado Health Foundation (LHC)	\$ 4,673	\$ 4,673
Colorado Health Foundation (LHC)	\$ 44,614	\$ 44,614
Connect for Health NEW	\$ 44,800	\$ 44,800
Connect for Health (LHC)	\$ 77,651	\$ 77,651
Larimer Advance Care Planning	\$ 4,473	\$ 4,473
Larimer Advance Care Planning	\$ 43,811	\$ 43,811
Larimer Advanced Care Planning New	\$ 85,000	\$ 85,000
ACMHC Extension	\$ 4,820	\$ 4,820
CDPHE(CAYAC) YR 2	\$ 104,207	\$ 104,207
CDPHE (CAYAC) NEW	\$ 70,743	\$ 70,743
Denver Foundation (CAYAC) YR 2	\$ 116,646	\$ 116,646
Denver Foundation (CAYAC) YR 3	\$ 161,858	\$ 161,858
SUD Transformation Project	\$ 122,500	\$ 122,500
Regional Health Connector Period 2	\$ 96,983	\$ 96,983
Meaningful Use	\$ 106,250	\$ 106,250
Potential Grants	\$ 500,000	\$ 500,000
Total	\$ 1,695,319	\$ 1,695,319

Special Projects - Operations

	Health District	Grants	Partnerships	Total
Special Projects Contingency	\$ 239,000			\$ 239,000
Total	\$ 239,000	\$ -	\$ -	\$ 239,000

*Bold indicates expenditures requiring Board approval of special projects proposals