



Budget Documents

For:

January 1 – December 31, 2021

Draft Budget for Review by the Board of Directors

October 15, 2020

Health District

OF NORTHERN LARIMER COUNTY

Budget for 2021 BUDGET MESSAGE

The Health District of Northern Larimer County in 2021 will continue to provide health services that fulfill its mission "to enhance the health of our community." It will provide health services from seven sites in Fort Collins - three owned facilities and two leased Health District spaces, as well as shared space with two other facilities where Health District staff work collaboratively with staff from other organizations, including Salud Family Health Centers and the Family Medicine Center.

The Health District's goal for 2021 and beyond is to focus on health programs and services that will have the greatest impact on improving health. In 2020, 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 2019 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 2020 review, the Health District has set several priorities based on their potential to have significant impact on the health of the community. For 2021, the key focus areas include goals to: 1) Improve the ability of the community to effectively address mental illness and substance use disorders, including providing certain behavioral health services, connecting community members to other services, and organizing community partners to make long term improvements in MH/SUD services and approaches; 2) Maintain and boost the number of people who have health insurance, and help community members understand their health insurance options and what might work best for them; and 3) Provide dental care for those with low incomes. Other services will help people quit tobacco; identify and control risky blood pressure and cholesterol levels, and help people understand how to complete advance care directives in order that health care providers will understand their preferences at the end of life.

Given the immense impact of the COVID-19 pandemic on the community (and the world), the Health District will continue to operate enhanced mental health Connections services to provide the local COVID emotional support phone line, and has included time-limited funding for other COVID-related health needs, such as a site for people experiencing homelessness in need of isolation, recovery, and/or quarantine due to COVID.

The specific services to be provided by the Health District in 2021 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; psychiatric medication evaluations and consults; mental health and substance use assessments and treatment, including services at two primary care "safety net clinics" that serve residents with public insurance or who cannot afford the full cost of health care and at

CAYAC (Child, Adolescent, Young Adult Connections); assistance for those who suffer from co-occurring mental illness and substance use disorders; and a program that connects consumers to therapists and psychiatrists offering mental health care at reduced rates. Each program offers discounted care or sliding fee scales to help make health care more affordable.

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. Connections provides services for adults, and also focuses on youth through the CAYAC program, which places 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. CAYAC assessment services include child and adolescent psychiatry and psychological testing, when indicated, which assists in determination of referrals to the most appropriate interventions.

The Mental Health & Substance Use Connections Program will continue to offer expanded hours and capacity to provide the community with a COVID-19 emotional support line in addition to its regular services.

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 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.

The Health District will continue to organize and participate in community-based planning aimed at restructuring local mental health and substance use disorder services, and to raise community awareness and action around mental illness and substance use disorders. In 2018, community voters approved a tax initiative to expand critical behavioral health services, and efforts will continue, along with the County and other partners, to implement the expansion plan. Work will also continue on developing more effective approaches for those who suffer from serious complex health and mental illness conditions, and on helping our community advance in utilizing the most effective interventions for those with substance use disorders through training for behavioral health providers and criminal justice and human services professionals, as well as community awareness development.

Health Promotion

The Health District will provide the following general preventive care and treatment services: evidence-based services to help people quit using tobacco; and community screenings for high blood pressure, cholesterol, and glucose (as an indicator of diabetes), followed by intensive nurse counseling for those at high risk. In order to help maintain health by preventing the spread of COVID-19 and providing a safe location, the Health District will maintain a site for people experiencing homelessness who need to be in isolation/recovery from COVID, who need to quarantine after an exposure, or, when space allows, are at high risk of complications from COVID and need a temporary shelter. Staff may also assist in connecting people experiencing homelessness with health care during the COVID crisis.

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 Health District anticipates issuing another community health survey in 2021, in order to make comparisons between pre-COVID community health needs and those arising during the COVID pandemic. Other methods for gathering community input will also be pursued, such as panels or discussion groups.

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 work to maximize the impact of the state's Medicaid Accountable Care approach on the health of community residents and the delivery of cost-effective services, particularly in the midst of rapid change due to COVID-19 impacts. 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. The Health District works with multiple partners in disaster preparedness planning and response.

Other

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, and 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, 2021

Health District of Northern Larimer County
2021 Budget

Revenues:	
Property & Specific Ownership Taxes	\$ 8,926,313
Lease Revenue	1,183,569
Investment Income	130,000
Operating Revenue (fee income)	888,731
Grant and Partnership Revenue	1,428,883
Miscellaneous Income	20,225
Total Revenues	<u>\$ 12,577,721</u>
Beginning Balance	\$ 8,143,048
Total Available Resources	<u><u>\$ 20,720,768</u></u>
 Expenditures:	
Operating Expenditures	
Board Expenditures	\$ 56,998
Election Expenditures	29,000
Administration	931,324
Program Operations:	
<i>Mental Health/Substance Issues Services</i>	4,083,554
- Community Impact	\$ 713,187
- Connections: Mental Health/Substance Issues Services	2,150,949
- Integrated Care (MHSA/PC)	1,219,419
Dental Services	3,862,447
Health Promotion	864,826
Assessment/Research/Evaluation	264,641
Health Care Access	1,198,328
HealthInfoSource	-
Resource Development	193,145
Grants, Partnerships and Special Projects	4,278,182
Total Operating Expenditures	<u>\$ 15,762,444</u>
Non-Operating Expenses	
Capital Expenditures	253,775
Contingency	945,692
Total Non-Operating Expenditures	<u>\$ 1,199,467</u>
Total Expenditures	<u><u>16,961,911</u></u>
 Reserves	
Emergency	508,857
Capital Replacement (by policy)	1,150,000
Capital Replacement (flexible)	2,100,000
Total Reserves	<u>\$ 3,758,857</u>
Total Expenditures & Reserves	<u><u>20,720,769</u></u>

Health District of Northern Larimer County
Three Year Budget Summary 2021

	Prior Year 2019 Actual *	Current Year 2020 Budget	2021 Proposed Budget
Revenues:			
Property & Specific Ownership Taxes	\$ 7,827,327	\$ 8,900,616	\$ 8,926,313
Lease Revenue	1,083,135	1,149,096	1,183,569
Investment Income	164,678	180,000	130,000
Operating Revenue (fee income)	1,133,519	1,205,166	888,731
Grant and Partnership Revenue	947,040	1,232,678	1,428,883
Miscellaneous Income	35,004	21,006	20,225
Total Revenues	\$ 11,190,703	\$ 12,688,562	\$ 12,577,721
Beginning Balance	\$ 6,343,442	\$ 7,272,504	\$ 8,143,048
Total Available Resources	\$ 17,534,145	\$ 19,961,066	\$ 20,720,768
Expenditures:			
Operating Expenditures			
Board Expenditures	\$ 29,515	\$ 50,723	\$ 56,998
Election Expenditures	297	25,000	29,000
Administration	781,674	925,187	931,324
Program Operations:			
<i>Mental Health/Substance Issues Services</i>		3,976,175	4,083,554
- Community Impact	599,305	\$ 742,037	\$ 713,187
- Connections: Mental Health/Substance Issues Services	1,351,460	1,991,421	2,150,949
- Integrated Care (MHSA/PC)	995,836	1,242,717	1,219,419
Dental Services	3,491,207	4,085,364	3,862,447
Health Promotion	739,561	881,329	864,826
Assessment/Research/Evaluation	198,061	237,628	264,641
Health Care Access	985,568	1,200,881	1,198,328
HealthInfoSource	73,455	117,417	-
Resource Development	153,425	184,763	193,145
Grants, Partnerships and Special Projects	1,596,562	3,611,526	4,278,182
Total Operating Expenditures	\$ 10,995,926	\$ 15,295,993	\$ 15,762,444
Non-Operating Expenditures			
Capital	\$ 32,030	\$ 394,055	\$ 253,775
Contingency	-	728,462	945,692
Total Non-Operating Expenditures	\$ 32,030	\$ 1,122,517	\$ 1,199,467
Total Expenditures	\$ 11,027,956	\$ 16,418,510	\$ 16,961,911
Reserves			
Emergency & General	\$ 536,180	\$ 492,555	\$ 508,857
Capital Replacement (by policy)	1,150,000	1,150,000	1,150,000
Capital Replacement (flexible)	200,000	1,900,000	2,100,000
Total Reserves	\$ 1,886,180	\$ 3,542,555	\$ 3,758,857
Total Expenditures & Reserves	\$ 12,914,136	\$ 19,961,066	\$ 20,720,769

*Based on year-end audited financial statements

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HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Explanatory Schedules

For:

January 1 – December 31, 2021

**Health District of Northern Larimer County
Annual Operating and Reserve Expenditure Summary
2021**

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

Sources of Revenue

Property & Specific Ownership Taxes	\$	8,926,313
Lease Revenue		1,183,569
Fee for Service Income		888,731
Grant Revenue		1,404,188
Anticipated grant revenue	\$ 904,188	
Potential grant revenue	500,000	
Partnership Revenue		24,695
Investment Income		130,000
Miscellaneous Income		20,225
Total Revenues	\$	12,577,721

A Operating Expenditures

Board Expenditures	\$	56,998
Election Expenditures		29,000
Administration		909,860
Program Operations		10,092,980
Special Projects - Operations		60,000
Special Projects - Partnerships		24,695
Grant Expenditures		1,404,188
Total Operating Expenditures	\$	12,577,721

B	Expenditures From Reserves	\$	3,184,723
	Special Projects	\$ 2,789,299	
	Operations	\$ 395,424	
C	Total Expenditures (A + B)	\$	15,762,444
D	Capital Expenditures (Reserve)		253,775
E	Total Reserve Expenditures (B + D)	\$	3,438,498

Health District of Northern Larimer County

2021 Capital Expenditures

Exterior Signs at Bristlecone campus	28,000
New rooftop HVAC Units - 120 Bldg	24,000
Equipment/Software	181,775
Contingency	20,000
TOTAL	<u>\$ 253,775</u>

2021 Non-Capital Improvements from Reserves

Technology	\$ 71,135
Office Furniture/Equipment	56,923
Building Improvements	128,300
Software	119,005
Contingency	20,000
TOTAL	<u>\$ 395,363</u>

**Health District of Northern Larimer County
2021 Program Revenues & Expenditures**

	50	51	53	56	58	59	61	62	65	72		2020		
	Admin.	Board/ Election	Connections: MH/SI	Dental	MH/SA/PC	Health Promo	Community Impact	Prog. Eval.	Health Care Access	Res Dev	Total	Operational Budget	% Change	\$ Change
Revenues:														
Fee for Service	\$ -	\$ -	\$ 25,000	\$ 139,454	\$ -	\$ 2,627	\$ -	\$ -	\$ -	\$ -	\$ 167,081	230,919	-27.65%	(63,838)
3rd Party Payments	-	-	-	511,200	205,275	5,175	-	-	-	-	\$ 721,650	974,247	-25.93%	(252,597)
Sponsorships/Fundraising	-	-	-	-	-	-	-	-	-	-	\$ -	-	-	-
Misc Income	10,500	-	-	9,125	-	600	-	-	-	-	\$ 20,225	21,006	-3.72%	(781)
TOTAL REVENUE	\$ 10,500	\$ -	\$ 25,000	\$ 659,779	\$ 205,275	\$ 8,402	\$ -	\$ -	\$ -	\$ -	\$ 908,956	\$ 1,226,172	-25.87%	\$ (317,216)
Expenditures:														
Salaries & Wages	\$ 457,414	\$ 8,000	\$ 1,409,992	\$ 2,419,533	\$ 861,085	\$ 533,416	\$ 485,881	\$ 178,643	\$ 762,820	\$ 131,109	\$ 7,247,893	\$ 7,397,788	-2.03%	(149,895)
Benefits & Taxes	118,410	612	386,279	701,817	221,038	154,713	134,953	46,277	221,168	36,245	\$ 2,021,510	1,976,644	2.27%	44,866
Recruitment/Infection Control	7,000	-	4,500	4,000	6,000	6,729	2,500	1,200	3,000	1,550	\$ 36,479	43,102	-15.37%	(6,623)
Temporary Help	217	4,000	750	6,402	399	318	266	684	2,000	71	\$ 15,107	12,348	22.34%	2,759
Interns & Residents	-	-	2,000	-	2,000	-	4,000	2,000	2,000	-	\$ 12,000	9,600	25.00%	2,400
Consultants & Contracted Dr.s	59,259	4,000	30,073	14,675	4,230	5,459	4,152	684	17,178	575	\$ 140,285	123,195	13.87%	17,090
Mileage	1,800	100	1,700	800	1,000	250	2,000	350	5,900	275	\$ 14,175	17,635	-19.62%	(3,460)
Staff Training	3,230	-	9,082	17,460	4,831	3,849	3,218	1,022	5,800	860	\$ 49,351	49,037	0.64%	314
Conferences/Retreats/Fundraising	20,790	23,950	6,686	18,166	10,478	8,985	7,324	3,367	13,883	5,001	\$ 118,631	104,407	13.62%	14,224
Membership/Dues/Licenses	10,622	1,275	15,700	14,481	7,380	958	1,690	1,298	1,735	295	\$ 55,434	44,227	25.34%	11,207
Publications/Subscriptions	3,121	300	7,074	1,300	600	376	1,050	8,292	3,498	1,000	\$ 26,611	16,515	61.13%	10,096
Meetings	1,300	4,800	14,620	1,000	600	1,200	1,500	300	2,950	280	\$ 28,550	28,855	-1.06%	(305)
Wellness/Recognition	1,110	-	3,834	7,371	2,039	1,625	1,359	432	2,322	363	\$ 20,455	21,243	-3.71%	(788)
Volunteer Recognition	54	700	1,687	2,060	100	229	366	21	314	18	\$ 5,550	7,206	-22.98%	(1,656)
Rent & Lease Payments	896	-	55,719	5,946	1,645	1,311	1,096	348	1,873	293	\$ 69,126	70,920	-2.53%	(1,794)
Utilities	3,567	-	1,938	26,785	6,260	5,461	4,948	1,171	2,900	827	\$ 53,857	50,363	6.94%	3,494
Custodial Services	3,858	-	-	28,972	6,771	5,907	5,352	1,267	3,600	894	\$ 56,621	49,021	15.50%	7,600
Leased Space Operational Costs	-	-	-	-	-	-	-	-	-	-	\$ -	21,200	-	-
Insurance	2,964	7,761	14,927	26,101	11,086	4,853	3,382	1,964	6,128	879	\$ 80,045	78,559	1.89%	1,486
Office Supplies	3,500	600	8,800	4,200	1,470	1,500	1,500	400	2,400	320	\$ 24,690	29,252	-15.60%	(4,562)
Office Equipment	-	-	-	-	250	-	-	-	-	-	\$ 250	250	-	-
Office Furniture	-	-	-	-	-	-	-	-	-	-	\$ -	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-	-	\$ -	-	-	-
Computer Software	400	-	14,112	-	-	-	-	-	-	-	\$ -	170	-	(170)
Telephone, E-mail & Internet	3,549	-	9,339	27,180	6,240	6,146	5,232	1,173	11,767	835	\$ 71,462	56,767	25.89%	14,695
Postage	1,720	800	1,250	2,000	100	2,250	300	100	1,600	700	\$ 10,820	20,182	-46.39%	(9,362)
Printing/Copying/Binding	2,000	100	4,000	1,700	600	2,926	1,000	220	6,275	300	\$ 19,121	22,957	-16.71%	(3,836)
Community Education	7,581	-	46,682	58,076	9,874	45,070	6,911	2,878	25,550	1,580	\$ 204,201	204,000	0.10%	201
Repair & Maintenance	5,672	-	19,587	37,657	10,419	9,801	6,941	2,205	13,782	1,855	\$ 107,920	108,000	-0.07%	(80)
Medical Supplies	-	-	-	112,966	-	8,025	-	-	-	-	\$ 120,991	176,500	-31.45%	(55,509)
Medical Equipment	-	-	-	-	-	240	-	-	-	-	\$ 240	238	-	2
Prescriptions	-	-	-	-	2,500	20,000	-	-	29,500	-	\$ 52,000	57,500	-9.57%	(5,500)
Lab & X-ray Fees	-	-	-	119,000	-	-	-	-	-	-	\$ 119,000	170,000	-30.00%	(51,000)
Client Assistance	-	-	4,500	12,500	1,000	1,720	-	-	3,500	-	\$ 23,220	24,940	-6.90%	(1,720)
Follow-up Care	-	-	-	35,000	-	-	-	-	-	-	\$ 35,000	35,000	0.00%	-
Bad Debt	-	-	2,000	11,156	-	100	-	-	-	-	\$ 13,256	22,100	-40.02%	(8,844)
Fees & Exp.	11,300	-	-	1,650	-	-	-	-	-	-	\$ 12,950	11,150	16.14%	1,800
Treasurer Fees	178,526	-	-	-	-	-	-	-	-	-	\$ 178,526	178,012	0.29%	514
Reserve Expenditures **	21,464	-	74,118	142,493	39,425	31,410	26,264	8,344	44,886	7,020	\$ 395,424	375,625	5.27%	19,799
Election Expenses	-	29,000	-	-	-	-	-	-	-	-	\$ 29,000	25,000	16.00%	4,000
TOTAL EXPENDITURES	\$ 931,324	\$ 85,998	\$ 2,150,949	\$ 3,862,447	\$ 1,219,419	\$ 864,826	\$ 713,187	\$ 264,641	\$ 1,198,328	\$ 193,145	\$ 11,469,750	\$ 11,639,508	-1.46%	\$ (148,558)
Net Expenditure	\$ 920,824	\$ 85,998	\$ 2,125,949	\$ 3,202,668	\$ 1,014,144	\$ 856,424	\$ 713,187	\$ 264,641	\$ 1,198,328	\$ 193,145	\$ 10,560,794	\$ 10,413,336	1.42%	\$ 168,658

**To be spent from reserves

FTE by Program - 2021

Program/Department	Authorized Regular Positions		
	2020 Authorized	2021 Budget	2021 Change
Administration	5.351	5.479	0.128
Mental Health Connections	17.185	18.920	1.735
Dental	36.619	36.374	(0.245)
Mental Health/Substance Abuse/Primary Care	10.159	10.064	(0.095)
Health Promotion	7.991	8.018	0.027
Community Impact	6.600	6.705	0.105
Program Evaluation	1.850	2.130	0.280
Health Care Access/Policy	11.513	11.458	(0.055)
HealthInfoSource	1.330	-	(1.330)
Resource Development	1.687	1.792	0.105
	100.285	100.940	0.655

**Health District of Northern Larimer County
2021**

Special Projects - Reserves

	HD	Partnerships	Total
MHSU Connections	\$ 174,100		\$ 174,100
Psychiatrist - .2 FTE equivalent (contract)	\$ 33,000		\$ 33,000
BHP Adult Connections (1.0 FTE)	\$ 78,398		\$ 78,398
BHP (COVID) (1.0 FTE)	\$ 78,398		\$ 78,398
BHP (COVID) (1.0 FTE)	\$ 78,398		\$ 78,398
Adult Team Care Coordinator (.5 FTE)	\$ 31,863		\$ 31,863
Psychologist (CAYAC) (.75 FTE)	\$ 88,534		\$ 88,534
MHC Recruitment	\$ 9,000		\$ 9,000
MHSU Crisis Intervention Training, Law Enforcement	\$ 3,000		\$ 3,000
<i>CIT/MHSU</i>			\$ -
CIT BH Change Strategy/Implementation Organizer (an)	\$ 17,200		\$ 17,200
MHSU Expansion of Critical Behavioral Health Services	\$ 15,000		\$ 15,000
MHSU SUD Transformation Project	\$ 30,000		\$ 30,000
Community Mental Health/SU (Discretionary)	\$ 50,000		\$ 50,000
Community Mental Health/SU Alliance - HD	\$ 65,000		\$ 65,000
Community Mental Health/SU Alliance - Partners	\$ -	\$ 24,695	\$ 24,695
SUD Public Awareness Campaign	\$ 20,000		\$ 20,000
MHSU Pay for Success/Frequent Utilizer Approach	\$ 25,000		\$ 25,000
Mental Health Special Legal Consultation	\$ 3,500		\$ 3,500
Pain Management Project	\$ 10,000		\$ 10,000
IC Behavioral Health Provider (.4 FTE - FMC)	\$ 33,091		\$ 33,091
CDDT/ACT Facility Repairs/Contingency	\$ 10,000		\$ 10,000
Oral Surgeon/Endo	\$ 15,000		\$ 15,000
OAP Dental Client Assistance (Restricted)	\$ 18,624		\$ 18,624
Dentist loan repayment	\$ 10,000		\$ 10,000
Meaningful Use (future Dental MU expenses)	\$ 113,405		\$ 113,405
Targeted Program Outreach	\$ 88,250		\$ 88,250
Larimer Health Connect	\$ 142,588		\$ 142,588
Health Equity Initiative	\$ 15,000		\$ 15,000
Health Equity Implementation Coordinator (1 FTE)	\$ 88,668		\$ 88,668
HCA Project Implementation Coordinator	\$ -		\$ -
Connect for Health Colorado Indirects	\$ 10,490		\$ 10,490
Advance Care Planning Project	\$ 34,374		\$ 34,374
Policy Specialist (.5 FTE - 5 months)	\$ 31,863		\$ 31,863
Aging and Health Care Initiative (Placeholder)	\$ -		\$ -
HPSA	\$ 7,000		\$ 7,000
Camp Bristlecone Revamp	\$ 8,000		\$ 8,000
Great Plains Consultant - HR Module	\$ 4,000		\$ 4,000
HR Consultants (e.g. HR audits/investigations)	\$ 6,000		\$ 6,000
Contracts/Compliance Consultant	\$ 22,000		\$ 22,000
Learning Management System (e.g. Relias)	\$ 19,000		\$ 19,000
Community Health Survey	\$ 140,000		\$ 140,000
Transition Management	\$ 67,560		\$ 67,560
Assistant to ED for Special Projects	\$ 126,115		\$ 126,115
Specialized program training/health care reform training	\$ 108,658		\$ 108,658
HIS Marketing, Evaluation & Improvements	\$ 60,000		\$ 60,000
Health Information Sharing & Health Reform Changes	\$ 20,000		\$ 20,000
Implementation of Community/New Projects Process & Plans	\$ 40,000		\$ 40,000
Unforeseen Community Health Needs	\$ 300,000		\$ 300,000
RIHEL - Leadership Institute (2 attendees)	\$ 12,000		\$ 12,000
Emergency Preparedness	\$ 10,000		\$ 10,000
Intermediate Medical Leave	\$ 25,000		\$ 25,000
New high level staff recruitment costs	\$ 15,000		\$ 15,000
Wellness Program	\$ 6,000		\$ 6,000
General Indirects	\$ 34,906		\$ 34,906
Public Awareness & Name Changes	\$ 65,000		\$ 65,000
Health District websites redevelopment	\$ 40,000		\$ 40,000
New Community Health Data Project	\$ 50,000		\$ 50,000
Evaluation Services for Grants/Projects	\$ 27,065		\$ 27,065
COVID Related Needs	\$ 128,051		\$ 128,051
Expansion of office space due to new positions	\$ 26,200		\$ 26,200
Total	\$ 2,789,299	\$ 24,695	\$ 2,813,994

Grants

	Grants	Total
DC Fundraising (OOD)	\$ 4,094	\$ 4,094
Dental Client Assistance - Children	\$ 7,692	\$ 7,692
Dental Client Assistance - Adults	\$ 27,169	\$ 27,169
Project Smile	\$ 2,026	\$ 2,026
Lion's Club Diabetes Program	\$ 3,329	\$ 3,329
Connect for Health FY 21	\$ 109,311	\$ 109,311
Connect for Health (new) FY 22	\$ 99,000	\$ 99,000
ACP Partner/Fundraising	\$ 18,764	\$ 18,764
Denver Foundation (CAYAC)	\$ 12,654	\$ 12,654
CHF - SUD Transformation Project	\$ 30,859	\$ 30,859
RWJF Culture of Health Leaders - Health Equity YR 1	\$ 805	\$ 805
RWJF Culture of Health Leaders - Health Equity YR 2	\$ 55,000	\$ 55,000
RWJF Culture of Health Leaders - Health Equity YR 3	\$ 20,000	\$ 20,000
Meaningful Use	\$ 24,750	\$ 24,750
Denver Foundation MAT YR 2	\$ 128,145	\$ 128,145
Denver Foundation MAT YR 3	\$ 182,042	\$ 182,042
Larimer County for MHSU Alliance	\$ 10,000	\$ 10,000
FCCF Senior Dental	\$ 9,900	\$ 9,900
FCCF Senior Dental - McTaggart for Women	\$ 4,462	\$ 4,462
Delta Dental Specialty Care	\$ 51,252	\$ 51,252
Expanding Connections/CAYAC Svcs Countywide (1A)	\$ 102,934	\$ 102,934
Potential Grants	\$ 500,000	\$ 500,000
Total	\$ 1,404,188	\$ 1,404,188

Special Projects - Operations

	Health District	Grants	Partnerships	Total
Special Projects Contingency	\$ 60,000			\$ 60,000
Total	\$ 60,000		\$ -	\$ 60,000

***Bold** indicates expenditures requiring Board approval of special projects proposals