

Health District

OF NORTHERN LARIMER COUNTY

Budget Documents

For:

January 1 – December 31, 2019

**Approved by the Board of Directors:
December 13, 2018**



Budget for 2019 BUDGET MESSAGE

The Health District of Northern Larimer County in 2019 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 three leased Health District spaces, as well as shared space with two other facilities where Health District staff work collaboratively with staff from other organizations, Salud Family Health Centers, and the Family Medicine Center. For the sixth 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 2019 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 couple of 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 2019 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 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 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. 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. Similarly, the Dental program can 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 2018, a community plan was updated for the expansion of critical behavioral health services that are currently lacking in our community; in 2019, efforts will continue on working with community partners to implement the plan. Work will also 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 training for behavioral health provider and criminal justice and human services professionals, as well as 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), followed by intensive nurse counseling for those at high risk; 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. The program will work closely with medical organizations and professionals to help them create sustainable advance directive approaches within their organizations, and to be sure staff are trained on the topic; staff also work with employers on employee campaigns to help employees complete their advance care planning.

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 next triennial overall community health assessment will occur in the last part of 2019, and the results will be used starting in 2020 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. The Health District also 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, 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.

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Budget

For:

January 1 – December 31, 2019

Health District of Northern Larimer County
2019 Budget

Revenues:

Property & Specific Ownership Taxes	\$	7,887,486
Lease Revenue		1,115,627
Investment Income		140,000
Operating Revenue (fee income)		1,037,995
Partnership Revenue		61,748
Grant Revenue		1,303,259
Miscellaneous Income		21,100
 Total Revenues	 \$	 <u>11,567,215</u>
 Beginning Balance	 \$	 7,464,936
 Total Available Resources	 \$	 <u><u>19,032,150</u></u>

Expenditures:

Operating Expenditures		
Board Expenditures	\$	43,920
Election Expenditures		18,000
Administration		858,400
Program Operations:		
<i>Mental Health/Substance Issues Services</i>		3,395,826
- Community Impact	\$ 637,766	
- Connections: Mental Health/Substance Issues Services	1,650,745	
- Integrated Care (MHSA/PC)	1,107,315	
Dental Services		3,809,046
Health Promotion		820,874
Assessment/Research/Evaluation		213,652
Health Care Access		1,074,616
HealthInfoSource		109,263
Resource Development		174,236
Special Projects - Reserves/Partnership		2,139,363
Special Projects - Operations		60,000
Grant Expenditures		1,303,259
 Total Operating Expenditures	 \$	 <u>14,020,455</u>
 Non-Operating Expenses		
Capital Expenditures		99,725
Contingency		2,076,083
 Total Non-Operating Expenditures	 \$	 <u>2,175,808</u>
 Total Expenditures		 <u><u>16,196,263</u></u>
 Reserves		
Emergency		485,888
Capital Replacement (by policy)		1,150,000
Capital Replacement (flexible)		1,200,000
 Total Reserves	 \$	 <u>2,835,888</u>
 Total Expenditures & Reserves		 <u><u>19,032,150</u></u>

Health District of Northern Larimer County
Three Year Budget Summary 2019

	Prior Year 2017 Actual *	Current Year 2018 Budget	2019 Proposed Budget
Revenues:			
Property & Specific Ownership Taxes	\$ 7,050,725	\$ 7,768,431	\$ 7,887,486
Lease Revenue	1,051,585	1,083,133	1,115,627
Investment Income	82,312	80,000	140,000
Operating Revenue (fee income)	917,701	1,177,960	1,037,995
Partnership Revenue	157,416	44,498	61,748
Grant Revenue	800,178	1,695,319	1,303,259
Miscellaneous Income	22,312	20,255	21,100
Total Revenues	\$ 10,082,229	\$ 11,869,596	\$ 11,567,215
Beginning Balance	\$ 6,267,408	\$ 7,889,255	\$ 7,464,936
Total Available Resources	\$ 16,349,637	\$ 19,758,851	\$ 19,032,150
Expenditures:			
Operating Expenditures			
Board Expenditures	\$ 28,461	\$ 46,476	\$ 43,920
Election Expenditures	-	18,000	18,000
Administration	687,406	818,920	858,400
Program Operations:			
<i>Mental Health/Substance Issues Services</i>		3,242,573	3,395,826
- Community Impact	505,842	\$ 626,436	\$ 637,766
- Connections: Mental Health/Substance Issues Services	1,128,243	1,545,647	1,650,745
- Integrated Care (MHSA/PC)	930,039	1,070,490	1,107,315
Dental Services	3,242,470	3,789,066	3,809,046
Health Promotion	688,257	815,718	820,874
Assessment/Research/Evaluation	186,372	203,108	213,652
Health Care Access	900,959	1,086,274	1,074,616
HealthInfoSource	73,556	81,537	109,263
Resource Development	123,039	167,538	174,236
Special Projects - Reserves/Partnership	157,416	1,872,719	2,139,363
Special Projects - Operations		239,000	60,000
Grant Expenditures	1,268,617	1,695,319	1,303,259
Total Operating Expenditures	\$ 9,920,677	\$ 14,076,249	\$ 14,020,455
Non-Operating Expenditures			
Capital	\$ 85,518	\$ 3,226,887	\$ 99,725
Contingency	-	569,534	2,076,083
Total Non-Operating Expenditures	\$ 85,518	\$ 3,796,421	\$ 2,175,808
Total Expenditures	\$ 10,006,195	\$ 17,872,670	\$ 16,196,263
Reserves			
Emergency & General	\$ 300,186	\$ 536,180	\$ 485,888
Capital Replacement (by policy)	1,150,000	1,150,000	1,150,000
Capital Replacement (flexible)	1,300,000	200,000	1,200,000
Total Reserves	\$ 2,750,186	\$ 1,886,180	\$ 2,835,888
Total Expenditures & Reserves	\$ 12,756,381	\$ 19,758,851	\$ 19,032,150

*Based on year-end audited financial statements

HEALTH DISTRICT OF NORTHERN LARIMER COUNTY

Explanatory Schedules

For:

January 1 – December 31, 2019

**Health District of Northern Larimer County
Annual Operating and Reserve Expenditure Summary
2019**

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

Sources of Revenue

Property & Specific Ownership Taxes	\$	7,887,486
Lease Revenue		1,115,627
Fee for Service Income		1,037,995
Grant Revenue		1,303,259
Anticipated grant revenue	\$	803,259
Potential grant revenue		500,000
Partnership Revenue		61,748
Investment Income		140,000
Miscellaneous Income		21,100
Total Revenues	\$	11,567,215

A Operating Expenditures

Board Expenditures	\$	43,920
Election Expenditures		18,000
Administration		839,782
Program Operations		9,240,505
Special Projects - Operations		60,000
Special Projects - Partnerships		61,748
Grant Expenditures		1,303,259
Total Operating Expenditures	\$	11,567,214

B	Expenditures From Reserves		\$	2,453,240
	Special Projects	\$	2,077,615	
	Operations	\$	375,625	
C	Total Expenditures (A + B)		\$	14,020,455
D	Capital Expenditures (Reserve)			99,725
E	Total Reserve Expenditures (B + D)		\$	2,552,965

Health District of Northern Larimer County

2019 Capital Expenditures

Exterior Signs at Bristlecone campus	\$	24,000
Equipment/Software		55,725
Contingency		20,000
TOTAL	\$	<u>99,725</u>

2019 Non-Capital Improvements from Reserves

Technology	\$	68,470
Office Furniture/Equipment		52,745
Building Improvements		144,300
Software		90,110
Contingency		20,000
TOTAL	\$	<u>375,625</u>

Health District of Northern Larimer County 2019 Program Revenues & Expenditures

	50	51	53	56	58	59	61	62	65	67	72	2019	
	Admin.	Board/ Election	Connections: MH/IS	Dental	MH/SA/PC	Health Promo	Community Impact	Prog. Eval.	Health Care Access	HIS	Res Dev	Total	Grand Total
Revenues:													
Fee for Service	\$ -	\$ -	\$ 20,640	\$ 189,783	\$ -	\$ 6,044	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 216,467	\$ 216,467
3rd Party Payments	-	-	-	779,433	35,000	7,095	-	-	-	-	-	821,528	\$ 821,528
Sponsorships/Fundraising	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Misc Income	10,500	-	-	10,000	-	600	-	-	-	-	-	21,100	\$ 21,100
TOTAL REVENUE	\$ 10,500	\$ -	\$ 20,640	\$ 979,216	\$ 35,000	\$ 13,739	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,059,095	\$ 1,059,095
Expenditures:													
Salaries & Wages	\$ 424,455	\$ 8,000	\$ 1,069,284	\$ 2,322,231	\$ 787,763	\$ 497,789	\$ 438,718	\$ 149,630	\$ 700,830	\$ 49,615	\$ 117,784	\$ 6,566,099	\$ 6,566,099
Benefits & Taxes	105,437	635	278,345	650,630	193,744	138,458	116,541	36,288	197,721	15,699	31,386	1,764,885	\$ 1,764,885
Recruitment/Infection Control	6,500	-	5,000	6,000	6,000	6,709	3,000	500	3,000	1,500	1,550	39,759	\$ 39,759
Temporary Help	1,000	-	608	6,000	394	325	261	72	-	-	70	8,731	\$ 8,731
Interns & Residents	-	-	2,000	-	2,000	-	2,000	2,000	3,400	1,000	-	12,400	\$ 12,400
Consultants & Contracted Dr.s	56,924	4,000	40,524	9,541	4,676	3,322	3,107	308	11,002	176	299	133,880	\$ 133,880
Mileage	2,200	200	1,200	800	2,000	1,000	2,900	245	7,312	250	275	18,382	\$ 18,382
Staff Training	2,646	-	7,780	15,896	6,073	3,358	3,341	1,704	4,864	428	727	46,816	\$ 46,816
Conferences/Retreats/Fundraising	24,617	15,200	10,883	20,339	9,185	4,918	5,448	3,516	12,041	234	5,439	111,822	\$ 111,822
Memberships/Dues/Licenses	10,093	1,250	4,575	12,931	6,250	1,192	330	765	965	-	254	38,605	\$ 38,605
Publications/Subscriptions	1,664	295	9,929	350	600	376	2,354	1,615	2,997	-	1,000	21,180	\$ 21,180
Meetings	1,200	5,500	10,000	1,000	800	1,310	1,500	300	2,450	207	400	24,667	\$ 24,667
Wellness/Recognition	1,088	-	3,044	7,704	1,974	1,628	1,304	363	2,358	6	353	19,822	\$ 19,822
Volunteer Recognition	33	700	1,591	1,931	59	424	339	11	71	1,250	11	6,419	\$ 6,419
Rent & Lease Payments	641	-	50,570	4,540	1,163	959	769	214	1,389	122	208	60,576	\$ 60,576
Utilities	3,440	-	1,938	25,214	6,036	5,266	4,771	1,129	-	616	797	49,208	\$ 49,208
Custodial Services	3,421	-	-	25,081	6,004	5,238	4,746	1,123	-	613	793	47,020	\$ 47,020
Insurance	2,390	7,391	11,573	24,309	9,493	3,697	2,805	999	5,154	442	752	69,005	\$ 69,005
Office Supplies	4,100	600	7,000	5,750	1,400	2,235	2,300	450	3,000	500	320	27,655	\$ 27,655
Office Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Office Furniture	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Computer Equipment	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Computer Software	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Telephone, E-mail & Internet	3,289	-	8,131	24,724	5,779	5,873	4,541	1,081	885	841	170	55,917	\$ 55,917
Postage	1,450	50	1,000	4,300	100	600	300	100	10,200	250	400	18,750	\$ 18,750
Printing/Copying/Binding	2,700	100	3,600	1,500	600	2,231	1,500	435	5,797	250	375	19,088	\$ 19,088
Community Education	7,420	-	39,861	45,688	9,017	56,610	6,297	2,473	17,574	28,642	2,432	216,014	\$ 216,014
Repair & Maintenance	5,824	-	16,287	41,224	10,563	10,209	6,979	1,941	12,615	1,109	1,886	108,638	\$ 108,638
Medical Supplies	-	-	-	156,000	-	16,517	-	-	-	-	-	172,517	\$ 172,517
Medical Equipment	-	-	-	-	-	252	-	-	-	-	-	252	\$ 252
Medicines & Vaccines	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
Prescriptions	-	-	-	-	5,000	23,000	-	-	29,500	-	-	57,500	\$ 57,500
Lab & X-ray Fees	-	-	-	170,000	-	-	-	-	-	-	-	170,000	\$ 170,000
Client Assistance	-	-	8,000	12,500	500	2,430	500	-	3,500	-	-	27,430	\$ 27,430
Follow-up Care	-	-	-	20,000	-	-	-	-	-	-	-	20,000	\$ 20,000
Bad Debt	-	-	2,000	20,000	-	100	-	-	-	-	-	22,100	\$ 22,100
Fees & Exp.	9,500	-	-	1,650	-	-	-	-	-	-	-	11,150	\$ 11,150
Treasurer Fees	157,750	-	-	-	-	-	-	-	-	-	-	157,750	\$ 157,750
Reserve Expenditures **	18,618	-	56,021	171,211	30,139	24,848	21,113	6,389	35,992	5,514	5,782	375,625	\$ 375,625
Election Expenses	-	18,000	-	-	-	-	-	-	-	-	-	18,000	\$ 18,000
TOTAL EXPENDITURES	\$ 858,400	\$ 61,920	\$ 1,650,745	\$ 3,809,046	\$ 1,107,315	\$ 820,874	\$ 637,766	\$ 213,652	\$ 1,074,616	\$ 109,263	\$ 174,236	\$ 10,517,833	\$ 10,517,833
Net Expenditure	\$ 847,900	\$ 61,920	\$ 1,630,105	\$ 2,829,830	\$ 1,072,315	\$ 807,135	\$ 637,766	\$ 213,652	\$ 1,074,616	\$ 109,263	\$ 174,236	\$ 9,458,738	\$ 9,458,738

**To be spent from reserves

**FTE by Program
2019**

Program/Department	Authorized Regular Positions		
	2018 Authorized	2019 Budget	2019 Change
Administration	4.970	5.058	0.088
Mental Health Connections	13.682	14.145	0.463
Dental	35.951	35.801	(0.150)
Mental Health/Substance Abuse/Primary Care	9.051	9.174	0.122
Health Promotion	7.613	7.563	(0.050)
Community Impact	6.096	6.061	(0.035)
Program Evaluation	1.636	1.686	0.050
Health Care Access/Policy	10.715	10.955	0.240
HealthInfoSource	0.933	0.963	0.030
Resource Development	1.638	1.638	-
	92.285	93.043	0.758

**Health District of Northern Larimer County
2019**

Special Projects - Reserves

	HD	Partnerships	Total
MHSU Connections: CAYAC	\$ 100,047		\$ 100,047
General Indirects - CAYAC Community Navigator	\$ 34,480		\$ 34,480
Regional Health Connector CAYAC School Liaison	\$ 23,646		\$ 23,646
MHSU Crisis Intervention Training, Law Enforcement	\$ 3,000		\$ 3,000
MH SUD Strategy and Implementation Manager	\$ 97,300		\$ 97,300
MH SUD Strategy and Implementation Organizer	\$ 22,785		\$ 22,785
MHSU Expansion of Critical Behavioral Health Services	\$ 15,000		\$ 15,000
MHSU SUD Transformation Project - Grant Match	\$ 38,000		\$ 38,000
Community Mental Health/SA (Discretionary)	\$ 70,000		\$ 70,000
Community Mental Health/SA Partnership - HD	\$ 65,000		\$ 65,000
SUD Public Awareness Campaign	\$ 20,000		\$ 20,000
Community Mental Health/SA Partnership - Partners		\$ 21,748	\$ 21,748
MHSU Pay for Success/Frequent Utilizer Approach	\$ 25,000		\$ 25,000
Mental Health Special Legal Consultation	\$ 3,500		\$ 3,500
Pain Management Project	\$ 50,000		\$ 50,000
CIT: CDDT: .2 FTE Nurse	\$ 18,472		\$ 18,472
Regional Health Connector Match	\$ 2,000		\$ 2,000
Dental Client Assistance	\$ 15,000		\$ 15,000
Oral Surgeon/Endo	\$ 15,000		\$ 15,000
OAP Dental Client Assistance (Restricted)	\$ 19,442		\$ 19,442
Dentist loan repayment	\$ 10,000		\$ 10,000
Dental Connections Transition	\$ 1,500		\$ 1,500
Meaningful Use (future Dental MU expenses)	\$ 106,250		\$ 106,250
Targeted Program Outreach	\$ 29,000		\$ 29,000
Larimer Health Connect	\$ 175,357		\$ 175,357
Connect for Health Colorado Indirects	\$ 29,916		\$ 29,916
CDDT/ACT Facility Repairs/Contingency	\$ 10,000		\$ 10,000
Advance Care Planning Project	\$ 96,000		\$ 96,000
Aging and Health Care Initiative	\$ 60,000		\$ 60,000
HPSA	\$ 7,000		\$ 7,000
Camp Bristlecone Revamp	\$ 12,000		\$ 12,000
Great Plains Consultant - HR Module	\$ 4,000		\$ 4,000
HR Consultant	\$ 8,000		\$ 8,000
Community Health Survey	\$ 113,267	\$ 40,000	\$ 153,267
Transition Management	\$ 238,200		\$ 238,200
Specialized program training/health care reform training	\$ 87,101		\$ 87,101
HIS Redesign Project Mgr/Initial Planning	\$ 51,760		\$ 51,760
HIS Redesign Development and Implementation	\$ 122,840		\$ 122,840
Health Information Sharing & Health Reform Changes	\$ 20,000		\$ 20,000
Implementation of Community/New Projects Process & Plans	\$ 40,000		\$ 40,000
RIHEL - Leadership Institute (2 attendees)	\$ 10,000		\$ 10,000
Emergency Preparedness	\$ 10,000		\$ 10,000
Intermediate Medical Leave	\$ 25,000		\$ 25,000
Video Outreach	\$ 12,000		\$ 12,000
New high level staff recruitment costs	\$ 20,000		\$ 20,000
Wellness Program	\$ 6,000		\$ 6,000
General Indirects	\$ 5,965		\$ 5,965
Communications/Marketing Consultant & Plan Implementation	\$ 40,000		\$ 40,000
Census 2020 Outreach	\$ 10,000		\$ 10,000
New Community Health Data Project	\$ 50,000		\$ 50,000
Evaluation Services for Grants	\$ 28,788		\$ 28,788
Total	\$ 2,077,615	\$ - \$ 61,748	\$ 2,139,363

Grants

	Grants	Total
DC Fundraising	\$ 7,366	\$ 7,366
Dental Client Assistance - Children	\$ 7,881	\$ 7,881
Dental Client Assistance - Adults	\$ 25,483	\$ 25,483
Project Smile	\$ 7,333	\$ 7,333
Lion's Club Diabetes Program	\$ 2,356	\$ 2,356
Community Foundation (Senior Dental)	\$ 11,087	\$ 11,087
Colorado Health Foundation (LHC)	\$ 8,886	\$ 8,886
Connect for Health (LHC)	\$ 70,456	\$ 70,456
Connect for Health (new)	\$ 68,412	\$ 68,412
ACP Partner/Fundraising	\$ 14,191	\$ 14,191
Next50	\$ 121,155	\$ 121,155
ACMHC Extension	\$ 2,187	\$ 2,187
CDPHE (CAYAC)	\$ 105,607	\$ 105,607
Denver Foundation (CAYAC)	\$ 151,135	\$ 151,135
CAYAC School Liaison Grant	\$ 22,288	\$ 22,288
CHF - SUD Transformation Project	\$ 94,936	\$ 94,936
Regional Health Connector Period 3	\$ 40,000	\$ 40,000
Meaningful Use	\$ 42,500	\$ 42,500
Potential Grants	\$ 500,000	\$ 500,000
Total	\$ 1,303,259	\$ 1,303,259

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